

Features of Establishment and Development of Motivational Culture at Enterprises in Modern Economic Conditions

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Abstract. The paper investigates the inherent features of motivational culture's establishment and development at enterprises in modern economic conditions. The study traces the pressing problems of motivation of the team's work, establishes their impact on the efficiency of the enterprise's functioning. The relevance of the research is determined by the fact that the issues of motivation and team development in modern scientific research are considered in sufficient detail but the problem of motivation for personnel development, which is one of the components of the establishment of motivational culture and a prerequisite for development, cannot be considered fully solved. That is why the development of motivational culture in enterprises is an extremely necessary scientific and practical task that requires a modern solution. The purpose of this study is to consider the features of the establishment of motivational culture at enterprises in modern economic conditions by analysing the international scientific practice of team management, as well as improving motivational methods of team professional development in a modern enterprise. The main method of research was the analysis of documentation, namely monographs, statistical data, scientific papers, and textbooks. Using the method of analysis, the paper processed and systematised the features of the establishment and development of motivational culture at enterprises in modern economic conditions. The study covers and summarises the current motivational methods, considers the systematic diagnosis of the state of motivational culture at the enterprise. The conceptual foundations of the establishment and development of motivational culture, a model of the motivational system of enterprise management in modern economic conditions are proposed. The tasks set in the study and the results of their solution form the methodological and scientific-practical basis for improving the incentive system for professional development of personnel based on the development of effective methods of motivational culture. The developed recommendations are of interest to modern enterprises in current economic conditions and the country's economy as a whole and provide an opportunity to certify the prospects for further research work in this area

Keywords: motivational culture, enterprise, corporate culture, improving the motivation process

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Introduction

The human role in the process of economic development is constantly growing. Nowadays, it is evident that the main resource of any enterprise is its employees. However, not all directors of such enterprises understand how difficult it is to manage this resource. The management of a company or enterprise is the management of the personnel who work there. The essence of leadership is reduced to a systematic influence on the consciousness and subconscious of personnel [1]. The modern dynamically fast economy determines that enterprises and organisations are forced to continuously evolve not to be left out of progress and business.

Despite the variability of methods that are allowed to motivate workers, the head of the enterprise must choose how to encourage each worker to implement the main task – the survival of the enterprise in a tough competition. If this choice is made successfully, then the head of an enterprise gets the prospect of coordinating the efforts of many employees and at the same time fulfilling the potential opportunities of a group of employees to develop the prosperity of the enterprise and society as a whole. Constantly being influenced by the external environment, getting used to changes, a modern enterprise needs to be able to organise and build up potential that can provide not only an appropriate and adequate response to the actions of the external environment, but also bring the prospect of transforming the surrounding reality, effectively manage the activities and development of considerable parts and subsystems of the enterprise [2].

Now the degree of competitiveness of an enterprise increasingly depends on the degree of superiority in the field of practical management, and among administrative tasks, the most important and least successfully solved is the task of productive team management. Its essence is to claim to increase the productivity by raising the employee's own interest in the consequences of their own work; the main mechanism of this process is motivation. There are no bad workers: if a worker does not work well, it means that in the present labour relationship, it is poorly performed work that optimally satisfies his requirements. The positions of the employees are always the best for them: actions are constantly focused on obtaining the greatest material and spiritual benefit, and the employees will not do anything without thereby satisfying one of their central needs. The art of management is to bring this own optimality to the service of the enterprise, its missions and goals. This is exactly what motivation is for [3].

The main method of mobilising human resources is staff motivation. The purpose of the motivation process is to get the most out of using the available labour resources. Stable changes in the economic and political sectors of Ukraine simultaneously create both considerable opportunities and serious threats for each employee, which causes a noticeable level of uncertainty in the company's activities [4].

The system of personnel incentive is one of the most important components of both the team management system at the enterprise and the security system of entrepreneurial

practice. The unmistakably developed systematicity of motivation gives the right not only to strengthen the employee's ability to achieve the success of their own goal but also determines the employee's satisfaction in the process of work through the satisfaction of their requirements and ensures reliable operation of the entire enterprise. In modern conditions, the efficiency of the enterprise is ensured by the mental wealth and professional competence of the team. One of the most important forms of motivation in any enterprise is material incentives for work. This is the process of using and forming systems of wage division according to the pattern of division by the number and quality of work [1].

The modern practice of foreign and Ukrainian enterprises confirms the trend towards considerable changes in the team motivation system. Workers of today's enterprises are characterised by different value orientations of motivation for work. At the same time, the motives of self-fulfilment and self-development come to the fore. Non-material incentives for the development of the team at the enterprise are primarily aimed at satisfying the motive of maintaining the social status of the worker in the working team by securing their workplace; increasing the status of the worker through obtaining a higher responsible place; strengthening the worker's interest in the process of mastering new knowledge, skills, and abilities; deepening interest in communication with specialists at the enterprise.

Non-material motivation is aimed at increasing the loyalty of the team at the enterprise, while reducing the cost of covering the labour costs of workers. By non-material, the authors mean such incentives for high-performance work, which do not take the form of monetary payments but may require the company as a labour investment, namely: the prospect of development and training, career planning, health care, or subsidised meals. Non-material ways of motivation also include credit. The essence of individual credit is that workers who have achieved considerable results in the implementation of their own functions are mentioned in reports to the top management of the enterprise or personally introduced to it, receive the right to sign responsible papers in the development of which they took part, and are personally congratulated by the directorate on the occasion of holidays or family dates [5].

The purpose of this paper is to consider the features of the establishment and development of motivational culture at enterprises in modern economic conditions by analysing and substantiating the importance and necessity of including motivational culture in a number of the most important key competencies of any enterprise that seeks to function effectively nowadays.

Materials and Methods

The works of the following well-known Ukrainian and foreign researchers are devoted to the study of motivational culture at enterprises in modern economic conditions in theoretical and practical aspects: Akhmetshin, J. Mueller, S. Chikunov, E. Fedchenko and O. Pronskaya [1], A. Aydinli,

M. Bender, A. Chasiotis, F. van de Vijver and Z. Cemalcilar [6], Yu. Chelakova and N. Nikonoshina [7], M. Hitka, S. Lorincova, M. Vettrakova and Z. Musova [8], L. Li, X. Shi and Z. Jiang [2], and many others. The scientific works of these researchers became the theoretical basis at the time of writing this paper.

The research methodology is based on a systematic approach that traces the motivational culture as an independent unit. This approach directs research into the context of a holistic multi-stage process of motivational culture at the enterprise, focuses attention on the content and purpose of the entire system – to consider the features of the establishment and development of motivational culture at enterprises in modern economic conditions.

The research on the topic “the features of the establishment and development of motivational culture at enterprises in modern economic conditions” took place in two stages. At the first stage, such fundamental concepts as “motivation process”, “enterprise management”, “motivational culture” were characterised and the essence and specifics of the above terms and definitions were covered. The main difficulties of the development and establishment of motivational culture are identified. For an effective analysis of the features of the development of motivational culture in a modern enterprise, the following research methods were used: theoretical (analysis of scientific, sociological, psychological, and educational literature on the problems of the material under study), the method of analysis and synthesis, induction and deduction, logical analysis, as well as the positions of objective scientific classification.

In accordance with the tasks of this stage of research, an analysis method was applied, which is aimed at extracting and recording information from a printed scientific source, which will later be used to analyse research issues. The subject of analysis of scientific sources includes those characteristics and attributes of the essence of the phenomenon under study that correspond to the purpose and objectives of the study. Many empirical studies of the current time use the method of analysis of scientific sources. At the second stage of the study, using logical analysis, as well as the position of scientific objectivity and systematisation, the justification for the introduction and use of methods of modern motivational culture in enterprises was analysed. This method made it possible to master the partial sides of the phenomenon and object, to make a number of scientific abstractions. The following combination leads to the development of a more in-depth essence of the whole. This method is used to process complex objects or facts. At the third stage, the theoretical provisions of the entire study on the topic “the features of the establishment and development of motivational culture at enterprises in modern economic conditions” were clarified and their results were summed up. Processing, theoretical generalisation, and systematisation of the results of the study, arrangement of the research materials in a whole paper were carried out. Evidentiality and reasonableness of the conclusions of the whole study of the topic “features of the establishment and development

of motivational culture in enterprises in modern economic conditions”, the use of this approach in modern enterprises is provided by the methodological and theoretical rationality of all initial positions; the integrity of general scientific and certain research methods, the adequacy of relevance and purpose, tasks and logic of the research; the combination of logical analysis, scientific objectivity, and systematisation.

Results

One of the main factors that give the right to achieve effective motivation of an employee with the assistance of a group and collective values and rules is the development of a conscious corporate culture. These value orientations are transmitted by the members of the enterprise through symbolic means of the spiritual and material environment of the enterprise.

Motivational culture is based on ideas, judgments, and fundamental values that are shared by members of the enterprise. They can be completely different, including depending on what is at their core: the interests of the enterprise as a whole or the interests of its individual members. This is the foundation that characterises everything else. Values lead to a style of behaviour. And only the surface layer is external symbols, customs, corporate events. It is only a consequence of the other two, and has no independent value [9].

Motivation is conventionally considered one of the fundamental goals of management. It is necessary to substantiate its place and importance in the corporate culture system. Motivation in the functional sense is a management function that occurs through the use of various incentives to orient the potential of the team to fulfill the goals of the enterprise. The nature of motivational organisational work is always exceptional and covers both the specifics of the external environment and the sociocultural features of a particular enterprise. Thus, each company has its own unique corporate incentive system. Corporate culture also forms the corporate incentive system in a modern enterprise.

The corporate incentive system is a set of interrelated methods of team motivation created at the enterprise to fulfil its strategic goals, which, for their part, are formulated taking into account the factors of the internal and external environment of this enterprise. The corporate incentive system can be affected by both motivational management influences and subjective factors that reflect the personal management style of the enterprise, its strategic attitude to the team (as an expense or as a characteristic and rather important resource). Personal factors include the degree of development of managers' peculiar skill – the ability to motivate the team. The starting point for developing a corporate incentive system is to determine the company's development strategy. Accordingly, it is necessary to link the strategy and tactics of team motivation with the strategy of the enterprise. The next stage in the development of a corporate incentive system is the development of the organisation's personnel strategy, which includes, among other things, motivational management [10].

Another important stage is the creation of a corporate culture. Motive as a spiritual incentive of the worker to activity is the main motive for the beginning and implementation of certain systematic actions. Motives arise under the influence of instincts, demands, and interests of a particular person. Instinct expresses innate, unconscious manifestations of its reaction to the state of the environment. The need is caused by both physical (for example, the need to breathe), and socio-psychological factors (for example, a desire to communicate with others). Interest manifests itself as a conscious consequence of the development of a person's individuality, transforming, for example, the natural instinct of interest in successive events in the environment. Guided by requirements and preferences, a person purposefully chooses an activity, developing in which, builds up knowledge, evaluates personal preferences, acquires and develops skills [5].

The whole set of external influences on the worker, from the environment and living conditions to initiation and coercion by various subjects, also largely determines the actions performed by them. An external systematic influence on a person, forcing them to a particular reaction, is usually called an incentive, acting, for example, in the form of paying for the consequences of the work performed. Incentives act on motives, improving or localising their manifestations in the form of an attitude to the judgment of the environment of certain actions. Entering into interaction with incentives, motives, for their part, can not only characterise and express the personal abilities of the worker as much as possible, but in some incidents to strengthen, weaken or, in exceptional circumstances, fully compensate for their perception of even such a dismissive influence, which has a powerful incentive, as a danger to life.

While developing, the worker concludes that most of their requirements and interests are most successfully traded in a well-coordinated structure of an enterprise. Based on their own reasons on the one hand and the totality of the influence of incentives on the opposite, the employee chooses a specific enterprise, the attitude to which becomes the main impetus in their attraction to collective functioning. Thus, the employee is motivated by personal motives and external incentives to establish certain relationships with the company of interest to them, for example, getting their first job, the graduate, on the one hand, tries to fully and responsibly implement their own duties in a real position, and on the other, wants to satisfy personal physical, professional, and other interests as much as possible [11].

Finding themselves with similar goals in their chosen enterprise, the former graduate becomes a worker who accepts both legally established and unofficially formed relationships at the enterprise and, above all, their motivational culture. It largely characterises the activity, relationships, and behaviour of the worker at the enterprise, and in one way or another affects the satisfaction of their requirements and interests. At the same time, the totality of motives that reflects the spiritual preferences, orientation, and passions of the worker becomes the starting point for activating their actions in the enterprise. The interaction of

motives and incentives determines the purposeful and conscious positioning of each worker in the enterprise, determining compliance with the established rules, performing specific actions, perceiving the judgment of management, colleagues, and everyone around them, forming and showing a personal attitude.

The development and use of motives and incentives during the establishment of influence and improvement of motivational culture are quite strongly interrelated, which repeatedly gives the right to mix these definitions. Meanwhile, the essence and systematicity of their formulation, use, and interaction, which have been quite well known for a long time and are distinguished by a clearly formalised ratio, are most thoroughly reflected by considering further factors. Consideration of the relationship between motives and incentives in the establishment, application, and improvement of motivational culture is of exceptional importance for evaluating the company's performance. In contrast to the actions of personal motives, which are more or less amenable to the conscious motives of the worker's activity, incentives as external universal tools naturally force them to precise actions. Incentive as an external direct compulsion of the worker to a clear action not only responds to their existing motives, but also simultaneously begins and improves new motivational motives, for example, the taboo on smoking during the working day as an incentive gradually begins the personal incentive of the worker to a healthy lifestyle as a motive [3]. In this way, professional specialisation, business style, spiritual values, and culture of employee behaviour can arise and improve. At the same time, incentives, bypassing motivation, can easily force the employee to clear behaviour, despite their requirements, interest, and personal attitude. Thus, in particular, the introduction of interactive systematicity of monitoring the implementation of work easily generates discipline of performance in the worker, regardless of the degree of their personal discipline and ability to organise. In general, by designating and fulfilling corporate goals through the employee's incentive, processing an expressive programme of activities, and actually formulating a mission, the enterprise influences the development and elevation of a motivational culture, purposefully deepening the overall palette of team motives.

In a motivational culture, incentives are a factor of unquestionable compliance with clear rules, compliance with certain norms, and the implementation of a legible action programme. The composition and content of such plans can be diverse and depends on the goals formed by the company, established rules, and well-known values, the systematicity of management and the level of development of self-management, the culture of activity, and other factors, the implementation of these actions at the enterprise determines the degree of development of motivational culture, the effectiveness of selection, adaptation, combination, and use of appropriate motives and incentives [12].

In the current motivational culture, the worker may have motivations that go beyond their personal interests. The motives that manage it reflect corporate influence,

largely characterising such manifestations of motivational culture as, for example, the degree of subordination and responsibility. The development of a set of personal motives in the worker, which are determined by the interaction of personal interests and influences, is called motivation. At the enterprise, it arises, improves, and is applied in further main configurations, such as the development of a reference system of motives of the worker's activity, which is adapted to a certain situation; initiation as the creation of agreements for the personal manifestation of worker's constructive motives; activation as a planned impact on the already coordinated system of worker's motivation; motivation as an expression and research, the use of worker's personal motives, which caused their certain position.

The above actions establish the range of methods of motivating the worker within the established motivational culture. In considerable judgment and application, along with them, such manifestations of motivational culture as corporate relationships, moral and psychological climate, and behaviour style with colleagues are included in motivation. All this forms the manifestations of all the variety of motives in real mental, national, and social conditions. One can learn more about the theories, ideas, models, and mechanisms of motivation developed in the works of many scientists in the network resources. Motivation, fulfilling the physiological, psychological, social necessity in meeting certain requirements, preferences, moods of the worker, depends on both unbiased and personal factors, easily determining the manifestations of motivational culture. It is essential to recall that its consequences can include a wide variety of configurations and expressions, leading to proper changes in the motivational culture. Thus, for example, social activity manifests itself both in the business style or ingenuity of the worker, and even adventurism, determining the proper reaction of the enterprise [4].

Procedurally, motivation is distinguished as a mentally reasoned, systematic motivation of the worker who listens and consumes his reflective, mental, associative, and other reactions. This formulation accompanies the distinction between process and system, unbiased and personal, physical and mental components of motivational culture, delivering the prospect of constructive union and equivalent use of their resources at the enterprise. It is precisely this way that a mentally conscious, purposeful, problem-based, functionally adapted human reaction to the environment fundamentally distinguishes it from the typed, instinctive, subconscious reaction of an animal to a situation [13].

The motivational culture of a truly active enterprise depicts, characterises, and uses the content and consequences of motivating the activities of a particular worker. In such conditions, the worker acts as an individual, guided by personal motives in the conditions of purposeful activity and development of a particular enterprise. Clearly, the success of the goals of such an enterprise is seriously determined by the productive activities of each of its participants and the successful interaction of the entire team, which is largely reflected in the actual motivational culture.

The development, analysis, and application of

advantages of the employee's personal motivation to reproduce and perform the action that needs to be implemented is the main task of the enterprise and its management. The successful solution of such a problem largely depends on the interaction of the advantages of motivating the worker's activity with the configurations of its manifestation, mobilisation, and use. It originates from each worker's rapid desire to provide the necessary conditions for systematic activity [14].

Discussion

Motivational culture is largely born, created, and improved in the process and as a result of cumulative motivation, emphasising, for example, as an increasingly accepted priority of youth, the improvement of personal life. Various configurations of incentives for workers who implement such motivation are included, for example, by European enterprises, and become effective incentives for raising a motivational culture. They form constructive resources of worker's strategic motivation, which are most contrastingly revealed by the leadership of studying the environment as a condition for effective functioning and raising human potential.

In contrast, such motivation is manifested in the attraction of each qualified worker to stable professional communication and positions him in the company, which provides an increase in competence, improvement of specialisation, and expansion of work communication. Thus, in particular, forums and competitions for the title of the best worker, held at almost all stages of all spheres of national economy, create a specific environment for positive positioning of each worker in the projection on the highest professional success. For those workers who are strategically and constructively motivated for stable professional self-improvement, even the role of a spectator at such competitions represents an important incentive to participate, get acquainted, and communicate in such an innovative environment. Certainly, the record results in these competitions are of interest not only to a limited circle of specialists or potential consumers of goods and services, but actually to every participant in society who is really interested in the current level of both product manufacturing and social development. Throughout the entire labour phase, each worker develops, improves, and updates a particular range of motives for encouraging action, reflecting his promising aspirations, preferences, labour and social attitudes. The implementation of these motives ensures the development, application, and modernisation of such methods of improving motivational culture as supporting the manifestation of their own and collective initiative, creating an atmosphere of cooperation, ensuring the self-fulfilment of the worker's abilities, creating conditions for the rise of inventive practice, eliminating managerial and other obstacles to the development, implementation, dissemination, and use of innovations, etc. [15].

At the same time, it is obvious that a part of society develops and cultivates a destructive motivation to avoid real action, which reflects a low level of motivational culture, if it is generally allowed to speak about it in this case. It is

rather their incentive that confirms the lack of a motivational culture that encourages everyone to express themselves creatively. Expressions of negative motivation can also include a number of other attitudes that do not respond well to the atmosphere of active cooperation of the motivational culture. Thus, for example, within the framework of the formed conservative model of motivational culture in many companies, the innovative influences of the organisers often face the familiar opposition that gave rise to the introduction of a term "introduction" inherent in Ukraine, which defines a set of actions to overcome the alleged inertia of resistance to innovation [6].

Mobilisation, use, and modernisation of the general mechanism of motivation and stimulation constantly improve the existing motivational culture. Thus, the agreement of self-expression and charity as the elevation and fulfilment of creative and humanistic foundations of the individual reflects the desire to fulfil one of the privileged motives of human life – the birth and upbringing of a new generation. It manifests itself, for example, in the promotion of motivational culture to start a family, raise children, participate in their education, professional orientation, social development based on a conscious and systematic investment of material and mental resources of the organisation in its human capital. The key subtlety of the general mechanism of motivation and stimulation is the judgment of the quality and productivity of work, which characterises the social status of an employee by the degree of payment for the successfully performed work.

The factor of social stability ensures the preservation and elevation of the motivation mechanism, which characterises, for example, the development of an atmosphere of trust and partnership in the company. The resources of socio-economic recovery mobilised by the mechanism ensure the development of personal, corporate, and social-economic capabilities in the form of divisions, accumulations, investments in the development of enterprise resources. They are represented by tools that connect the resources of influence of the state and enterprise based on ensuring the employee's participation in the profits and ownership of the enterprise. This gives the right to constructively mobilise and

use the tools of employee incentives in a natural combination with the motivation of the team. The comparison of the place and role of motives as adapted advantages of motivation and incentives as universal tools of influence reflects the relationship of stimulation and motivation in the motivational culture, which formulates the philosophy of self-organisation of the worker as a systematic and conscious classification of his perception in the form of ordering visions and mastering actions. It is such self-organisation that builds a holistic development of the worker's visions, focused on an adequate assessment of their own characteristics, systematic acquisition of skills, accumulation of knowledge, obtaining motivational culture and consolidating social status [6].

The management order that has developed over many years has led to the emergence of the phenomenon of workers' economic alienation from the methods of manufacturing products. This is manifested in the fact that in the conditions of social ownership, the fundamental functions of economic management were fulfilled not by direct producers of physical goods, but by the state represented by various bodies. At the same time, the profits of labour communities and independent workers actually did not depend on the efficiency of using resources, which made the leadership stop treating them as subordinates, and the national possessions are perceived by them as no one's land. In these conditions, more than ever, the problem that economics and practice are still unable to solve appears sharply: how to interest workers, push them to work efficiently, save their own work, and implement the tasks assigned to them appropriately and effectively. The implementation of the provisions of radical economic reform, a way out of the economic crisis is impossible without developing a mechanism for motivating work in the central cell of the national economy – the labour staff of the enterprise [16].

An outstanding American management specialist A. Maslow divides all the needs of employees of enterprises into primary and secondary. To the primary, he ascribes physiological needs, as well as the needs for security, to the secondary, he ascribes a social need (the need to join a group), the need for respect or self-respect, the need for self-fulfilment (Fig. 1) [17].

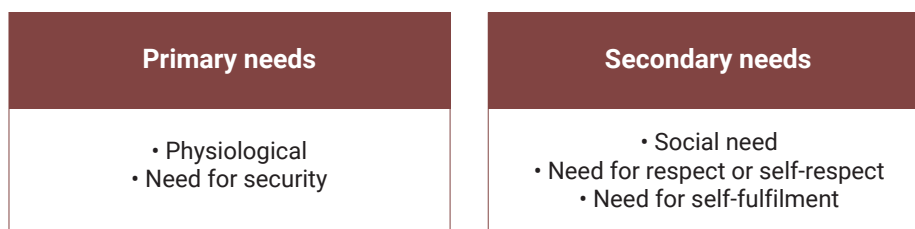


Figure 1. Needs of employees of enterprises according to A. Maslow

Motivation is understood as the process of encouraging oneself and others to practice to achieve their own goals or the goals of an enterprise. It covers a set of external and internal conditions that formulate the degree of activity of the subject and the area of their activity. For many years, motivation was understood rather narrowly: as payment for work, most often in the form of rewards and honors. However,

today in countries with civilized economies, motivation is studied as a factor of increasing production, the order of individual's education, as well as a factor of social stability of the team.

Modern methods of activating the human factor in the enterprise can be classified as follows: programmes of professional development of labour capacity, according to

experts, an increase in work costs by several percent causes the same expansion of production as capital growth; programmes that provide for greater involvement of workers in the management of the enterprise; programmes designed

to rebuild the course of work itself, they are obliged to improve the course of work, make a creative climate for staff; programmes that cover a range of issues related to material incentives (Fig. 2).

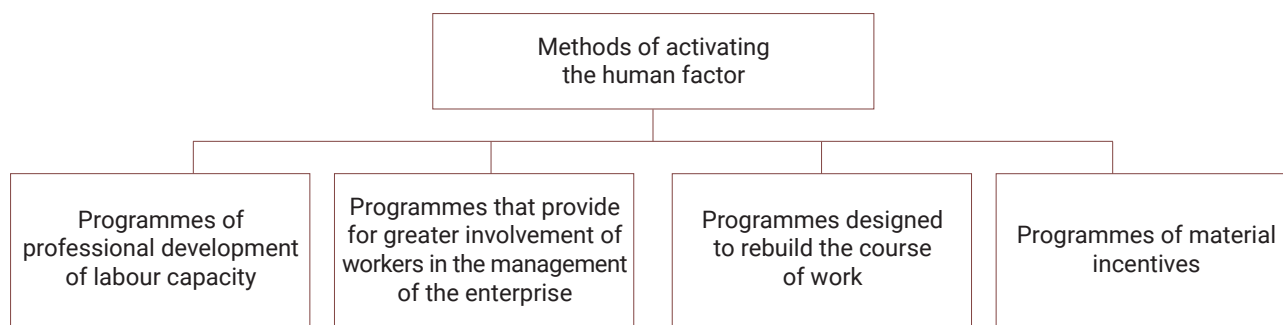


Figure 2. Methods of activating the human factor in the enterprise

One of the main factors that characterise the employee's attitude to their own work and its consequences is material incentives. To prepare an effective mechanism of material incentives, it is necessary, on the one hand, to accurately determine the amount of funds to pay for work, on the other – to link the payment for the work of each employee with the final result achieved [13].

The transition to market relations, the rise of various forms of ownership, the democratisation of all aspects of social existence requires a change in the organisation of distribution relations and, above all, in terms of payment for work. The essence of a thorough reform of economic management is the transition from mostly managerial to economic management methods. Therefore, the main task of economic science and practice is to prepare such a mechanism of material incentives that would direct collectives of enterprises and individual workers to achieve high final national economic consequences.

In the process of elaborating on these issues, it is necessary to proceed from the fact that the material interests of workers are strongly connected with multifaceted requirements: material, moral, and physical. The material needs of workers are revealed in the need to reflect the conditions of human existence as a whole. They are improved together with production. Without requirements, there can be no production. Since the interests are based on the conditions of material life and the needs of employees, they are objective, and the motives for their existence are material needs [18]. Material interests, depicting the unity of the objective and subjective, are transformed into a powerful factor of social progress only after their recognition. Conscious interest may not coincide with the objectively existing one but only appear in the form of a clear perception of it. Until the latter is recognised, it expresses only the requirements of an individual worker, staff, or society. In order for an interest to turn into a material incentive, it must be recognised. Only in this case this category acts as an incentive factor in useful activities.

Material interest is an objective connection between the prospect of satisfying their needs and the regularity of

solving certain economic problems realised by workers. Thus, stimulation is a means of activating interests, a configuration of the fulfilment of economic relations between workers in the process of performing duties and dividing material goods. To ensure the area of all configurations of material interests (own and collective), the procedure for material incentives should be based on certain principles. The effectiveness of material incentives is affected by many factors that can be conditionally divided into three groups: the production of general national economic prerequisites; the theoretical development of the idea of material incentives in market conditions; the development of a mechanism for forming a payment fund for work, which ensures the establishment of an unconditional relationship between the achieved consequences of work and the amount of expenses for its payment.

The workers' involvement in the management of the enterprise, the development of general forms of enterprises and payment for work determine the regularity of raising the objectivity of its cost, linking the payment for work with the final calculations achieved. Such an assessment should take into account the amount of work invested, measured by the length of working hours and the efficiency of manufacturing at the enterprise. To prepare such a mechanism for evaluating work means to find a source for solving the global problem of consciously including the law of saving time in the motivational mechanism of management [19]. The transition to market relations implies the following expansion of the production independence, the abolition of various restrictions in stimulating workers. However, it should be borne in mind that in the conditions of a comprehensive monopolism of producers and trade, shortage of goods and services, a drop in production volumes, which has already become a stable phenomenon, the independence of production turns into an uncontrolled increase in payments. This, in turn, provokes an artificial increase in payment for work, which accelerates the course of increasing the cash supply with their commodity coverage.

These negative phenomena in the development of the economy are caused by the fact that at the stage of transition

to the market, the government management of enterprises is reduced to zero. The introduction of contractual, free prices in the agreements of monopolism, the lack of state inspection on the development of the wage fund led to the fact that with a reduction in the volume of products or services produced and a decrease in production efficiency, there was a sharp increase in wages. The current socio-economic situation requires the natural development of such a mechanism for managing the economy and wages, which would restrain an unjustified increase in payments for these purposes [20].

Conclusions

Motivational culture is a set of phenomena of physical and spiritual existence of the company's personnel: the dominant moral principles and values, customs that arise from the moment of creation of the enterprise and are shared by the majority of its employees. The employee is the foundation of the enterprise, its essence and its fundamental wealth. However, from the point of view of management, it is not allowed to talk about the employee as a whole since all employees are different. Employees behave differently, have different skills, different attitudes to their own work, to the enterprise, to their duties; employees have different requirements, their motives for activities can differ considerably. Finally, employees do not perceive the reality of the people around them and themselves in this environment equally. All this suggests that personnel management at the enterprise is quite complex but at the same time responsible and valuable for the fate of the entire enterprise. A manager must know a lot about their own employees to successfully work in their position.

HR management is important for all firms – large and small, industrial and service. Motivation is one of the serious components of both the personnel management system at the enterprise and the business security system. A carefully considered incentive system will give firms the right to attract highly qualified workers who will be interested in achieving the company's goals.

Today, there are a large number of ways to motivate the team, but there are also needs for modern mechanisms

that will encourage the team to work effectively and reveal the abilities of each worker. With the structure of the incentive system focused on the formation of qualified personnel, it is necessary to move from motivation in the direction of external influences to the development of workers' motivational structure. As the study shows, in modern enterprises, the purpose of culture is especially important since to create a single diversified enterprise, it is necessary that all employees adhere to the main ethical patterns and postulates of faith. The influence of motivational culture on the functioning of the system is even more considerable, primarily because the solution of the issue of effective interaction between management and staff within the enterprise is simply impossible without observing certain dominant behaviours.

Summing up the research, let us try to characterise the motivating factors of labour organisation that lead to meeting the requirements of all parties. In the workplace, it is necessary to reveal the philosophy of a single team: it is not allowed to destroy emerging informal groups if they do not cause a specific loss to the goals of the enterprise. In fact, every employee has a personal point of view on how to improve their own activities. Referring to the interested assistance of enterprise management without being afraid of sanctions, it is worth organising the work so that the employees do not lose the desire to implement their own plans. Thus, in what form and in what way workers receive information, how they assess their actual importance in the eyes of management is one of the main features of the development of motivational culture and its positive direction. Therefore, it is not allowed to make decisions regarding changes in workers' activities without their knowledge, even if the changes are reasonable, as well as make it difficult to access the necessary information. Informing about the quality of the team's work should be prompt and timely. The employee of the enterprise should be given the maximum potential degree of self-control. Most employees want to acquire new knowledge in the course of their activities. That is why it is so important to provide subordinates with the prospect of learning, stimulate and improve their creative abilities.

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Особливості формування та розвитку мотиваційної культури на підприємствах в сучасних умовах господарювання

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Анотація. Стаття присвячена дослідженню особливостей формування та розвитку мотиваційної культури на підприємствах у сучасних умовах господарювання. У статті простежено насущні проблеми мотивації праці колективу, встановлено їхній вплив на ефективність функціонування підприємства. Актуальність дослідження полягає в тому, що питання мотивації та формування колективу в сучасних наукових дослідженнях розглянуті доволі докладно, однак проблему мотивації розвитку персоналу, що є однією зі складових формування мотиваційної культури й передумовою розвитку, не можна вважати до кінця вирішеною. Саме тому розвиток мотиваційної культури на підприємствах є вкрай необхідним науково-практичним завданням, що потребує сучасного рішення. Мета цієї наукової статті полягає в розгляді особливостей формування мотиваційної культури на підприємствах у сучасних умовах господарювання за допомогою аналізу міжнародної наукової практики управління колективом в умовах сьогодення, а також покращення мотиваційних методів професійного розвитку колективу на сучасному підприємстві. Основним методом дослідження був використаний аналіз документації, а саме монографій, статистичних даних, наукових робіт і підручників. За допомогою методу аналізу в статті були опрацьовані і систематизовані особливості формування та розвитку мотиваційної культури на підприємствах у сучасних умовах господарювання. Розкрито та узагальнено сьогочасні мотиваційні методи, розглянуто систематичність проведення діагностики стану мотиваційної культури на підприємстві. Запропоновано концептуальні основи формування та розвитку мотиваційної культури, модель мотиваційної системи управління підприємством у сучасних умовах господарювання. Поставлені в науковій роботі завдання та результати їхнього вирішення становлять методичну та науково-практичну основу покращення системи мотивації професійного розвитку персоналу на підставі формування дієвих методів мотиваційної культури. Розроблені рекомендації становлять зацікавленість для сучасних підприємств у сучасних умовах господарювання та економіки країни загалом і дають можливість засвідчувати про перспективу подальшої дослідницької роботи в цьому напрямку.

Ключові слова: мотиваційна культура, підприємство, корпоративна культура, вдосконалення процесу мотивації