

## FORMATION MOTIVATIONAL MECHANISM OF LABOR MANAGEMENT FOR THE MODERN ENTERPRISES

Motivation of all time was one of the most important components in the system management. Of particular relevance motivation gets in a highly competitive market products, solve the problem since the conquest of markets is possible only with the establishment of proper motivation mechanism that can encourage employees to efficiently, improve product quality.

However, hyper trophic individualism and negative motivation, which are inherent in the command economy type, still evident in many other Ukrainian organizations of all forms of ownership and spheres of activity. Most of the mechanisms of motivation can not be used in Ukraine due to the fact that through evolution developed economy can not compare a situation where knowledge economy emerging in the country with sufficient rudiments industrial and autocratic traditions. That is why labor motivation in the establishment and development of the knowledge economy in Ukraine is an important social problem, whose solution within each company is a critical issue.

In Ukraine there is a need to improve personnel management incentive mechanisms for achieving strategic and tactical goals and collective enterprises, including the following: obtain the desired individual and collective performance and adequate remuneration, profit maximization, improving product competitiveness, expand markets.

Since the beginning of the new millennium, world economic processes are increasingly considered not only through the prism of "economic intelligence" as "economic stress". The latter is characterized not only sustained financial crisis, but also numerous conflicts tviternymy revolutions and man-made disasters. This situation shows that the duality technocratic society is not only to government technocrats on technique, but on the contrary - technosphere power over society [1, p. 25]. The extreme variability and dynamics of many social and economic processes today proclaimed knowledge economy leaves little choice but to create new motivational orientations for Ukrainian workers and their leaders, because the system of motives, actions and orientations representatives of the contemporary intelligent and democratized society built otherwise than in representatives of industrial society. Globality in thinking, to profess the principles of meritocracy together with the simultaneous production and consumption of information goods and services does not allow current employees divided society into "us" and "them". Therefore, new approaches to motivation,

including ukrainian intellectual management, will serve to address the contradiction between human development and the environment.

The aim of the paper is construction worker motivation motivational mechanism, which would be able, first, to serve the system generating knowledge-based approach to deep penetration into the essence of the problem and secondly, the balance of the employee in his search for physical, emotional, mental and energy fields to boost productivity as riparian socio-economic system and the national economy.

The issue of motivation mechanism devoted to research of many scientists. Theoretical and practical issues of incentives and motivation of staff in the system as discussed in the works of local scientists such as A. Vasilenko, V. Horovoho, V. Pokotylova, N. Rezanova, V. Storozhuk V, V. Chornomaz, M. Shapoval, L. Shvayko, A. Shevchenko, A. Shubin, etc., so foreign scientists Stephen M. Davis, R. Waterman, J. Haryntona, M. Hammer, A. Charnes, W. Cooper, F. Crosby.

Speaking of priority to considering problems of motivation for each of the stages of the innovation process and the formation of effective motivation mechanism, it should be noted that the focus of the current conditions it should be given its inception ideas as a source of generation of innovation based on the potential human resources component of the innovation potential of the state as a whole or individual enterprises, research organizations and the like. It is human resource with its inexhaustible intellectual potential is the driving force behind innovative transformations, so the development of creative motivation (initiating innovation) is the key to overcoming inertia subjects of labor management that exists today.

Motivation and stimulation activities should certainly be seen as a process that is carried out continuously, which can be represented as a set of interrelated elements due to one another and generally characterizes the motivational mechanism of labor management.

Based on the essence of this definition, one could argue that any mechanism provides for parts (elements, links) that are in some way related to each other and influence each other.

This is always possible to distinguish between force (an element), having an effect and the object that it is experiencing, whereby realized this action (leverage), and for which it is carried out, that is a concrete result of the mechanism [2, p. 124].

By analogy with the description of the characteristics of the concept of "mechanism" to seek the essence

and principle of motivational mechanism of labor management must be clear about this:

- who makes the process of business motivation, that encourages certain behaviors and who is experiencing inducing effect;
- what action directed motivation - motivation object;
- what, specifically, want to achieve with incentives that aim its implementation.

Motivational mechanism is a component of the mechanism of interest in achieving maximum economic and social benefits of the company.

General basic element of market economy is the motivation activities based on a combination of different forms of ownership, accompanied by increased freedom of choice of each person kind of classes. Freedom of choice is the basis of the personal will of the people, the foundation disclosure of personal potential.

Tree motivational mechanism should be in accordance with the tree mutual goals of society (and hence areas), that each goal at all levels of objectives must meet certain complex motivation (motivation mechanism element or subsystem) that achieves this goal. Thus, the starting point for determining the structure of motivational mechanism is considered significant motivational structure detection system goals (purpose - to achieve funds). This process is iterative in nature, as a means of motivation goals. And if you can not at a particular stage of social development to form sufficient to achieve a particular goal motivational complex target must be reviewed and brought into line with the real possibilities of motivation (of money - to the goal). For example, if the conditions of degradation due to improperly targeted and poorly organized economic reforms can not set wages, providing a sufficient degree of motivation high labor productivity, should increase rate of recovery and increase the competitiveness of production (level goal) of the real level of work motivation. This situation, however, can be corrected if we can strengthen internal motivation of employees (work satisfaction motives and expectations of success) [3, p. 83].

Of course in solving the problem limited to setting goals and finding resources to achieve them, considering that existing in society motivational mechanism for efficient use of resources to achieve the set goals of the entire society. Practice shows that this is not so. Real diversity of conditions and people employed by it, makes it necessary in solving any problem to form specific motivational mechanism.

Motivational mechanism as any system must have integrity and efficient property isolation of its elements. This means that there are a lot of elements are interdependent and changing one of these items require certain changes in other elements. Yes, interdependent pay, accept change in the quality of work. Change of

supporting one of these elements inevitably leads to the necessity of supporting the changes of other elements. Otherwise, the motivational mechanism is ineffective. At the same time requires a certain degree of isolation of elements to change of supporting one or another element to some extent offset by other elements of motivation mechanism, otherwise its effectiveness will not be reliable. These elements can be, for example, working conditions and differentiation of payment depending on conditions.

Motivation mechanism should include elements of different duration of their life cycle, with long, including the "eternal", ie, changing only with a change in human nature (the traditions of society), short is changing with the changing socio-economic or industrial situation, and intermediate between long and short life cycle. The composition of motivational mechanism to ensure its stability and dynamic development by replacing most mobile elements [4, p. 211].

Distant intentions determine long life plans of man. The image on which are formed intentions, motivation is a complex field with many reflections thereon values. The intentions are seen as the result of activity of the subject that weighs these values and determining feasibility and justification for their achievements.

From these considerations it follows that the company had to form the system performance goals. It is necessary to achieve these goals was the closest and (or) remote-intentioned managers, professionals, employees and each employee is involved in the process of achieving goals. Only in this case it is possible to "shift motives for purpose". On the basis of the research, the model of the mechanism of motivation and stimulation of labor management, which is shown in fig. 1.

It should be noted that this view of motivation and incentive mechanism is rather arbitrary, since in reality each entity structure of this mechanism depends on many factors: exercise motivation level (macro and micro); stimulating features of each object; entity's organizational structure; the nature of ongoing activities; selected strategies in innovation; Sustainable traditions, etc. [5, p. 85].

To understand the nature of the operation shown in Fig. 1 mechanism useful to analyze its components and the relationships that occur between them. This model reflects the emergence of general principles and actions of motivation. It can be seen in relation to the macro- and micro-level implementation of safety management. So as subjects in the proposed scheme can serve various actors of innovation processes related complex system of relationships on the development, implementation and effective use of various kinds of innovations.

Objective 1 subject, making motivational impact, is seeking the help of external influences on other subject-user innovation (subject 2) excite, develop, en-

hance certain motives, prompting the latter to implement actions for motivating desired sub an object such that lead to the desired end result, and in contrast, weaken or try to exclude from the motivational structure subject 1 the motives that prevent the achievement of the goal. The main objective of the entity that implements the motivation is to build complex motyvout-voryuyuchyh factors could cause the necessary changes

in the motivational structure of the subject. This subject 1 should be aware of the needs, interests, expectations and subject 2 somehow predict how these or other factors affect the motivation and behavior in the future, although it is difficult, as the impact from the outside is always characterized by individual internal perception of each situation [5, p. 87].

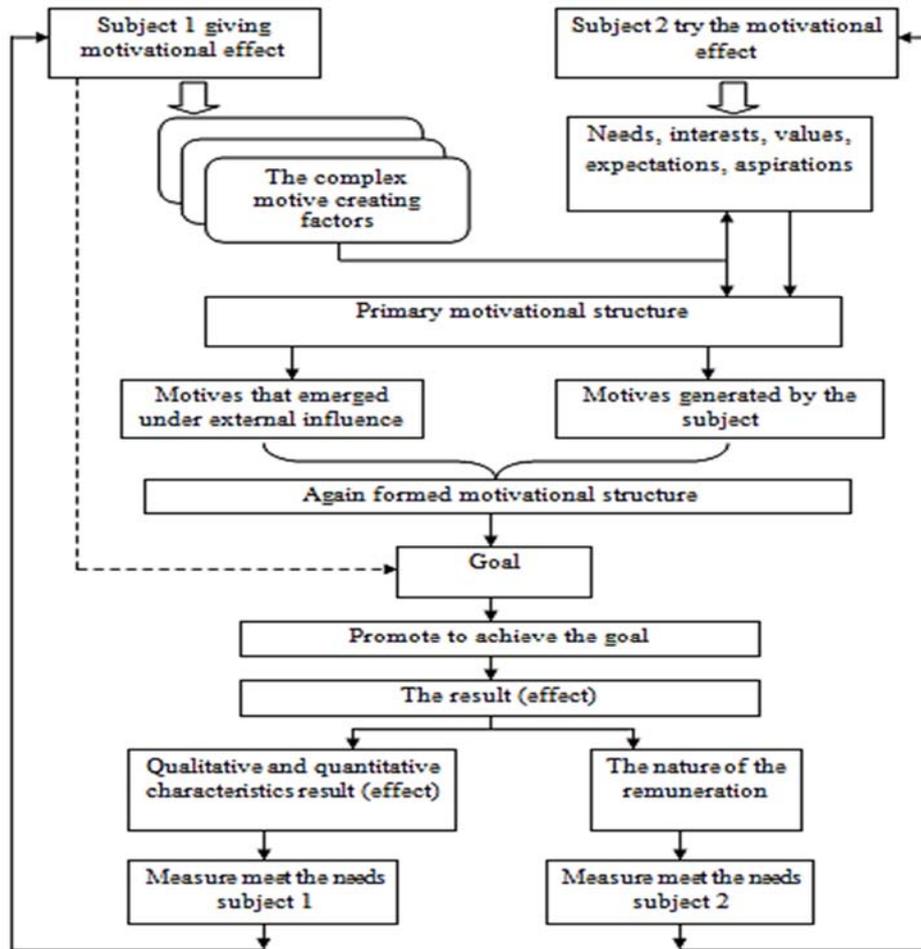


Fig. 1. Model motivational mechanism of labor management

External motif forming factors can be divided into positive, such that cause a positive reaction and increased activity of the subject in pursuing innovation and negative, such that forced participation in innovation (it may be a different kind of sanctions for non-compliance of certain actions not competition planned results). But we should not focus on the second group of factors and can even be quite effective in some cases, but restrict its influence on the motivation of the subjects participating in innovative processes weaken the overall level of motivation as a structure motifs dominated not desire to achieve something, and fear of punishment.

The grounds raised by external factors not directly related to the nature of the activity called extrasensive motives, these include: the motive of duty and respon-

sibility to society; motive of self-determination; the desire to get the approval of other high social status; reasons to avoid punishment. In the case of these reasons are not attractive activity itself, but only that it is connected (eg, power, material wealth, prestige), but this is often not enough to leverage activities. It is important that extrasensive motives were supported by procedural and substantive (intrasensive) motives, when the activity of the subject caused no specific influence of external factors, but by the process and content of activities. An interesting what he does, nature activities like exercise their intellectual and physical activity.

Formation of procedural and substantive reasons is especially important in the implementation of labor

management when it comes to creative work development of innovative products.

You must create an environment in which the leitmotiv in the motivational structure of the individual would be the process of intellectual activity, not forgetting, of course, the role ekstrynsyvnih factors in enhancing the overall level of motivation [6, p. 322].

Thus, as a result of external and internal generated by the subject, motyvoutvoryuyuchyh factors formed a certain motivational structure serving motives productions subject certain purposes, because in order to set a goal, you must have the appropriate motive or combination. The objectives are closely related with the motives and also stimulate activity, induce make appropriate efforts to achieve them, while the more specific the general goal of achieving intermediate stages, the marked chitshe means to achieve the goal, the more force inducing action and the probability of goal [7, p. 44].

Goal setting can be made the subject of their own (subject, try the motivational effect) and wonder outside. In the latter case, the link can be formed under the influence of incentives on the purpose of the respective motive. It is important to aim, set outside, adopted subject was his personal view to the subject does not perceive it as a task imposed, did not try to change it, it requires an external matching aim intrinsic motivation of the subject, and the inclusion of the subject in part in setting goals, analyzing the conditions of its achievement. The next element of motivational mechanism of labor management associated with the direct implementation of specific action based on the process of stimulation to achieve their goals. Thus, the higher level of general motivation and a decent level of stimulation, the harder it is prone to make. By implementing a particular course of action, the subject receives a result, has the qualitative and quantitative characteristics. The result, which brings the reward for the work (it can be tangible and intangible). This result correlates with the initial needs, interests, waiting as a subject that has a motivational effect, and the entity that tested the action, and depending on the extent to which the expected effect was received actually selected line conduct further sub ' objects [8, p. 89].

The end result is an important factor that affects the motivation of subjects participating in labor management: positive, appropriate expectations and surpassing them, can significantly enhance the motivation to continue to exercise that does not require re-shape the motivational structure of the subject and enables through a variety of incentives to maintain, consolidate, develop, enhance the action of various reasons; and, conversely, a negative result that did not bring the pleasure of management work, is the case, due to the conditions of risk and uncertainty associated with innovation processes is their essential characteristic, can destroy motivation terminate this motivational mecha-

nism. However, this does not mean that disappear need to manage work, desire to perform in various subjects, it implies a need to form another motivation for changing motyvoutvoryuyuchyh complex factors and, consequently, the motifs that stimulate activity in innovation.

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### Козинець А. Формування мотиваційного механізму управління працею для сучасного підприємства

В статті запропоновано погляд на мотивацію персоналу підприємств, що дає змогу провести оцінку особливостей формування нових соціальних цінностей і мотиваційних орієнтирів економіки знань, які видозмінюють поведінку сучасних працівників.

Розглянуто роль мотивації праці в забезпеченні розвитку підприємства. З'ясовано сутність основних теоретичних підходів до мотивації працівників та їх можливості. Визначено провідні мотиви професійної діяльності для розуміння можливостей застосування основних мотиваційних теорій до підвищення інноваційної активності персоналу.

Сформовано узагальнений мотиваційний механізм для сучасного підприємства. З'ясовано, що існуючий механізм мотивації враховує такі важливі мотиви професійної творчості, як мотиви самореалізації, матеріальні та моральні стимули, вони повною мірою сприяють підвищенню активності працівників підприємства. Визначено основні шля-

хи покращення процесу формування системи мотивації, що включають необхідність здійснення постійного моніторингу міри задоволення потреб працівників, оцінювання існуючих інструментів з позицій формування, розширення форм та методів навчання працівників.

*Ключові слова:* мотивація персоналу, мотиваційні теорії, механізм, система, мотиви, потреба, інтерес, мотиваційна дія, стимул.

#### **Козинец А. Формирование мотивационного механизма управления трудом для современного предприятия**

В статье предложен взгляд на мотивацию персонала предприятий, что позволяет провести оценку особенностей формирования новых социальных ценностей и мотивационных ориентиров экономики знаний, которые видоизменяют поведение современных работников.

Рассмотрены роль мотивации труда в обеспечении развития предприятия. Выяснено сущность основных теоретических подходов к мотивации работников и их возможности. Определены ведущие мотивы профессиональной деятельности для понимания возможностей применения основных мотивационных теорий к повышению инновационной активности персонала.

Сформирован обобщенный мотивационный механизм для современного предприятия. Выяснено, что существующий механизм мотивации учитывает такие важные мотивы профессионального творчества, как мотивы самореализации, материальные и моральные стимулы, они в полной мере способствуют повышению активности работников предприятия. Определены основные пути улучшения процесса формирования системы мотивации, включающие необходимость осуществления постоянного мониторинга степени удовлетворения потребностей работников, оценка существующих

инструментов с позиций формирования, расширения форм и методов обучения работников.

*Ключевые слова:* мотивация персонала, мотивационные теории, механизм, система, мотивы, потребности, интересы, мотивационное воздействие, стимул.

#### **Kozinets A. Formation Motivational Mechanism of Labor Management for the Modern Enterprises**

In the article the view of staff motivation enterprises, allowing to assess the characteristics of the formation of new social values and motivational orientations knowledge economy that modify the behavior of modern people.

The role of work motivation in providing enterprise development. The essence of the major theoretical approaches to the motivation of employees and their ability. Defined motives leading professional work opportunities for understanding the application of basic motivational theories to increase innovation activity staff.

Formed generalized motivational mechanism for the modern enterprise. It was found that the existing mechanism of motivation into account such important motives of professional work, the motives of self, material and moral incentives, they fully contribute to the activities of employees. The main ways to improve the process of formation of motivation system, including the need for continuous monitoring measures to meet the needs of employees, evaluate existing tools from the standpoint of the formation, expansion methods of teaching staff.

*Keywords:* staff motivation, motivation theory, mechanism, system, motives, needs, interests, motivation, action, incentives.

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