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HUMANIZATION OF WORK AS A FACTOR OF EMPLOYEES' MOTIVATION

The article explains the need for studying work humanization as an up-to-date factor of employees' motivation. The main areas and tasks of humanization under the conditions of knowledge-driven economy are described. The interrelations between humanization, values and employees' level of training, are explained.

Keywords: humanization of work; motivation; value; meaningful work; culture of work.

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ГУМАНІЗАЦІЯ ПРАЦІ ЯК ЧИННИК МОТИВАЦІЇ ПЕРСОНАЛУ

У статті обґрунтовано необхідність розгляду гуманізації праці як сучасного чинника мотивації персоналу. Окреслено основні напрями й завдання гуманізації праці в умовах економіки знань. Показано взаємозв'язок між гуманізацією, цінностями та рівнем освіти персоналу.

Ключові слова: гуманізація праці; мотивація; цінність; змістовність праці; культура праці.

Рис. 1. Літ. 10.

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ГУМАНИЗАЦИЯ ТРУДА КАК ФАКТОР МОТИВАЦИИ ПЕРСОНАЛА

В статье обоснована необходимость рассмотрения гуманизации труда как современного фактора мотивации персонала. Очерчены основные направления и задачи гуманизации труда в условиях экономики знаний. Показана взаимосвязь между гуманизацией, ценностями и уровнем образования персонала.

Ключевые слова: гуманизация труда; мотивация; ценность; содержательность труда; культура труда.

Problem statement

Nowadays the world in all of its aspects, including the economic one, is characterized by humanistic trend, the maintained priority of an individual over the technical production factors, spreading social and cultural tendencies. According to the humanistic approach, human factor is the determinant one and an individual is the highest value of society. Consequently, a human within a team also becomes the highest value, not only a resource. Taking this into account, enterprise should not only provide conditions to preserve this "value", but also its growth through corresponding incentives and motivational levers.

Humanization as an ideological concept of social evolution via individual evolution at the enterprise level transforms into the humanization of work. It demands a concise mechanism of implementation into management practice.

Recent researches and publications analysis

Many scholars in their works emphasize the important role of humanization in the contemporary world. They define the humanistic orientation of society as "the new theoretical and world-view building consolidation of the traditional values that

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became the basis for the system of politics, culture, economics, thinking, daily life, social policies, social organization. It regulates the system of human relations that promote social stability, order, harmony through the humanization of relations between different political entities" (Voronkova, 2006).

However, humanization of work is discussed separately from staff motivation, while motivational topic is profoundly illustrated. Within the framework of knowledge-driven economy and innovative processes, the publications on the motivational compound are analyzed through innovative work (Kolot, 2007) and managerial aspects (Volosskyj, 2007) that are especially noteworthy.

Due to the absence of systemic research on the topic it is considered highly viable to consider contemporary factors of staff motivation which include the humanization of work.

The research objective is the interpretation of central aspects of work humanization that reflect its motivational nature.

Key findings

The contemporary trend of humanistic vector in management fully corresponds to the demands of national enterprises and accumulates theoretical knowledge.

According to academic sources, humanization of work is "providing certain individuals and work teams with such work conditions that can guarantee their all-round physical and mental evolution, development of managerial skills, encouragement of their creative initiative" (Mochernyj, 2000).

Encyclopedia "Ukraine" suggests much wider understanding of humanization, interpreting it as "the concept of improvement of working practice that stipulates full usage of the production reserves, especially their intellectual, moral and psychological aspects". Also it is explained as a "complex of organizational, technical and socioeconomic activities that pursue the aim of changing work conditions and production environment, sense of work, forms and methods of management, with a view to reach optimal correspondence of human and work" (Slipushko, 2008).

So, humanization is tied with some managerial concept, system of activities and conditions for individual self-improvement. However each definition has a creative and moral hue; it is aimed at the realization of individual interests and this ought to be the basis for modern motivational policy of an enterprise. It is appropriate to consider the humanization of work in the context of humanization of evolution, what has been proclaimed the priority of socioeconomic strategy of Ukraine. It also assumes "increasing social investments in human capital and formation of an up-to-date infrastructure of life necessities" (Dykha, 2013). The strategy involves modernization of educational system and healthcare, those spheres which ensure the social standards of life. But the reality is different. Due to the annual statistic report of Ukraine, there is a decrease of capital investments into the spheres which provide intellectual, mental and physical development of people. In particular, the capital investment index of education amounted to 117,8% in 2010, 90,1% in 2011 and fell to 69% in 2012. The capital investment index of culture and sports decreased twice in 2012 in comparison to the results of 2010 and equaled 60%. The same situation is in healthcare while its index became 124,9% in 2012 after the result of 138,8% in 2010 (Statistics of Ukraine, 2012).

Under the conversion of society based on humanistic values it is necessary to increase the funding of social sphere as it is the priority. So, an important task has to be done – social standards have to grow. It is quite possible at the level of enterprises. Especially with the help of work humanization which is marked by best funding of business development and staff, formation of organizational culture.

American academics lay emphasis on the 4 main principles of work humanization: "safety, justice, individual development, democracy" (ESU). Clearly, these principles provide competitive strengths under the circumstances when the resource factor of technical nature gets exhausted. In reliance of these principles of work humanization, a motivational mechanism needs to be created, being able to encourage individual evolution and enhancement of the role of a person at an enterprise.

The idea of work humanization presumes subordination of material factors to the human factor which is in the focus of attention. In virtue of work humanization an enterprise can create the most convenient conditions for each employee's self-fulfillment, ongoing improvement of their professional strengths, increasing the level of competences. It may encourage staff members to work to accomplish the overall objectives.

The main areas of work humanization within an enterprise are: "improvement of socioeconomic sense of work through its beneficiations; aestheticization of the work place; assurance of safety and reliability of production processes; effective and harmonious interrelations between humans and machines; assurance of sound, well-deserved conditions of life activities, healthy everyday life and work; enhancement of technologies aimed at individual development, improvement of interpersonal relations and sanitation of social and psychological climate of team, stimulation of professional growth, creative incentives and business partnership" (Vorontkova, 2006).

Some aspects of the abovementioned areas of work humanization deserve close attention. The bases of humanization comprise change of sense and condition of work taking into account the innovative development of society. The job depth is an important motivator which reflects inner impulse for work activity. The motive is satisfaction from completed work, desire to initiate innovations, certainty of career growth. In this context work humanization exposes the level of correspondence between work and human nature, possibilities for personal evolution. Job depth stimulates rationalism as it plays its role in improvement of work process, increase of duties. The new creative motivator arises; it is the desire to improve the processes and subsequent change of human role in interrelations with technical component of production.

In this way, job depth is tightly connected with another area of humanization – effective and harmonious interrelations between humans and machines. This objective is currently central, considering the fact that in Ukraine every year 10–12 thousands of people die because of industrial accidents (Statistics of Ukraine, 2013), while the implementation of new equipment demands the optimization of human contacts with new tools.

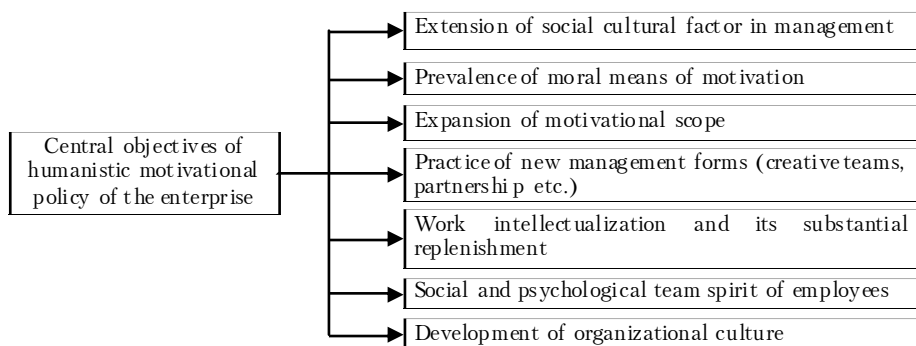
Humanization of work is a result of improved work culture; it corresponds to the objective trends of cultural development within the post-industrial society. Work culture includes employee's attitude to work and its results, also culture of work conditions characterized by ergonomic indicators of industrial psychology. Work culture

requires inner responsibility and self-control of an employee; it is connected with technological process. Therefore, it is highly important for managers to maintain not only normal work conditions, but also to provide the relevant level of aestheticization which will increase operational efficiency.

Humanization is a principle of functioning of social and work relations. Taking into account the fact that each society bears different interests, which can be even controversial or contradicting, humanization involves strengthening of coordination trends, aligning interests as opposed to suppressing some interests in favor of the other ones. At the enterprise level such trend is viable and becomes a generic tendency in the concept of motivational policy. In such sense collective work acts as an important issue in the formation of motivational policy, and it opens the possibility to depart from the "manager-junior co-worker" model and start another model based on partnership.

It is a matter of common knowledge that the restriction of authority helps to promote the principle of partnership and colworkation, although there is always a partial threat of falling power of motivational lever for those employees who consider their dominant position as the highest value and have no desire to lose it. As a result, motivational policy needs to be the most flexible and soft, basing on permanent observation of staff members' interests and evaluation of the maturity level to accept new managerial practices.

Humanization of work is a complicated task for national enterprises, not only because of the absence of such practice in industrial environment, but also all along the plurality of aspects of components that define its sense. The substantial interpretations of humanization intersect with social, psychological, material, technical and technological, economic and organizational factors. Therefore, the objective in the area of its actualization lie in the above mentioned scopes and require separate research. In the context of problematic described in the article, humanization has to be considered as a factor of staff motivation, therefore the main objectives of motivational policy humanization need to be emphasized (Figure 1).



Source: designed by the authors.

Figure 1. **Central objectives of humanistic motivational policy at an enterprise**

Nowadays the formation of the main areas and concepts of management are under strong influence of social and cultural factors, as value orientations define the key elements of management. Considering this the recognition of social-cultural framework and concept of management as dominant preconditions the necessity for

creating an effective mechanism of motivational policy, related to current internal and global challenges, up-to-date mental guides and requirements of evolutionary development.

The dominance of moral stimuli for a particular category of staff can be explained by changing axiological orientations of individuals. The new values emerge instead of "growth of material wealth" and they reflect the role positions of a person in society, the level of satisfaction from work, confidence in social groups, possibilities of professional and individual evolution. Moral values are the result of historical development of society and the evolution of human consciousness. Axiological orientation helps individuals aim the action of motives at reaching values, as they maintain during the adoption of social experience and are exposed in goals, ideas, interests and beliefs. Axiological orientations are actualized by the principle of dynamics, reproducing important changes of interrelations of an individual and external environment, internal development of consciousness and world perception.

The extension of motivational scope is achieved by the fact that up-to-date type of personality appeared under the influence of social conditions, cultural context, factors of globalization. These influences alter the scale of values and stimulate the appearance and use of new stimulative mechanisms.

Building knowledge-driven economy, intelligence, information causes the emergence of new needs, values and demand for new mechanisms of motivation. Humanization of work affects staff motivation through work intellectualization, resulting in decomposition of enterprise values and confirmation of the important status of knowledge in the scale of values. Knowledge is a determinative factor in the formation of intellectual potential and accelerating innovative dynamics. In such a manner humanization is tightly connected with the educational level of staff members. At the beginning of 2013 34,5% of all employees at Ukrainian enterprises had graduate education and 23,6% had undergraduate diplomas. In the industrial sector 23,9% of workers had complete higher education and 22,6% completed undergraduate courses. The highest level of intellectualization in Ukraine was observed in the financial sphere – 67,0% with graduate education, also governmental structures – 56,2%, educational sphere – 53,4%. The employees of each sphere annually improve their qualifications. In particular, 14,6% employees in the industrial sector increased their level of qualification in 2012 and 5,4% acquired a different profession. Advancement of qualification level is directly related to the appearance of new technologies which change the sense of work and increase the level of creative work, requiring highly qualified staff.

Humanization as a new trend in the system of management also involves solving the problem of protecting employees from professional overload, emotional exhaustion, and resolving conflict situations. Since the problem of the profession today is particularly important, there is a need for new diagnostic tools of motivational structure of employees, their life values, professional fulfillment, and new mechanisms for professional skills development in accordance with the mission of the enterprise.

Sociopsychological climate is also affected by work humanization, as well as social and, especially, psychological factors, among which are the psychological compatibility of a team or individual staff members. This factor must be considered when forming managers personnel: selection of staff should involve psychologists – con-

sultants that offer applicants to undergo psychological testing for compatibility. For the overall picture of the social and psychological environment the indicators are defined: the level of cohesion, sociometric status of each member of the team, the level of comfort, sympathy factors, dislikes, indifference, desires the value of which should extend from 0 to 1.0 (Nagajev, 2004). There is no doubt that with this value increasing the quality of social and psychological climate will increase.

An important role in the formation of an effective system of staff motivation belongs to organizational culture, which is able, due to its internal energy, to combine values, needs, interests, personal motivators and behavior, which the motivational effect is natural and manifests itself through its functions.

Humanistic function is consistent with the general principles of humanization of society and work. It provides implementation of values by culturing human dignity. Humanistic function is the basis for the value and regulatory paradigm of organizational culture, where a person falls into the limelight, and staff involvement into decision-making process is an important motivation method. The functions of organizational culture that reflect the processes of socialization, helping to enter the world of society with its laws and trends, it is an educational and social function. These features help individuals maintain their self-development rights. It also stimulate the desire for continuous improvement and creative activity, raising respect for traditions and company history, organically combining individual goals with the general ones.

The dominant type of culture affects organizational behavior, theories of motivation, decision-making and communication system in management, because the formation of organizational culture should be in parallel to the strategy of humanizing work and staff motivation.

Humanization of work takes a certain institutional form because it is fixed by some regulations, social, sectoral and regional programs, and, at the enterprise level, the collective agreement of the enterprise.

Conclusion

In accordance with the current trends, the bigger and bigger role is played by the humanistic approach to the development of many economic phenomena and solving problems of production due to the nature of motivational mechanisms. The idea of economy humanization, which originated in the 1970s, is associated with the spread of new technologies that significantly alter the contents of the work, putting forward other demands on staff members and their incentives. Under these conditions, humanization of work becomes an important part of non-financial motivation of staff. The principle of humanity in general involves values, aimed at increasing the role of human factors in the company, its responsibilities and potential growth. Motivation underlying the policy principles will promote work humanization, rationalization and harmonization of all relationships in the company, which, respectively, increase the work efficiency in general.

Further research is needed to continue to enrich the context of this issue with applied aspects, including the development of models to evaluate the effectiveness of the impact of work humanization on staff motivation.

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Стаття надійшла до редакції 04.04.2014.