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ЭКОНОМИКА СТРОИТЕЛЬСТВА И ГОРОДСКОГО ХОЗЯЙСТВА
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ФОРМУВАННЯ НАУКОВО-МЕТОДИЧНОГО ІНСТРУМЕНТАРІЮ УПРАВЛІННЯ СОЦІАЛЬНОЮ МОТИВАЦІЄЮ НА ПІДПРИЄМСТВАХ ЖИТЛОВО-КОМУНАЛЬНОГО ГОСПОДАРСТВА

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Анотація. Розроблено науково-методичний інструментарій управління соціальною мотивацією на підприємствах житлово-комунального господарства, який дає можливість підприємству сформувавши таку мотиваційну стратегію, яка б була побудована на врахуванні мотивів і антимотивів, що лежать в основі поведінки членів трудового колективу, і сильних та слабких сторін суб'єкта підприємництва, що визначають економічні можливості та намагання задовольнити потреби персоналу. На кожному з полів розглянуто всі можливі парні комбінації і виділено ті, які повинні бути враховані при формуванні стратегії соціальної мотивації на підприємствах житлово-комунального господарства.

Ключові слова: житлово-комунальне господарство, мотивація, стимулювання, соціальна мотивація, матриця соціальної мотивації.

ФОРМИРОВАНИЕ НАУЧНО-МЕТОДИЧЕСКОГО ИНСТРУМЕНТАРИЯ УПРАВЛЕНИЯ СОЦИАЛЬНОЙ МОТИВАЦИЕЙ НА ПРЕДПРИЯТИЯХ ЖИЛИЩНО-КОММУНАЛЬНОГО ХОЗЯЙСТВА

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Аннотация. Разработан научно-методический инструментальный управления социальной мотивацией на предприятиях жилищно-коммунального хозяйства, который дает возможность предприятию сформировать такую мотивационную стратегию, которая бы была построена с учетом мотивов и антимотивов, которые лежат в основе поведения членов трудового коллектива, и сильных и слабых сторон субъекта предпринимательства, которые определяют экономические возможности и попытки удовлетворить потребности персонала. На каждом из полей рассмотрены все возможные парные комбинации и выделены те, которые должны быть учтены при формировании стратегии социальной мотивации на предприятиях жилищно-коммунального хозяйства.

Ключевые слова: жилищно-коммунальное хозяйство, мотивация, стимулирование, социальная мотивация, матрица социальной мотивации.

FORMATION OF SCIENTIFIC AND METHODOLOGICAL TOOLS OF MANAGEMENT OF SOCIAL MOTIVATION ON THE ENTERPRISES OF HOUSING AND COMMUNAL SERVICES

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Abstract. It has been developed the scientific and methodological tools for managing social motivation on the enterprises of housing and communal services, which give the possibility to the enterprise to create such motivational strategy that can be based on the consideration of motives and antimotives that underlie in the conduct of members of the staff, and the strengths and weaknesses of subjects of business that determine economic opportunities and efforts to satisfy the needs of staff. Each of the fields presents all possible pair combinations and the ones, which need to be taken into account when forming a strategy of social motivation on enterprises of housing and communal services, are selected.

Keywords: housing and communal services, motivation, stimulation, social motivation, matrix of social motivation.

The key place in the management of social development of the staff is taken by the finding of effective means of the management of labor that provides the activation of the human factor. Their consideration involves defining the essence of economic categories «stimulation» and «motivation».

Studying foreign and native literature that is devoted to the different methodologies for encouraging staff, practical aspects of strategic management, demonstrates a considerable interest of scholars to this problem. Various aspects of stimulation and motivation are highlighted in the works of V. Belkina, O. M. Huby, N. Dyshlyuk, A. L. Yeskova, B. Zhalilo, O. P. Kolontayevskogo, I. F. Koshelupova, V. O. Korolova, M. H. Meskona, M. N. Stefanenko, L. Ye. Suhomlyn, E. A. Utkina, H. Yu. Shulhy, V. M. Yachmenovoyi and etc [1–6, 9–10, 12, 14–16, 18–19]. However, the social motivation is not enough examined.

The main aim of the article is to develop the scientific and methodological tools of management of social motivation.

In modern economic literature there is a widespread view about the lack of clear distinction between the concepts of «motivation» and «stimulating». In one of the definitions that were given by prominent American M. H. Meskon the motivation is identified with the process of stimulating of one person or group of people to achieve the organiza-

tion's goals [12]. S. A. Shapiro under the term «motivation» understands the process of conscious choice by a person of this or that type of behavior that is determined by the complex influence of external (incentives) and internal (motives) factors [17]. E. A. Utkin defines the motivation as a state entity that characterizes the level of activity and orientation of human action in a particular situation [16]. In this case a motive serves as a cause, a reason, an incentive, an objective necessity to do something, inducement to a specific action.

Review of the complex of the definitions above allows to state the fact of the prevalence of opinions regarding the identity of the concepts of «motive» and «stimulus». At the same time, there is a point of view on the presence of some differences between the economic categories. O. V. Krushelnytska believes that the motivation is the long-term impact on workers with the aim of changing, by given parameters of the structure of values and interests, a formation appropriate motivational system and the development of labor potential on this basis [11].

In her opinion – stimulation is the orientation on the actual structure of the values and interests of the employee, for a fuller implementation of existing labor potentia.

V. O. Korolov argues that stimulation is a direct or an indirect inducement for doing right action. In other words, promotion is the result of inventive

thoughts of the leaders on the theme of «carrot» and «stick» [9]. Under the motivation the researcher proposes to understand the activity of creating conditions for the emergence of needs of a person to perform one or more actions in the interest of the company beyond the direct or indirect connection with any reward from her/his side.

Thus, the motive cannot be created by force, but you can create the conditions in which the probability of its occurrence in humans will increase and that the creation of such conditions should be put in the basis for policy management of social development of the staff of the enterprise.

According to A. Kolontayevskiy, under the stimulation is understood the process of the formation the motives of the employees by managers through the use of particular incentives [6]. And under the motivation – the development and the fixation of internal motivation of employees to the activity.

So, in the interpretations of researchers a significant difference between the categories of «stimulus» and «motiv» is traced, which is defined by the nature of the push to work. If the stimulation foresees the creation of conditions in which active employment becomes a necessary and sufficient condition for satisfaction of the needs of the employee and the formation of his motivation to work, the motive is determined by internal preferences of man, by the nature of the desire for self-realization.

It should be noted that the theoretical aspects of management motivation of the staff have been broadly discussed in the economic literature and but scientific and methodological tools of management of social motivation of the staff have not found sufficient coverage. Some items, that are represented in the works of A. L. Yeskova, V. O. Korolova, M. H. Meskona, E. A. Utkina, V. M. Yachmenovoyi do not allow to provide an integrated approach in practice to the use of incentive system [4, 9, 12, 16, 19]. Under the social motivation we understand the inner motives and activities of the individual or social group that dictated by their needs and that define the focus of these activities and actions with the help of social tools.

Therefore, it is necessary to form such motivational strategy that will based on the consideration of motives and antimotives that underlie in the basis of the behavior of members of the workforce, and the strengths and weaknesses of a business entity that determine economic opportunities and efforts

to satisfy the needs of the staff. The advantage of these scientific and methodological tools can be the possibility of using this or that set of incentives that is defined by the company's strategic position in the external environment and the complex of its internal factors.

The algorithm of this method includes certain stages.

So, firstly, antimotives and motives in the activity of employees should be allocated by means of a questionnaire. Note that the interests and wishes of the employee and the motives that limit its activities in this case must be taken into account.

Creation of active motives has a crucial meaning to the ensuring of the ambitions of employees to increase efficiency of its operations. Motivation is a process of conscious human choice of a type of behavior that is determined by the complex influence of external (stimuli) and internal reasons. The external factors include political, economic, social, demographic, ecological ones. Internal factors can be represented by the needs, interests, values, rights of the person related to her/his personality and socio-cultural environment, and also by features of work mentality.

Thus, it can be claimed that in the process of motivation are important both internal and external factors. Taking this into account, such scientists as A. M. Kolot, L. I. Nechayuk, N. O. Telesh formulated the definition of motivation in following way: it is a combination of internal and external driving forces that encourage people to work, determine the behavior, forms of activity, provide the orientation of these activities, focusing on the achievement of personal goals and objectives of the organization [7–8, 13].

Sample list of motives and antimotives is presented in Table 1.

Secondly, a rating score of the importance of motives and antimotives should be defined. Ranking of motives and antimotives must be done from the most significant motive (antimotive) to less significant. A rating score of the significance should be determined depending on the fact how many employees find a particular motive (antimotive) as more important. Those motives (antimotives), which most of the employees give out are the most essential, and vice versa (Table 1).

Thirdly, the use of management procedures of social motivation should be identified and a list of

Table 1. Motives and antimotives for employees

Motives	Rating score of significance	Antymotives	Rating score of significance
1	2	3	4
1. Working as a means of earnings to meet the needs that are beyond the scope of work		1. Failure to obtain high wages	
2. Jobs – means of promotion, professional and official status		2. Lack of professional and career development	
3. Work – a means of opening their own abilities for self-realization		3. Failure to fully disclose their ability for self-realization	
4. Work, providing comfortable working conditions		4. Poor conditions of work	
5. Work – means of realizing the need of communication and cooperation		5. Failure to realize the need of communication and cooperation	
6. High social significance of the work performed		6. Routine work	
7. Ability to make decisions independently, freedom of action		7. Inability to make decisions by limiting by the employers of the free actions of employees	

strengths and weaknesses of the company, taking into account not only social but also economic opportunities for the company, must be created.

To this must be formed expert group (director, department heads, accountant, etc.). Sample list of external stimuli are presented in Table 2.

The fourth step is to determine the appropriate rating score of the importance of strengths and weaknesses (similar ranking motives and antimotives) (Table 2).

At the fifth stage, after a specific list of strengths and weaknesses of the company, as well as the motives and antimotives are built, there comes time to establish links between them by drawing a matrix of social motivation.

Developing of a matrix of social motivation seems appropriate, using the method of SWOT-analysis regarding the allocation of the strengths and weaknesses of the company.

After defining employee's internal motivation (motives) and external motives (strengths and weaknesses), a matrix of social motivation, similar to the matrix SWOT-analysis should be made (Figure).

To the left are two blocks in which are all found at the first stage of analysis motives and antimotives grounds of employees concerning the motivation.

At the top of the matrix there are also two blocks – the strengths and weaknesses of the com-

pany, determined by position on the market and its internal environment.

At the intersection of blocks four fields are formed: MW (motives and weaknesses) AW (antymotives and weaknesses), MS (motives and strengths), AS (antymotives and strengths).

It is necessary to examine each of the fields in order to consider all possible pair combinations and identify those that should be taken into account when forming a strategy of social motivation.

The sixth step is the identification of areas of encouraging staff.

If the company is in the field of MS, the social motivation should be constructed in such a way that there will be maximum use of the strengths of the enterprise for the realization of employees' internal motivation.

The main strategic directions of social motivation of the company in this case may be following:

- providing the promotion of official policy on the basis of personal contribution of each employee in creating competitive advantages;
- a flexible policy of financial incentives;
- establishing of regular communication with clients in order to realize the need to communicate more fully;
- providing the self-realization of the workers.

<p>Strengths and weaknesses that determine economic opportunities and efforts of satisfying the needs of the staff</p> <p>Motives or antimotives underlying on the basis of conduct for members of the company</p>	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Position in the market has low competitive advantages. 2. The lack of social responsibility. 3. Containment of finance and economic development. 4. Lack of funds to finance events of social development. 5. Inability to communicate with customers through lack of sociability. 6. Little financing of social infrastructure. 7. Unfavorable social and psychological climate in the company. 	<p>Strengths</p> <ol style="list-style-type: none"> 1. The position on the market is characterized by a competitive advantage. 2. The image of a socially responsible company. 3. Dynamic financial and economic development. 4. The presence of economic base to finance events of social development. 5. Adjusted relationship with customers. 6. The presence of well-developed infrastructure. 7. Favorable social and psychological climate.
<p>Motives</p> <ol style="list-style-type: none"> 1. Working as a means of earnings for satisfying the needs that are outside of work. 2. Work – a means of promotion, increasing of professional and official status. 3. Work – a means of opening own abilities for self-realization. 4. Work, providing comfortable working conditions. 5. Work – a means of realizing the need for communication and cooperation. 6. High social significance of the performed work. 7. Ability to make decisions independently, freedom of actions. 	<p>The field «Motives and weaknesses»</p> <ol style="list-style-type: none"> 1. Providing prevention of conflicts in the company in order to ensure a favorable social and psychological climate. 2. The conquest of the new competitive market position by increasing its social responsibility to the members of their own labor collective society. 3. Conducting psychological trainings in order to make collaborators to communicate. 	<p>The field «Motives and strengths»</p> <ol style="list-style-type: none"> 1. Providing the promotion of official policy on the basis of personal contribution of each employee in creating competitive advantage. 2. A flexible policy of financial incentives. 3. Establishing of regular communication with clients in order to realize the need to communicate more fully. 4. Providing the self-realization of the workers.
<p>Antimotives</p> <ol style="list-style-type: none"> 1. Impossibility of getting a high salary. 2. Lack of professional and career development. 3. Inability fully discloses own abilities for self-realization. 4. Poor conditions of work. 5. Impossibility of realizing the need for communication and collaboration. 6. Routine work. 7. Inability to make decisions independently because of the limiting the freedom of actions of staff by the chiefs. 	<p>The field «Antimotives and weaknesses»</p> <ol style="list-style-type: none"> 1. Providing the possibility of opening own abilities by creating a favorable moral and psychological climate on the workplace. 2. Providing opportunities to make decisions with favorable vertical relationships in the company (employee – supervisor). 3. Giving ability for the realization of need in cooperation by creating favorable horizontal relationships (employee – employee). 4. Reviewing the financial policy of the company in order to finance social development activities of the staff of the company. 	<p>The field «Antimotives and strengths»</p> <ol style="list-style-type: none"> 1. Reviewing the financial policy of the company in order to give favorable conditions, providing professional and career development. 2. Establishing of constant connection with customers in order to realize the need of communication of the staff. 3. Providing opportunities for full opening of their abilities by developed infrastructure.

Figure. Matrix of social motivation.

Table 2. Strengths and weaknesses of the company

Strengths	Rating score of significance	Weaknesses	Rating score of significance
1	2	3	4
1. Position in the market is characterized by competitive advantages		1. Position in the market has low competitive advantages	
2. The image of a socially responsible company		2. The lack of social responsibility	
3. Dynamic financial and economic development		3. Containment of finance and economic development	
4. Presence of the economic base to finance events of social development		4. Lack of funds to finance events of social development	
5. Adjusted relationship with customers		5. Inability to communicate with customers through the lack of sociability	
6. Having developed social infrastructure		6. Little financing of social infrastructure	
7. Favorable socio-psychological climate		7. Unfavorable social and psychological climate in the company	

The company, which is in the field of AS has to maintain its strengths to transform antymotives to the motives by the means of:

- reviewing the financial policy of the company in order to give favorable conditions, providing professional and career development;
- establishing of constant connection with customers in order to realize the need of communication of the staff;
- providing opportunities for full opening of their abilities by developed infrastructure.

The company, which occupies the field AW shall contribute to strengths by converting antymotives to the motives by the following way:

- providing the possibility of opening own abilities by creating a favorable moral and psychological climate on the workplace;
- providing opportunities to make decisions with favorable vertical relationships in the company (employee – supervisor);
- giving ability for the realization of need in cooperation by creating favorable horizontal relationships (employee -employee);
- reviewing the financial policy of the company in order to finance social development activities of the staff of the company.

If the company is in the field MW, it is important to develop such strategy in which the return of the motives that have appeared in the workers will reduce the display of weaknesses:

- providing prevention of conflicts in the company in order to ensure a favorable social and psychological climate;
- the conquest of the new competitive market position by increasing its social responsibility to the members of their own labor collective society;
- conducting psychological trainings in order to make collaborators to communicate.

Thus, the use of this technique will allow to motivate their employees so as to avoid weaknesses and to use of available strengths concerning motivation in the best way.

Motivating the staff, it should taken into account that the motives and antymotives can move into its opposite. So, an unused motive may become an antymotive if a competitor uses it. Or, vice versa, a successfully prevented antymotive can open up additional motives for the company in that case when competitors are not able to remove these antymotives.

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