

ВИСНОВКИ

Із метою удосконалення управління продуктивністю праці ТОВ «Кривоозерська ХСФ» запропоновано проект програми, яка включає пропозицію впровадження нової лінії з виробництва мінеральної природної столової води та інші заходи підвищення ефективності управління персоналом, що збільшать обсяги виробництва води, покращать соціально-психологічний клімат у колективі, матеріальну та моральну зацікавленість працівників. Розрахунки з визначення ефективності впровадження запропонованих заходів та прогнозу зміни продуктивності праці свідчать про ефективність проекту програми.

Подальші дослідження даної проблематики будуть направлені на виявлення резервів зростання продуктивності праці за рахунок виконання сучасних умов її підвищення.

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MODERN STAFF MOTIVATION ASPECTS

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The article analyzes the scientists' views on the need of staff motivation, represents foreign experience in employees' motivation and gives the own vision of motivation in modern enterprises.

Key words: motivation, personnel, staff, personnel management.

Ярмош В.В. СУЧАСНІ АСПЕКТИ МОТИВАЦІЇ ПЕРСОНАЛУ / Запорізький національний університет, Україна

У статті проаналізовано думку вчених про необхідність мотивації персоналу, представлено зарубіжний досвід мотивації співробітників і сформовано власне бачення мотивації на сучасних підприємствах.

Ключові слова: мотивація, персонал, колектив, управління персоналом.

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В статье проанализировано мнение учёных о необходимости мотивации персонала, представлен зарубежный опыт мотивации сотрудников и сформулировано собственное видение мотивации на современных предприятиях.

Ключевые слова: мотивация, персонал, коллектив, управление персоналом.

PROBLEM STATEMENT

Workers encouragement is one of the most important areas of personnel management. Staff should be interested in achieving the goals of companies and organizations in the first place, because it is directly related to manufacturing, suppliers and customers, to be motivated for companies' goal achievement employees should be morally and financially encouraged. Unfortunately, domestic enterprises do not use the tools for increasing

motivation enough. Only leading companies are now offering for high-level professionals not only high wages but also benefits packages. So the question becomes of an integrated approach to the development of workers motivation becomes more and more actual nowadays.

RECENT RESEARCH AND PUBLICATIONS ANALYSIS

Questions about employees' motivation and encouraging them to achieve some goals are described in works of such scholars as S. Adams, C. Alderfer, M. Armstrong, V. Vroom, F. Herzberg, E. Hostyk, R. Daft, G. Kelley, J. Lawler, P. Martin, McClelland, A. Maslow, E. Mayo, L. Porter, T. Bazarova, E. Borysova, A. Burmystrovova, A. Vihansky, N. Hazenko, V. Galenko, A. Ehorshyna, P. Zhuravleva, S. Zanyuk, E. Ilyina, S. Ylenkova, S. Ischenko, L. Kartashova, A. Kybanova, V. Kovaleva, M. Kurbatova, B. Magun, M. Magura, V. Maslov, A. Naumov, Y. Odegov, S. Reznik, O. Strachova, O. Tyhonova, J. Utkina, S. Shapiro.

In his writings Taylor notes that managers plan, organize and supervise the work of the mass of the workers and employees, efforts and obedience which is compensated by the economic rewards. Herzberg found that satisfaction with a person of their actions and discontent, they are the two poles between which are a condition and mood of the person, and here in the works of Maslow says: managers is very useful and timely description of the process of motivation, when the behavior of people is determined by a wide variety of needs not only economic, but also social and psychological nature.

However, despite the large number of scientists' publications and researches today there are still some unresolved questions about the personnel motivation in the modern conditions. While analyzing the work of scientists, it should be noted that in today's innovative development of economy there are high requirements to the enterprise employees; there are new ways to reward employees. Taking into account the current conditions and characteristics of encouraging results of their work it is necessary to create a modern system of workers motivation.

THE PURPOSE OF THE ARTICLE

To analyze the views of scientists on the need of motivation, to consider the international experience of employees' motivation and to propose a motivation system for modern enterprises.

THE MAIN MATERIAL REPRESENTATION

While analyzing the scientists' research in the field of motivation, it is necessary to start with the founders of this concept and process.

Frederick Winslow Taylor – the founder of employees work scientific organization – gives a simplified view of human motives in his work. According to his vision employer has to deal with economically motivated employee. Taylor F. contrasts the ordinary workers and their managers. Managers plan, organize and supervise the work of the whole workers mass and employees, whose efforts and obedience are offset by economic reward. The interests of the organization and its members are provided by hard power, which obeys all the way up to the sensation and freedom of individual workers [4].

Herzberg found that human satisfaction and dissatisfaction with his actions are the two poles between which there are state and mood. Person's mood changes depending on the motivation, becoming closer to one of the poles. As Herzberg found out that job satisfaction is influenced by two groups of factors:

2. Hygiene factors: wages, workplace safety, working conditions – light, noise, air, etc., relationships with colleagues and subordinates, rules, schedule and mode of operation, the nature of control by the immediate supervisor, status.
3. Motivating factors. This group includes such needs or factors as the goal achievement, recognition, responsibility, career growth, work itself, the growth possibility. These needs are related to the nature and essence of the work.

Porter-Lawler model's content includes the following: a person spends an effort to achieve certain results and get a decent reward, depending on the abilities, experience and qualifications. The amount of effort is determined by the value of rewards. Significant impact on the results is provided by the person's awareness of his role in the labor process. Just as in the theory of goal setting, compensation may be internal (feeling of satisfaction about the work, a sense of competence and self-proving) and external (increased payment, bonus, appreciation, manager's appreciation, promotion). Perception determines the remuneration level of satisfaction, which in turn affects human behavior in the future. Porter and Lawler had made a conclusion based on an analysis of the proposed model that productive labor leads to satisfaction. This finding fundamentally differs from those which the representatives of early theories of human relations insisted on; they believed that happy workers give better results [4, p. 113].

The A. Maslow theory gave managers a very useful and timely description of motivation when behavior is determined by a wide range of needs not only economic, but also social and psychological problems.

Important limits of Maslow's theory are the following:

- no account of individual differences of people, although the incentives effectiveness should be in keeping with the needs of individual employees;
- in practice it is difficult or impossible to divide employees into categories that are characterized by specific needs;
- Western system of cultural values and ideals does not always accurately reflect the characteristics of national labor practice motivation;
- it is not taken into account that the manager's activity can be different depending on the multinational external environment, etc. [6].

Clayton Alderfer, like Maslow, in his theory comes from the fact that human needs can be grouped into separate groups. However, he believes that there are three groups of these needs:

- 1) the need of existence;
- 2) the need of communication;
- 3) the need of growth.

Although the needs of this theory are quite clearly correlated with the groups' needs in Maslow's theory, the fundamental difference is that according to Alderfer movement goes to both sides: top, if satisfied with the lower level, and down if the need of a higher level is not satisfied. At the same time Alderfer believes that if the needs of top-level are not satisfied the degree of the lower-level needs increases [4, p. 55].

Having reviewed the scientific theory of motivation, it should be noted that certain statements may indeed be relevant to our time, but today there isn't an effective overall scheme in the staff management system of motivation and there is a need to create such a system.

In order to view an example of the positive aspects of motivation which was applied by foreign managers we should learn about international experience.

Abroad the personnel motivation is understood much broader than in Ukraine. In our country, it is assumed that people work only for money. Of course, the question of wages must come first, but apart from the financial side, overseas a noticeable role plays non-financial ways of motivation. Western HR managers and executives have concluded long ago that the employees are the main value of the company; they should be rewarded for high performance in work because success of the enterprise depends on the team working capacity.

In each country various methods of motivation are being implemented. The main components of motivation in Japan are: a system of lifetime employment, informal interpersonal staff relations, teamwork at work, corporate philosophy, labor ethics. All the components in complex enhance the overall activity of human labor, which is a positive experience in the world [1, p. 86].

In Japan, a person gets a job for life. Once becoming an employee of a particular company, the Japanese remain there until the official retirement. The company, where employs work, becomes almost the second family. Thus, the immaterial motivation of employees is based on the psychological scheme "father-son", where the company is a parent company, and the employee is his soon. Japanese management style is based on the belief, not the forced laborers. Manager does not evolve itself from the mass of subordinates, his task is to guide the work being done by others, and to promote interaction between employees, provide them with the necessary support and assistance to form harmonious interpersonal relationships, the so-called "mentality of equality". This phenomenon defines a number of labor motivation aspects in Japan [2, p. 87].

In Japan, the collective labor is widely used; its example is circles of quality. These small groups with musicians (workers and employees) created on a voluntary basis, are carrying out quality control in the workplace. Business groups cover such issues as: identify all the causes that will prevent the worker from more effective carrying out his work, brainstorm optimal process and methods of technological operations, development of proposals for improving the activity. Each Japanese firm has its corporate philosophy, which is based on such factors as honesty, harmony, cooperation with subcontractors and customers, contribution to improve the lives of society [1, p. 55].

Labor motivation system in Japan in comparison with other industrialized countries is very flexible. Traditionally, it is built on the basis of three factors: professional skills, age and length of service. The wages of the worker, engineer, head of the lower and middle parts depending on these factors are carried out on the tariff grid, through which salary is determined (semi-permanent part of the employee's salary) as payments in three sections: the age, the experience, the qualifications and skills, characterized by category and discharge.

Most Japanese companies in the politics of material incentives use the synthesized systems that combine elements of traditional (and new age) labor charging workers [5].

For example, in the U.S.A. an important motivational factor in the leading companies is the provision of medical services to employees. They are provided for employees and their families a month after starting working at firm. Payment some sum of money by employees to the corporate funds covers some portion of their health care

costs. It is of a great interest the system "dental plan" which gives under certain restrictions on the prosthesis and services, program payments from the disability from the date of employment, the life insurance programs that spread to other family members, children, employee, benefit retirement plans. Significant space is occupied by a savings retirement plan, based on the potential use of preferential regimes of money accumulation, reducing taxes [2, p. 86].

The American model of motivation is based on comprehensive promotion of entrepreneurship, enriching the most active part of the population. The model is based on the socio-cultural characteristics of a nation – a general personal success achieving orientation of each person and the high level of economic welfare achievement.

The system of motivation in the U.S.A. is based on wages. The most widely used are the different versions of the hourly wage of normalized objectives, supplemented by various forms of bonuses.

Today one of the most common forms in the United States is a pay for the basic and auxiliary employees are wages, which combine elements of piece-rate and hourly systems. In this case, the employee's daily wage is calculated by multiplying the hourly wage rate by the number of hours. When an employee doesn't accomplish daily allowance he continues to work until fulfillment of the norm. This remuneration system does not provide the payment of premiums, as according to American economists, these amounts are already included in the high wage rates of workers and salary of the employee. A distinctive feature of the system under consideration is the ease of earnings calculation and wage costs planning. However, most companies both in the U.S. and other countries tend to use systems that combine wages with bonus [5].

French model of motivation is characterized by a great variety of economic instruments, including strategic planning and competition promotion, a flexible system of taxation. A distinctive feature of it is including strategic planning in a market mechanism. The basis of market relations in the French model is the competition that has a direct impact on product quality, meeting the population's needs in goods and services, reducing production costs.

In the French model the interest appears with the method of estimating labor (which usually is multifactorial in nature) and the criteria used. The content of this method in general is as follows. The enterprises use a scoring efficiency of a worker (0 to 120 points) in six factors: professional knowledge, productivity, quality of work, safety compliance, ethics production initiative. Personnel are thus divided into 5 categories. The high and the first category include workers who scored between 100 and 120 points, the second who scored 76 to 99 points, etc. At the same time there are a number of constraints: the first category includes at least 5 and not more than 10 % of workers in one division and one profession, the second – from 30 to 40%, the third – from 35 to 45%. In case of absence at work during 3-5 days per month allowance is reduced by 25% for 10 or more days – 100%.

The advantage of the French motivation model is that it provides a strong catalytic effect on the efficiency and quality of labor and is a factor of self-regulation sized payroll. In case of temporary difficulties payroll is automatically reduced, resulting in a painless enterprise responds to the market situation changes. The model provides a broad awareness of employees about the economic condition of the company.

In the UK today there are two versions of payment, depending on the income: cash and stock, which provides a partial payment in the form of shares. Furthermore, it is assumed the possibility of oscillation wages system that is entirely up to the firm's profits.

In the UK companies profit sharing is introduced when, in accordance with an individual or collective agreement in addition to the established salary the corresponding share of the profits is regularly paid. Depending on the basis of amount calculated to be distributed through profit sharing system, distinguish profit sharing, participation in net income, or participate in the turnover or generated value, employment share participation, purely labor involved.

The practical use of these new remuneration system models in the UK has shown that income of the workers from the profits participation is an average of 3% of base salary, only in some firms it has reached up to 10% of salary. After the introduction of profit-sharing the jobs increased by 13%, while the average salary in firms with this system involvement was 4% lower than in conventional firms. However, the profit sharing in the form of shares distribution has a positive effect both on the company and its employees, improves their attitude to work, creates a favorable atmosphere in the firm, and encourages more efficient work. Due to the use of participation it is possible to expect a significant increase in productivity.

German model of motivation comes from the fact that in its center there is a free person with interests who knows his responsibility to the society. Freedom in economic terms means understanding the interests of society and finding its place in the production-consumption. But not every citizen is able to operate in accordance with the requirements of the market.

Market economy in Germany is called social because the state creates conditions for all citizens, suppresses display of injustice and protects all disadvantaged and defenseless: the unemployed, sick, elderly and children [5].

In Sweden, the motivation model has different social policies aimed at reducing income inequality through redistribution of income in favor of a less affluent population. Solidarity wage policy is aimed at addressing a number of targets. First of all, it is, along with market competition, further stimulates the constant updating of production on the basis of the latest achievements of science and technology. In this respect the principle of equal pay for equal work, which in the Swedish interpretation means that employees of different companies that have the same qualifications and perform the same job receive the same salary regardless of the consequences of business enterprises. If, for example, 10 companies of one industry are high effective 3, 5 – on average, 2 – at a loss, at any of these businesses receive equal wages for equal work, namely the average level recorded in sectoral agreements.

So, after considering leading countries motivation models, it should be noted that the system of staff motivation in foreign companies is formed over the long years and is quite effective. For Ukrainian companies today can be offered a motivation system, which is schematically shown in Fig. 1.

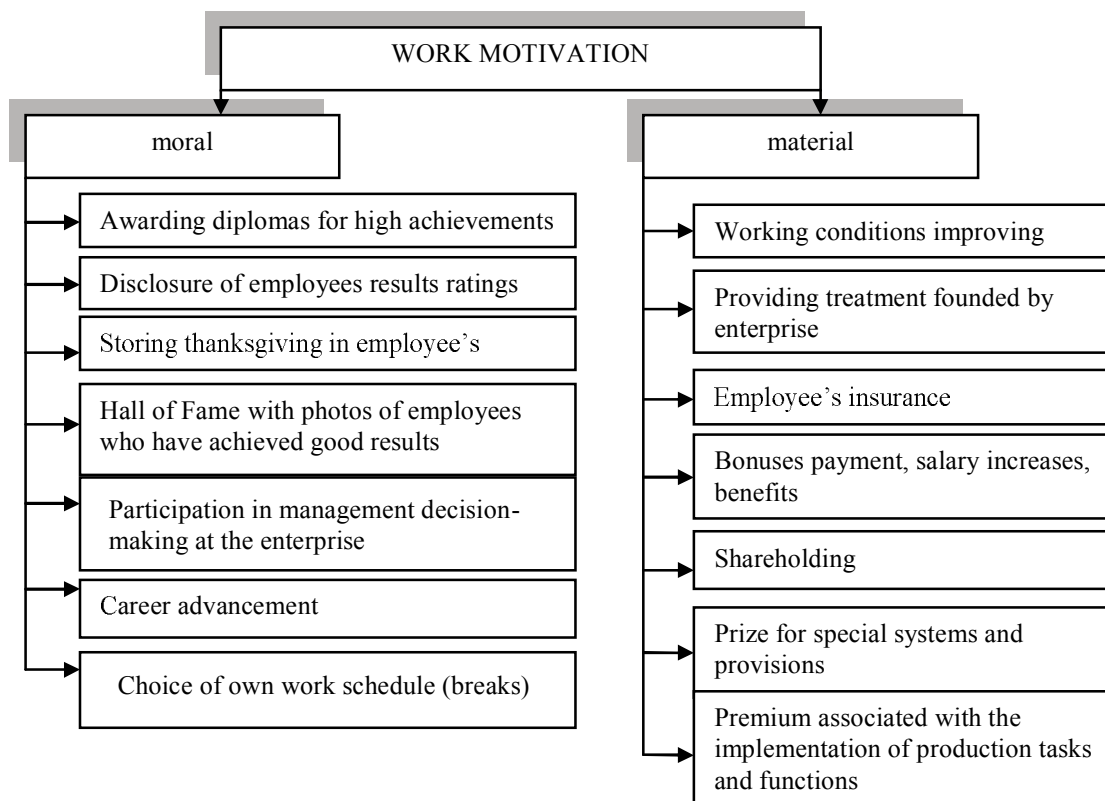


Fig. 1. Scheme of workers moral and material incentives
[grouped by the author].

In the scheme the general directions of the moral and financial motivation are shown, they can be applied and based on the performance evaluation of employees monthly, quarterly or annually and may vary depending on the sector of the company, managers and employees wishes.

CONCLUSIONS

As a result of the article has analyzed the views of scientists on the need for staff motivation, represented foreign experience models of employees motivation and the own vision of motivation for today's business, which includes financial and moral views of workers compensation. Morally employees may be encouraged by awarding diplomas for high achievement, performing the workers ratings, pasting thanks to the entry of labor books, financial rewards can be applied by raising wages, benefits premiums, improve working conditions, ability of employees to take part in the share capital of companies, financing insurance and treatment.

Motivating employees is now a very important element of human resource management, therefore, to improve performance and to encourage employees for key business objectives achievement it is necessary to use both moral or physical methods for employees encouraging.

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