

**Transformational processes
the development of economic
systems in conditions of
globalization: scientific bases,
mechanisms, prospects**

**Collective monograph edited by
M. Bezpartochnyi**

ISMA University
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**Ekonomisko sistēmu attīstības
transformācijas procesi
globalizācijas apstākļos:
zinātniskie pamati,
mehānismi, perspektīvas**

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The authors of the book have come to the conclusion that it is necessary to effectively use the management approaches to regulate modern international economic relations, methodological tools for analyzing international competitiveness and innovation. Basic research focuses on assessing the structure of R&D costs, analysis of innovative development the industrial enterprises, diagnostics of direct and portfolio investments, stress-testing of the banking system, marketing support of companies' competitiveness, diagnostics of structural transformations in agriculture. The research results have been implemented in the different models of reengineering business process, reforming the pension reform, developing the human resources capacity of the region and managing human resources, managing quality in the hotel-restaurant business and tourism, forming a logistics strategy, innovative technologies in education. The results of the study can be used in decision-making at the level of international business, ministries and departments that regulate international relations, ensuring security and overcoming risks. The results can also be used by students and young scientists in modern concepts of the formation of international economic relations in the context of ensuring the competitive advantages of actors and improving innovation policy.

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JUSTIFICATION OF MOTIVATIONAL MECHANISMS AND PERSONNEL MANAGEMENT OF MODERN ECONOMIC SYSTEMS

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JUSTIFICATION OF MOTIVATIONAL MECHANISMS IN ACTIVITY OF THE ENTERPRISES OF EUROPE AND UKRAINE

Topicality

Human resources management in any enterprise is part of the overall management system, but the only model of human resources management does not exist. In order for a person to work with high efficiency, productively and conscientiously, it must be interested in this, or, in other words, is motivated. So, motivation is one of the main places in the management system. Of particular importance it acquires in a highly competitive environment. Since the gaining of the markets is possible only by creating a proper motivational mechanism. Which can stimulate employees to work effectively, improve product quality, and so on. The effective activity of the enterprise to a large extent depends on how productive in the activity enterprise realized creative potentia employees, their capabilities, and so on. Therefore, the main task of the personnel department is the formation of a motivational mechanism that allows to effectively use the potential of people.

So, today in the economic activity of most countries of the world a significant place is the work with human resources. Accordingly, each country in its identity has own differences in motivating personnel at the enterprise. Each of them creates their own motivational mechanisms in the activity of enterprises. They choose whether to feed the worker with a carrot or threaten the whip. So, for example, in many European countries many enterprises it has long been understood that workers

need to be cherished and respected. Indeed, on their knowledge, skills, ability to work and much more depends the success of an enterprise. Accordingly, depending on each country, this motivational mechanism may vary. That is why relevant are research and substantiation of motivational mechanisms in the work of the enterprises of Europe and Ukraine.

Goal is research and substantiation of motivational mechanisms in the activity of enterprises the countries of Europe and Ukraine.

Analysis of recent research and publications

Research of motivation the employees of the enterprise, the definition of the main types of motivation, the mechanisms for their creation, and others, were engaged by a few foreign scientists, in particular: F. Taylor, A. Faiol, D. McGregor, P. Drucker, J. Shermerron, F. Hertzberg, E Robins and others. In addition, domestic scientists have made a contribution to the research of motivational mechanisms in the work of the company, and in particular, they can be distinguished, such as: O.A. Bugutsky, V. Shinkarenko, I. Bondar, L. Beztelesna, G.A. Dmitrenko, A.M. Kolot, S.A. Shapiro, V.S. Diesperov, A.V. Kozachenko, I.V. Shepel, A.V. Golda and others. In their works, scientists have determined that the motivation mechanism in the activity of the enterprise should take one of the leading places. However, when investigating this issue, it was difficult not to notice that none of them could single out a single approach to creating a motivational mechanism at the enterprise that would be universal in every enterprise. This is due to the fact that, depending on each country, it has its own identity, mentality, and so on. Therefore, it is important to substantiate motivational mechanisms in the activity of enterprises in Europe and Ukraine.

Presentation main material

Study of the bases of management of labor motivation (motivational mechanisms) it is advisable to begin with a deeper understanding of the essence of the category of "motivation". For a long time in science and practice, it was believed that motivation – is an excuse, a motive reason for human action, due to his psychological reaction of instincts, feelings, intuition to external influences. However, modern science convincingly proved that motivation as a process is by its very nature and contents a much more complex phenomenon than a point, one-time incentive reason, or even their totality. Its essence is reduced to the fact that, reacting to external influences or internal needs of development, a person transforms them into their psyche and consciousness

(subconsciousness) to the level perceived by the senses and minds of sensations, desires, values, intentions, decisions, expectations. From the set of such emotional-rational components, is made the choice and the decision to act in such a way as to meet the emerging needs. If the degree of satisfaction needs is high, then the motives of the behavior will increase, positively activating the activity.

In modern literature, this concept is interpreted differently, and all authors consider motivation from their points of view. In opinion, Fedoseev V.M., motivation – is a process of influence on the employee, in order to carry out certain actions, by awakening in it certain motives [1]. “Motive” Rodionova N.V. interprets as: “the state of inclination, readiness, employee of the firm to act in one way or another” [2]. Accordingly, according to Vasiliev O.P., the motivation in its modern sense is a system of measures aimed at creating conditions that encourage personnel to make the most effective, conscientious and initiative fulfillment of their official powers [3, p. 59]. Vykhansky O.S. interprets motivation, in the broader meaning of “Motivation – the accumulation of internal and external driving forces that stimulate a person to activity, setting boundaries, forms, intensity of activity, level of expenditure of effort, diligence, perseverance and that give her direction, orientation to achieve a certain goal [4]. Consequently, motivation is the cause of people’s actions, desires and needs. It is also a direction of behavior, or something that makes a person want to repeat this behavior. Motivation comes from within personality.

Thus, in order to successfully manage it is necessary to have an idea of the main motives of the behavior of employees, the ways of influencing them and the likely results of such influence. This all forms a certain motivational mechanism. Motivational mechanism is a set of motives that are formed under the motivating influences [5]. According to Shapiro S.A., the motivational mechanism in the activity of the enterprise is a complex system of applied tools and methods of influencing on working personnel to ensure the achievement of goals of motivational policy [6]. The main task of the motivational mechanism is to form or activate a person’s state, which determines how efficiently and with what activity and direction a person is ready to act in a certain situation [7]. Thus, the motivational mechanism is a complex system that includes needs, interests, value orientations, motives, incentives, goals and beliefs. All of them are formed in the social space, under the influence of primary and secondary reference groups.

In the opinion of the scientist Kuzmichova O.A. the motivation

mechanism involves the interaction of needs, interests, the ultimate result of which is their transformation into the purpose of the individual [8]. However, in our opinion, in addition to the needs and motives, the motivational mechanism may include:

- harassment is a person's orientation towards the achievement of a certain status, goal, and result of activity, in which her conception of the result, which it deserves and is able to achieve;

- expectation – personality assessment of the possibility of an event, hope for something, assumption about the consequences of one or another result of activity;

The tricks and expectations of the subordinates can not be neglected, because they can be a reason for the deterioration of performance;

- installations – purpose, focus on anything, human readiness to act in a certain way in a particular situation;

- assessments – determining the extent to which the results may be obtained or needs met;

- incentives – external irritants that contribute to the growth of motives in human activities.

Consequently, the peculiarity of the mechanism for stimulating the work of personnel is the ability to possibility of influence the course of the person's motivational process on the part of the enterprise in two stages. In the first case, there is an impact on the stage of the formation of needs in the form of established incentives and interests. In the second case, there is an influence on the stage of formation of motivation. In our opinion, the main principles of forming a motivational mechanism in the activity of the enterprise include:

- complex use of material and immaterial stimulation;
- direct link between the results of work and the size of the promotion;

- comprehensibility and transparency of the wages systems;

- competitiveness of wages among other industries;

- continuity of the process of development qualification, as well as professional and career growth;

- stimulation of innovative methods and technologies of work.

Consequently, on the basis of the above-mentioned terminology and theory, turn to the consideration of the main motivational mechanisms in the activity of enterprise of the European countries. With all the diversity of motivational mechanisms in the activity of the enterprise in a market economy, most industrial development countries can be identified as the most characteristic French, British and German

The basis of the French motivational mechanism in the activity of enterprise lies in its strategic planning, free competition and loyal taxation. In the pay mechanism of motivation in the activity of enterprise in the France incorporates two components: the indexation of wages and individualization of salaries. Indexation individualization of salaries depending on the price increases – the duty of the French employers, which is enshrined in collective agreements and strictly controlled trade unions. Individualization of salaries is the calculation of payments taking into account education, qualifications, quality of work, level of employee mobility. Accrual of individualized salaries takes place in three schemes:

- “fork” of wages, when the size of the salary depends on the amount of time worked, participation in the company’s life and – most importantly – the efficiency of work himself employee, regardless of the efficiency work of his colleagues;
- a clear salary plus a premium, the size of which varies depending from the productivity of labor;
- application of other forms of individualization: participation in profits, purchase of shares of the enterprise, payment of premiums on sales results.

In addition, in many French enterprises used the ballroom assessment of personnel which is based on six criteria: professional knowledge, productivity, quality of work, compliance with safety rules, production ethics and initiative. Thus, at the expense of these criteria transparent pay is carried out. Each employee clearly knows what and how much salary can get at the end a month. Each criterion has its % to payroll. So, such an approach to the motivational system is very effective, since it increases the efficiency of labor, and also provides a wide awareness of employees about the state of affairs in the company.

In addition, it should be noted that the best non-financial incentive for employees of the French enterprises is a flexible schedule or distance work that eliminates the need to attend the office. Equally important in the creation of motivational mechanisms in the activity of enterprises in French is that most employees encourage the obtaining of such privileges as corporate medical insurance, assistance in repayment of mortgages, dinners at the expense of the company, etc. However, the improvement of qualifications, the organization of trainings, etc., is firmly disapproved of the French heads of enterprises. Consequently, the advantage of the French motivative mechanism is that in a part that

the size of wages. All employees have information about the financial status of the entity of economic activity and know what part of the profit has the right to count on good work.

The motivational mechanism in the Great Britain has to France a so-called "flexible" payment system similar. At the core of which, as already noted, is the accounting of individual qualities of the employee, his merits and results of work using special assessment scales for a number of factors. However, in addition to this motivational mechanism in the Great Britain, there is another system of employee motivation. The basis of this system is the fact that the salary of employees depends on the overall profit of the enterprise. So distinguish two motivational systems of wages: money and equity. It is worth noting that sometimes the heads of British enterprises also allocate such a motivational system as a "fluctuating" system. The essence of which lies in the fact that wages fluctuate of proportion to the incomes of the enterprise.

The German motivational mechanism successfully combines various aspects of the market economy of the country. The scheme of motivation the employees in Germany is based on a world-view belief that an employee is a free person with his own interests, which is personally responsible to society. The concept of economic freedom for the Germans includes the consideration of public interests and the definition of the place of personality in the market system. But since not everyone is able to work in accordance with market requirements, the state creates a social market economy. The purpose of which is to create a level playing field for all residents of the country. Thus, according to western researchers, the combination of incentives and social guarantees is one of the best options for motivating work, which provides an increase in the welfare of the population. Many researchers consider the German motivated mechanism to stimulate labor and the availability of state social guarantees an excellent example of a harmonious, optimal way to embody economic theories.

However, it should be noted that in some German enterprises, employees conclude an agreement. This agreement states that employees are obliged to make the most of their potential, while having certain performance indicators. At the same time, the employee installs his own working time. As a result, labor motivation increases – a person does not just perform the tasks he faces but also engages in the management of his activities. Consequently, the modern German motivational mechanism is based on the idea that not every German can

III and survive in a conditions of free market. The combination of corporate motivation systems and the state system of social justice leads to a compromise that allows an employee to freely exercise in the professional field without fear of remaining constant income.

So, after considering the main motivational mechanisms in Europe countries, in particular France, England and Germany, one can clearly see the reasons for their rapid and, importantly, stable economic development. Each of these countries has found for itself an acceptable proportion of material and approaches to motivation. By placing a bet on employees, enterprises of these countries and to this day successfully carry out their activities.

In addition, it is possible to generalize the main motivational mechanisms in the activity of enterprises in Europe:

- selection of personnel is based on the principle: for each post your employee, that is, a whole directed choice the person with a narrow specialization. This specialist has the right to make decisions only in those issues in which he is competent. On the other side, a person is busy specifically with his work and precisely understands in which direction he should improve himself. The positive result he can achieve in his case will contribute to the growth of professional qualifications and will not remain unnoticed to leadership;

- the basis for the wages of employees is the tariff agreements that determine the salary for the tariff and various types of supplementary payments, taking into account the specific working conditions. Deviations from the tariff agreement are possible only for the better, but for this the employee will have to work more, because the constant tariff is practically unchanged, but the variables depend on the employee's income;

- in addition to the financial side, abroad a significant role is played by non-material motivational methods;

- the company's management constantly develops measures about stimulate the activities of personnel who are aimed at high-productive and efficient work. At the end of these activities is carried out the certification of employees. The employees who received the highest marks are rewarded, others – work on their mistakes;

- the process of ensuring the versatile training and professional development of employees is continuous;

- the participation of ordinary employees in management is carried out through the supervisory board. At European enterprises there are councils that are elected by the teams and represent the interests of

the employees. The Industrial Council is not a trade union organization and represents the interests of only employees of this enterprise. The thoughts and ideas of each employee can be heard, and that means, which means that if his proposal is rational, then the leadership will definitely honor its employee.

Consequently, the above motivational mechanisms contain a number of effective ideas and tools for motivating personnel. Obviously, each mechanism is oriented to certain conditions of the market of its country, taking into account national specifics and features of mentality the population. What works well in the same country can have negative consequences for another (for example, due to the difference in the level of development, the less perfect social system, etc.).

However, the importance of sharing experience between countries can not be underestimated. Proper use of the works of foreign experts in the field of labor motivation can allow domestic enterprises to significantly increase their profitability. Ukraine has a colossal development potential and at the same time is very specific due to its cultural and historical peculiarities, and therefore when developing motivational mechanisms the managers of enterprises should take a very responsible approach to the choice of tools for motivating employees.

It is worth noting that in Ukraine the absolutely opposite situation regarding the motivation of employees at the enterprises. Motivation in the Ukrainian business environment is not considered an important element in increasing productivity. Moreover, in fact, on the motivation of an employee at best, when hiring a job, a specialist will talk about staffing. And in the future, the motivation of employees is no longer interested in anyone. Thus, the system of personnel motivation in Ukrainian enterprises is far from ideal and in many respects is a loss.

Consequently, in our opinion, to create an effective motivational mechanism in the activity of Ukrainian enterprises, it is necessary to use the experience of foreign practice. Thus, it is possible to allocate such advisory principles that will increase the productivity of employees:

- introduction of a shifted schedule of work. The idea of this principle is that employees of an enterprise have the opportunity within a week or a month freely to build their work schedule. Managing your own working time is very useful in the activity of enterprises. After all, this allows removing tension during work (when there are some of their own social or domestic problems, and because of the impossibility of solving them on time, there is tension). In addition, the principle of shifted graphics allows to eliminate the problem of "independent leaving

the workplace”, as well as to reduce the concealment by employees of the loss of working time;

- premiums by time. The idea of this principle lies in the fact that the precisely defined norm of output is used first of all. Every employee in the activity of the enterprise knows exactly how much he has to time at work. Thus, employees are offered the opportunity to comply with the established norm at a time when it is most convenient for them;

- bonus for initiative. Employees receive a fee for any rational offer. For a useful and effective idea, the employee is paid a reward in the form of a premium, bonus, etc.

- informal communication in the team. Regular informal meetings of the employees who help to unite the team, allow to select an informal leader through which it is possible to solve the issues of employees in the future;

- the introduction of a “flexible” system of wages. This system is quite effective, because it encourages competition. By means of special scales on a number of factors, employees will try to work better and more efficiently, etc.

Therefore, adapting the experience of foreign colleagues and applying their own knowledge and skills will help Ukrainian enterprises to achieve significant success in motivating their employees. As for Ukraine, it is necessary to take into account the peculiarities of our culture and the specifics of the population. Substantiation of foreign motivational mechanisms can significantly help Ukrainian entrepreneurs develop their own system of motivation, but at the same time it is important not only mechanically to implement foreign motivation tools in the conditions of the Ukrainian economy, but carefully select the most appropriate of them, taking into account regional and sectoral specifics, demographic situation and other important factors. Only then can expected positive results of activity the domestic enterprises.

Conclusion

Today, every manager should be aware of the importance of motivation of personnel, because it depends on him the productivity of people and enterprise in general. An effective motivation program is at the same time the goal of the enterprise, the achievement of which will enable the most complete disclosure of the potential of each employee. The purpose of the motivational mechanisms is to increase the efficiency and quality of labor, and ultimately, the success of the enterprise in the market and increase its competitiveness. The employer

must always remember that motivational mechanisms are long-term investments, and real motivation is possible only when the work in the organization promotes the continuous development and improvement of professional skills, allowing it to feel in demand. However, one should not consider motivation in parts, because its material and its immaterial components always form a single complex, competent practical application of which will immediately give the enterprise positive results. The experience of the best western executives shows that success is achieved by those who do not just assign tasks to subordinates and in any way seek their implementation, but has the ability to interest them to ignite, inspire personnel to fulfill the tasks of the enterprise, form a team of unanimous people. The motivational mechanisms of each country depend from their mentality, nationality, economic and social development, etc. Thus, taking foreign experience of motivation should be taking into account the peculiarities of culture and mentality. Foolish copying other ideas will not bring the desired result. In Ukrainian enterprises the motivational mechanisms are not developed. Accordingly, the lack of proper motivation for productive labor confirms the need for the formation of a highly effective motivational system that promotes satisfaction of the needs of employees and the achievement of the goals of the enterprise.

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