

СТАДНИК

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MOTIVATION OF PERSONNEL IN THE CONDITIONS OF CRISIS
MANAGEMENT BY AGRICULTURAL ENTERPRISE

МОТИВАЦІЯ ПЕРСОНАЛА В УСЛОВИЯХ АНТИКРИЗИСНОГО
УПРАВЛЕННЯ СЕЛЬСКОХОЗЯЙСТВЕННИМ ПРІДПРИЯТТЯМ

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Аргументовано сутність мотивації персоналу в антикризовому управлінні сільськогосподарським підприємством та визначено головні напрями мотивування працівників, зорієнтованого на запобігання кризі та на її подолання.

Аргументировано сущность мотивации персонала в антикризисном управлении сельскохозяйственным предприятием и определены главные направления мотивации работников, ориентированного на предотвращение кризиса и на ее преодоление.

The article substantiates importance of personnel motivation in antichrists management of enterprise and identifies the main areas of motivation of employees aimed at crisis prevention and to overcome the crisis.

Ключові слова: мотивація, антикризове управління, криза, стабільність, нематеріальна мотивація, матеріальне стимулювання

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Keywords: motivation, anticrisis management, crisis, stability, nonmaterial motivation, incentives

INTRODUCTION

Ukraine belongs to countries with unstable economy. According to the global competitiveness index, the Ukrainian economy in 2016-2017 ranked 74th in the list of 145 countries, and for the stability of the financial sector it was in 115th place [3]. These indicators indicate the probability of crisis phenomena in the economy.

To adapt to changing, conditions created by the external environment, and in order to exclude adverse internal factors, there is an objective need to develop an enterprise crisis management mechanism.

Motivation of the personnel - an important component of the crisis management of the enterprise. The level of development of the system of motivation depends on the effectiveness of the crisis management enterprise; because it is interested in motivating their employees.

Various aspects of anti-crisis management, in particular, crisis management of human resource / personnel, were researched by such domestic scholars as O.D. Hudzynsky, O.E. Gudz, V.O. Vasilenko, V.G. Voronkova, A.G. Gryaznov, L.O. Ligonenko, A.D. Chernyavsky, S.M. Sodomir, O.O. Shapurova, Z.S. Sharshnova, A.M. Shahnret and foreign: A.A. Belyaev, V.V. Zharikov, V.Ya. Zakharov, E.M. Korotkov, R.A. Yaroshenko, S.P. Popov, J. Finner, R. Heath, S. Schmidt.

PURPOSE OF ARTICLE Is to identify the specifics of the motivation of employees in the crisis management of the agricultural enterprise.

RESEARCH METHODS

The theoretical basis of this information and research is leading scientist's labor, materials, periodicals, Internet

resources and legislative and regulatory acts of Ukraine.

The study used methods of analysis and synthesis of abstraction, generalization and so logical.

RESULTS

Management of any system is always aimed at overcoming imbalances, chaos in the system, achieving stability. However, from the philosophical point of view, in accordance with the laws of dialectics, the notion of "stability" can't exist by itself, without the opposite concept of "crisis". The emergence of recessions, i.e. crisis, in the life cycle of each enterprise is a natural phenomenon of its development.

Cherniavsky A.D. classifies crisis situations by the main causes of their occurrence: unpredictable sudden events in the external environment (changes in the political situation in the state, tax legislation, prices, fluctuation in the currency exchange rates, etc.); changes in relations between the subject of management and counterparties; changes within the controller (loss of the supplier, dismissal of leading specialists, etc.); changes that occur as a result of scientific and technological progress, resulting in the formation of new approaches, views and guidelines [2, p. 6].

P.T. Sabluk observes that "the crisis should be seen as a turning point in the development of the system, which gives space to a new round of economic change" [1, p. 9-10]. However, the crisis also entails the danger of the destruction of the organization, bankruptcy or the emergence of new crisis. Therefore, the development of anti-crisis management measures are relevant for the enterprise.

Anticrisis management is aimed at preventing the crisis, analyzing its symptoms and eliminating the threats

of occurrence of crisis situations, and in case of their occurrence - analysis and adoption of quick liquidation / remedial measures with the least losses and negative consequences. It is essential to use the factors of the crisis for the subsequent development of the enterprise [1, p. 23].

In the implementation of anti-crisis management, an important factor is the human factor. The talented American manager Jacob Lee, who was tasked with bringing the Chrysler company out of the crisis, started its work with the reorganization of the staffing of the firm. "All business operations in a company can, ultimately, be reduced to three words: people, product, profit. People are in the first place. If you do not have a reliable team, then from the rest of the factors you can do little by little "[4, p. 155]. The positive result from the implementation of crisis management is largely dependent on the competence and experience of the person, from the existence of an anti-recessionary way of thinking, the dedication of the staff to his company, the ability of the team to adapt quickly to new conditions, the ability to respond quickly and to find ways out of critical situations.

The anti-crisis management is aimed at solving two problems, one of which is the prediction of the crisis, and the second is the implementation of a system of measures to exit from it. In view of this, the motivation for anti-crisis management should take place in two ways: directing efforts to prevent the crisis; directing efforts to overcome the crisis.

Motivation of employees aimed at preventing a crisis should be based on the democratic relations of the subordinate with leadership. Communicating on equal terms promotes free expression of opinion. Information received during such communication can help to identify problems on time and respond to them in a timely manner.

It is useful to occasionally conduct written surveys, with the participation of all employees, in order to identify the company's strengths and weaknesses, potentials and threats. On the one hand, it will help look at the company from multiple perspective , and help identify those issues that the top management has not noticed before. On the other hand, taking into account the point of view of each individual employee will improve his commitment to the company. The data obtained after processing can be used for construction of SWOT-analysis.

At the stage of crisis prevention it is expedient to carry out training of personnel, including those of crisis management. Improvement of personnel qualification is an effective investment of the company's funds, which helps to create a sense of importance and necessity for employees. It is advisable to periodically rotate the personnel horizontally. By mastering a new area of work, a person can look at it "without a blurred eye", see the existing problems and enthusiastically take up their solution. Also, an employee who knows several areas of work, in a crisis period will be able to combine several positions in reducing staff.

It is important to develop the commitment of staff to the enterprise, especially among high-level specialists. The non-material motivation of the staff is an effective

means of forming affection – it is aimed at a long-term perspective.

At the stage of crisis prevention, the main directions are main direction towards motivation of the personnel, aimed at overcoming crisis are:

1. Preservation/retention of highly skilled frames. Although the process of releasing "staff ballast" is a rather painful process, but it is necessary for the organization, then the best personnel are usually released at their own discretion. The release of a leading specialist during a crisis can greatly deepen it, because finding a new worker and putting them into a course of business involving shortage of time and resource is very difficult. Therefore, the company during the crisis should show loyalty to key employees. O.D. Hudzinsky proposes to apply flexible labor organization systems, especially for highly skilled specialists [3, p. 348-349]. This allows an employee to work simultaneously in two to three jobs at the expense of full employment without leaving the crisis firm.

2. Implementation of measures for reduction and dismissal should be made as less painful as possible for people. Very often during the crisis, the necessity to save resources leads to reduction in staff costs. This problem is solved by reducing the staff and reducing the wages of workers. These two measures can be applied simultaneously. When reducing employees, the company should, if possible, take measures to provide retrenched workers with jobs at other enterprises. Among the remaining part of the enterprise, fear and uncertainty must be suppressed, cohesiveness must be formed. It is important that measures aimed at reducing wages apply to all employees equally (for example, a 15% reduction in wages throughout the enterprise). In any case, it must be communicated to workers that this is an interim measure and after the crisis, the wage shall be returned to the previous level.

3. Removing the moral stress in the team through conflict resolution, as well as informing employees about anti-crisis measures taken at the enterprise towards changes and innovations. Any anti-crisis program is a certain change in the work of the enterprise. Employees might resist the innovation. Particularly important changes concerning the interests of employees - they should be discussed in the collective, emphasizing the reasons and necessities of such actions. First, knowledge of the causes of change will ease the process of becoming accustomed to them, and secondly, measures for the formation of the team will increase the status of leadership in the eyes of the workers, thereby developing their commitment to the firm.

4. Stimulating innovation and suggestions. The influx of ideas, in the words of R.A. Popova can be done through the introduction of creative manifestations of workers (from the superior manager to the worker), the weakening of ties in the organizational-production structure, increasing the autonomy of staff, the adoption of a person-oriented management style [1, p. 225].

5. Support of employee loyalty to the enterprise. The reduction of employees will be accompanied by an increase in the burden of work on each of them. Against the backdrop of lower wages, this could serve as an impetus for the dissolution of staff's will. It is necessary

to create a sense of necessity in the person for the company, along with their value as a specialist. This should be accompanied by actions such as verbal gratitude, public recognition of the merits of the employee, the attention of the leadership to the employee's thoughts and wishes, and training programs.

The overwhelming form of motivation during the crisis period should be non-material motivation - it saves the costs of the enterprise. Material motivation should be used where a quick, qualitative solution to short-term tasks is required. Employees must receive material remuneration for offers and innovations that are especially valuable during the crisis period.

During the crisis, actions of the leadership such as the delay in paying wages, the provision of long leave without salary, large-scale dismissal of employees, fear of bankruptcy of the enterprise and possible dismissal, keeping information about the actual state of affairs in the company and the resulting speculation and gossip, severe penalties and excessive control have a demotivating effect on employees.

CONCLUSIONS

The implementation of anti-crisis management plays an important role in motivating staff. People are the main resource that can lead a company out of a crisis. Well-motivated employees are able to work with full dedication and create opportunities not only for the company to exit from the crisis, but also for the future development of the enterprise. Motivation in anti-crisis

management should be considered in two stages: preventing the crisis and overcoming the crisis.

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