

FEATURES OF MOTIVATIONAL DEVELOPMENT AT AGRICULTURAL ENTERPRISES

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АННОТАЦИЯ: Харченко Т.Н. Особенности мотивационного развития на сельскохозяйственных предприятиях

В данной статье обоснована целесообразность формирования социального пакета на предприятиях, что дает возможность руководителям как можно быстрее сбалансировать индивидуальные потребности наемного работника со стратегическими целями предприятия. С помощью метода группировки и построения многофакторной эконометрической модели выявлены особенности формирования системы мотивации на сельскохозяйственных предприятиях. Предложен теоретико-методический подход комплексной оценки системы мотивации труда наемных работников, что позволит оценивать мотивационную составляющую предприятия, определять значимость мотивационных рычагов наемных работников с целью повышения производительности труда и улучшения конкурентной позиции среди других предприятий как региона, так и страны в целом.

Ключевые слова: мотивация, мотивационное развитие, наемный работник, оценка системы мотивации, сельскохозяйственное предприятие.

Annotation: Kharchenko T.N. Features of motivational development at agricultural enterprises

The present article justifies the expediency of social package formation for businesses that permits managers to balance individual needs of the employee with the strategic goals of the company as soon as possible. It reveals features of motivation systems formation in agricultural enterprises with the help of grouping method of the agricultural enterprises and building multi-econometric model. It introduces the theoretical and methodological approach of a comprehensive assessment of the motivation of employees, that allows to assess the motivational component of the enterprise, to determine the significance of motivational instruments of employees in order to increase productivity and improve the competitive position of other enterprises as in the region and in the country as a whole.

Key words: motivation, motivational development, employee, the motivation system assessment, agricultural enterprise.

During the new transformation Ukraine's economy has been apparent that the laws of the market provide completely different motives and values than a decade ago. Development and improvement of integrated system of motivation and incentives into work in the field of theoretical research is increasingly turning into practical aspects in terms of enhanced competition [1]. In order to achieve efficiency in management the enterprise should be strategically oriented and competitive, which investment vector is directed at the development and motivation of employees – the carriers of intellectual capital. Consequently, there is an objective need for a scientifically proven mechanism of motivation of the personnel of enterprises that is possible through effective levers and incentives to increase the interest of employees to work productively and efficiently, facilitate the raising of their competitiveness, provide qualitative renovation of employment mentality [2].

Analysis of recent research and publications. A significant contribution to the development of theoretical aspects, solving practical issues related to the tangible and intangible incentives, the effectiveness of the socio-economic system of motivation have made such scholars: O.I. Amosha, D.P. Bohynya, A.F. Buryk, A.P. Voronyanska, V.M. Honcharov, V.M.Hrynyova, N.M. Horobets, I.A.Hruzina, V.C.Diyesperov, M.I.Dolishnii, M.S. Doronina, M.A. Yochna, A.V. Kalyna, S.P.

Kalinina, A.M. Kolot, H.T. Kulikov, EM. Libanova, N.L. Lukyanchenko, S.D.Luchik, V.Y. Malik, A. Maslow, M.Meskon, L.I. Mykhailova, T.I. Oliinyk, M.M. Salun, M.V. Semykina, N.L. Tovkalova, L.P. Chervinska, O.V. Shkilov, O.H. Shpykulyak and others. Numerous studies suggest that the problem of motivation is not new, but the rapid development of the global economy and information technology creates prerequisite for the study of modern needs and manpower requirements, finding alternative ways of motivation, the application of innovative technologies in the system of employees motivation at agricultural enterprises.

While theoretical studies it is appropriate to consider the merits of the term "employee of agricultural enterprise" under which, unlike existing should be understand the employee of company of any ownership, which depending on the terms of the employment contract can be assigned to permanent, temporary and seasonal workers and can be on or out-of-staff employee of agricultural enterprise.

On the basis of theoretical generalization of domestic and foreign scientists' studies the essence of the concept of "motivation" had been defined as the causative factor to work, the reason for which the entity is ready to do certain actions to achieve his goal.

Investigating the functioning of motivation as a category, as a phenomenon, as a process, as a mechanism the functioning of labor motivation in agriculture should be considered as a system that quickly responds to changing internal and external environment. We can state that in such system a motivational cycle of components such as labor productivity - the development of enterprise - improving means of motivation – satisfaction of needs is being created.

The strategic planning process in the system of motivation of employees involves the formation of motivational incentives of workers where necessary to take into account the factors that influence the formation of strategic range purposes of motivation. The external environment includes political, economic, ecological and social factors; the factors of internal environment include personal and professional, psychological, social.

By means of motivational monitoring were identified value orientations of employee (the worker appreciates in process), social purposes (which must receive the employee from work), motives (which wants an employee). The survey results indicate that the main motivational incentive in work of employees is a stable and high salary (26.7%), for future specialists is a modern system of incentives (30.0%). It has been found that for their work besides the wages, 50% of the total number of respondents want to have a social package, 21.6 % prefer comfortable working conditions, 18.0 % seek to participate in profits, 10.4 % oriented to the recognition and respect.

Thus, the results of research confirm the need to find alternative ways of motivation that effectively combine tangible and intangible incentives of work and ensure maximum compliance with the interests of workers and management in achieving strategic goals of the company. Therefore, in view of the above mentioned we offer to form the social package for agricultural enterprises that will enable managers to balance individual needs of the employee with the strategic goals of the enterprise as soon as possible

The results of grouping agricultural enterprises of Sumy region (2014) according to the number of employees (large, medium, small) have shown that in large enterprises (250 employees and more) the salary is the highest - 1610 UAH with the highest average annual profit per employee - 74.3 thousand UAH.

Construction of multi-econometric model, which describes the dependence of labour productivity (Y) on agricultural land (X1), capital-labor ratio (X2), the average monthly wage (X3) was carried out using Microsoft Excel application package and looks like this:

$$Y = -115,34 + 0,018 X_1 + 1,587 X_2 + 1,427 X_3.$$

The received equation adequately describes the interdependence between certain factors and labour productivity, that is proved by the excess of actual value of the F- Fisher criterion under critical. The factors of created equation are statistically significant since the actual value of Student's t- criteria exceeds the regulatory limit. Thus, the expansion of land under crops for 1 hectare increases labor productivity by 0.018 thousand UAH, capital-labor ratio increase to 1 ths.

UAH contributes to labour productivity growth for 1.59 ths. UAH, and the wage increase per 1 thousand UAH increases productivity by 1.4 thousand UAH.

During the research it was found that exactly the assessment of motivation is an essential lever in improvement of work motivation system. For this purpose we developed theoretical and methodological approach to comprehensive assessment of motivation of employees of agricultural enterprises. Main essence is that by economic and social components assessing considering significant factors peer reviews we can determine the share of economic and social components in the employees motivation system. The economic component of motivation system is measured by the results of financial and economic indicators, including the coefficient of financial stability, labor intensive economic activities, maintenance costs of workforce, payroll, the level of average wages, turnover ratio, sustainability coefficient of economic growth, labour productivity, percentage of additional salary in payroll, net profit per 1 employee, staff stability factor, capital-labor ratio. The results of these factors are given in binary value, which is determined by the integral indicator and its level.

By means of motivational monitoring it is possible to define social motivation, which is calculated on the following factors: job satisfaction of employees, satisfaction in stimulation system, the level of labor activity, needs assessment, motivational potential and motivational force. In order to obtain efficient numerical values in a single array the maximum was set which equated to one point. The calculation of the integral index of motivation system takes into account the coefficients weight of managers expert assessments of the studied enterprises and ranges from 0 to 100.

Motivational system performance evaluation meets the following point scale: 0 to 25 - critically low level; 26 to 50 - the low level; 51 to 75 - average; 76 to 100 - a high level. Exploring the motivation of employees in agricultural enterprises of Sumy region was found that AF "Victoria" has 43.6 points for motivation important integral indicator system, which corresponds to a low level. Under these conditions it is advisable to raise the company social motivation indicators. JSC "Iskra" has 55.8 points, belonging to the average. In this case, it is desirable to improve the existing direction of the motivational system by improving performance that meets social and economic motivation. Village farm "Urozhai" has integral index level is 39.2 points belonging to a low level of motivation system in which recommended to improve the economic and non-economic ways of stimulation. Thus, the proposed comprehensive assessment of motivation system allows managers to evaluate the motivational potential of the enterprise, identify the areas of greater influence on labor behavior and at the same time take into account the unused reserves for increasing the effectiveness of labor, fair evaluation of the employees contribution and effective business development.

Thus, the results of a comprehensive assessment will help to improve economic and social component of employees motivation more effectively. Therefore, the organization of incentive programs on domestic enterprises will be appropriate to take into account following principles: 1) motivational incentive management system must be competitive in relation to other companies with which the organization competes for valuable personnel; 2) the mechanism of material incentives should target leadership to achieve the final results as in their own work and the work of the whole enterprise; 3) part of the profits should be used for flexible response to the results of business activities in the management, namely for premium and additional payments should grow with increasing rank of the head of the corporate hierarchy; 4) the enterprise should enable the employee to realize his experience, skills and life values, working for the benefit of the company; 5) necessary to sustain a reasonable balance between the tangible and intangible rewards parties.

Thus, the main key aspect of modern view on motivational development of the industry of agriculture is practical importance of above mentioned studies, including the implementation of the economic model comprehensive assessment provides enterprise managers with an opportunity to determine quantitatively the socio-economic importance of motivation, respond quickly to the needs of employees and the financial and economic indicators of the company, which further contributes to the optimal resolution of problems of economic and social development of enterprise,

improve the competitive position of the system of motivation both among enterprises in region and the country.

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