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## ROLE MATURITY AND MOTIVATION OF THE COMPANY'S PERSONNEL

One of the essential tools in human resource management is the implementation of role profiles, which facilitate clear definitions of tasks, responsibilities, and expectations for each team member. Overall, the use of role profiles within an organization ensures task and responsibility clarity, specifies required skills and competencies, enables efficient resource allocation, supports performance assessment, career planning, and development, promotes effective team building, accelerates adaptation and change management, and fosters an engaging and motivating environment.

A role profile is a description of the competencies, duties, requirements, and characteristics needed to perform a specific role within an organization. Its components help to clearly define the skills and qualities an employee must possess to successfully fulfill their duties. The main components of a role profile include (see Fig. 1): role title, purpose, responsibilities, competencies (both personal and professional), qualifications and experience, performance indicators (KPIs), place in the organizational structure, areas of responsibility and authority, career prospects, resources and tools, and expectations.

The set of components helps to clearly structure the requirements for each role in the organization and create transparent expectations for employees, which facilitates personnel management, motivation, and professional development. Selecting an employee for each role involves evaluating all components and assessing the level of role maturity of each individual employee, allowing for effective role distribution and the development of a motivation system, depending on the level of role maturity.

The levels of role maturity reflect the readiness and ability of employees to perform their roles in the organization effectively. This concept is related to employee development, their responsibility, competencies, and motivation within their role. There are several models that describe different levels of role maturity. One of the most popular is Hersey and Blanchard's Role Maturity Model, which combines motivation and competence into four key levels: low, moderate, medium, and high. Understanding the level of role maturity helps optimize the motivation system.

Motivating employees at each level of role maturity requires different approaches, as the level of competence and motivation varies. This should be taken into account by managers when designing a motivation system.

In this study, it is important to examine the specific features of motivation at each level of role maturity.

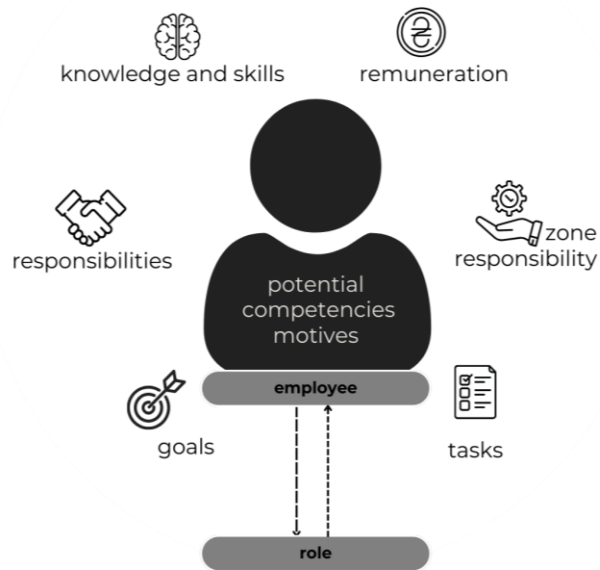


Figure 1 – Components of the employee role profiles

At the low level of maturity (M1), employees typically have low competence, little experience, low self-confidence, and consequently, difficulty in independently solving tasks. Therefore, motivation can include: clear instructions and constant support, training and development systems, frequent encouragement, and well-defined short-term goals.

The moderate level of maturity (M2) is when employees have basic competencies but still require significant guidance due to a lack of confidence or experience. Motivation methods for such employees include emotional support and recognition of their efforts, encouragement; a structured management approach with clear guidance and instructions; granting extended authority and greater responsibility, as well as opportunities to make decisions under supervision; systematic feedback and regular discussions of work results.

At the medium level of maturity (M3), employees have quite high competencies, but motivation or confidence may occasionally fluctuate. This should be taken into account in the motivation system for employees at this maturity level. They can be motivated by granting more autonomy in task execution, with the option to receive support if necessary; encouraging achievements through public recognition or offering bonuses/rewards; allowing them to participate in important decisions, which increases their engagement; providing tasks that allow them to develop their skills, stimulating professional growth.

At the high level of maturity (M4), employees usually have a high level of competence and motivation, the ability to work independently, and take responsibility for results. They should be motivated by granting full autonomy in their work and the opportunity to make decisions independently; offering opportunities for career advancement, new challenges, and expanded responsibilities; involving them in strategic or critical projects that require a high level of responsibility and expertise; maintaining motivation through recognition from management, as well as public awards and bonuses for achievements.

It is important to regularly monitor the level of role maturity by assessing the employee's competence (professional skills and knowledge, acquired experience, independence in task execution, and quality of work), evaluating their motivation (level of interest, desire for development, attitude towards challenges); observing behavior in the work environment (teamwork, participation in collective decision-making); receiving feedback from colleagues and direct supervisors; and examining the employee's self-assessment (a self-description of strengths and weaknesses, providing management with an understanding of how the employee perceives themselves in the context of their role) for a development of the motivation system.

The level of role maturity can change over time, so it's important to periodically reassess and adjust management approaches in line with changes in employee competencies and motivation. Adjusting the motivation strategy based on role maturity allows for continued employee development and achieving effective results.

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