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90. Work motivation system

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Introduction: At the present stage of economy development, one of the main tasks of the managers is to motivate their employees to work effectively to organize qualitative and effective activity, aimed to achieve the goals of the company. Employees should understand that achieving the objectives of the company, they will reach their personal goals with the help of the benefits that the company is offering for them.

Resources and methods: In the study of motivational factor in the management of the company the research results presented in the works of A. Akmaev, O. Amosha, B. Kliyanenko, N. Lukyanenko, O. Moroz, Shevchenko, A. Kozachenko, A. Voronkova, V. Medianik, V. Nazarov and others were analyzed. In these researches the most assessments and recommendations on the situation in the field of human resource management are subjective. However, staff management issues could not be considered as full solved, because the problem of forming an effective personnel motivation system with the consideration of the positive tendencies in some countries of Eastern and Western Europe is not sufficiently investigated.

Results: The main purpose of the research is to develop recommendations for improving the system of motivation in the conditions of modern economy. According to the identified goal there were defined the following problems:

- 1) examine the motivation system in Ukraine;
- 2) to develop the practical recommendations for building an effective motivation system considering the individual needs of the staff.

Short-term staff stimulation is often used at enterprises. It is based on the constantly growing tangible and intangible needs and habits (this mechanism does not allow a person to enjoy certain benefits for a long term, if the employee is always raised in wage, praised or in contrary is shown a dissatisfaction, then after a while these things become routine for him, and he will not pay attention to them). Employees often define stimulating factors for themselves. It requires an individual approach to the employee motivational system. Moreover, the material stimulation is perceived as an integral part of the motivation system, which limits its abilities. But a bonus stimulation (for example, related to career development, health, corporate culture, leisure time) is more flexible [1].

The system of rewards is formed on the basis of the strategy and objectives of the company. This system includes measures for material incentives for a long period because the employer cannot raise the wage level once and keep it at this level for several years, because such motivation does not work. It is necessary to adjust the level of salary and bonuses from time to time, to avoid the habit-forming. Also, the constant material stimulus increasing by the administration does not lead to good results, because motivation couldn't grow continuously. It reaches a certain level, begins to decrease, and then its level rises again. In connection to this it is interesting to analyze the experience of the application of so-called compensation packages.

The first place is given to such motivation factor as salary, additional bonuses and bonuses (all respondents put the salary in the first place), on the second place there is social security (50% of respondents), on the third place there are psychological factors and other compensation and health-hygiene factors. Young professionals are also interested in providing housing opportunities and commuting opportunities, possibility for professional training. Social security such as maternity leave, child care for children under 1.5 years to 3 years are on the second place for them.

Most of the enterprises in Ukraine apply the system based just on the material motivation, due to poor living standards. However, on a more developed labor markets, this motivation system is out of date. That happens in connection with the regular payment of bonuses, commissions and extra bonuses, value and motivational impact decreases rapidly. It means that the employee gets used to them, they consider them to be a form of wages, and any reduction of payment is perceived as a humiliation by the employer; primary motivational impact of variable pay usually motivates creative worker. However, only the owner himself for senior executives can afford the creativity, what demands the liability and access to the strategic information. Thus, it causes a conflict based on misunderstanding; motivational impact offset the negative attitude to the creative impulses.

Conclusions: There is no doubt that for each worker a unique system of incentives should be built. It must include: personal qualities, the availability of certain resources in the organization, management style of the company and the department. The effectiveness of the proposed methods can be evaluated only with time. However, international experience suggests that the provision of social guarantees and non material incentives make it possible to apply them successfully to solve the problem of increasing the efficiency of workers.

References

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