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WESTERN EUROPEAN MODEL OF PERSONNEL MOTIVATION

Abstract. This article discusses European approaches to staff motivation and their characteristics. And also the basic elements, the general principles and features of various foreign approaches to motivation of workers are outlined.

Keywords: entrepreneurship; employees; staff motivation; mechanism; work activity; foreign experience; work motivation model.

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ЗАХІДНОЄВРОПЕЙСЬКА МОДЕЛЬ МОТИВАЦІЇ ПЕРСОНАЛУ

Анотація. У цій статті розглядаються європейські підходи до мотивації персоналу та їх характерні особливості. А також окреслені основні елементи, загальні принципи та особливості різних зарубіжних підходів до мотивації працівників.

Ключові слова: підприємництво; працівники; мотивація персоналу; механізм; трудова діяльність; зарубіжний досвід; модель мотивації праці.

Formulation of the problem. In the age of globalization, modernization, development of modern technologies and taking into account significant practical achievements of foreign experience of staff motivation, there is a need to turn to the works of scientists, scientists and innovations in Western European countries to adopt foreign experience for further transformation and adaptation to Ukrainian realities.

Analysis of basic research and publications. Aspects of studying the foreign experience of motivational staff were developed by the following scientists: S. Rusakov, S. Lazarev, Y. Loboda, D. Petrachenko, E. Statsenko and others.

The purpose of this article is the need to study the concept of "staff motivation" in the light of foreign experience. The task is to analyze the legal opinion of scientists, as well as foreign models of staff motivation. And also to substantiate the main elements that are relevant for different pan-European approaches to employee motivation.

Presenting main material. Staff motivation is one of the structural elements in the field of management for the effective work of employees in the enterprise.

The concept of "staff motivation" is interpreted differently by scientists. Some scientists note that motivation is a set of all motives that influence human behavior [1]. Other scientists emphasize "motivation is a process of conscious choice by a person of one or another type of behavior due to the complex influence of external (stimuli) and internal (motives) factors" [2].

Given the practical aspect of staff motivation, in Ukraine companies use more material incentives, such as: salary supplements, bonuses, other financial and economic incentives, arguing that intangible incentives work inefficiently, while foreign companies on the contrary for staff motivation uses more intangible benefits.

The lack of a clear system of staff motivation, organization, planning, definition of criteria for employees reduce all intentions of effective motivation to almost zero [3, p. 59].

The issue of staff motivation is constantly researched, systematically studied because this topic is quite relevant. In most Western European countries, the issue of staff motivation is given a lot of research because of the importance of the process of employee management, and these developments can be further used by Ukrainian enterprises [4, p. 137].

A characteristic feature of the Western European experience of staff motivation is the encouragement to introduce innovations. Yes, most Western European companies form

premium funds for the creation, development and production of new products, but their size depends on the growth of sales of new products, its share in total production. In all countries with developed market economies, there is a steady trend towards individualization of wages based on the assessment of specific merits of the employee. The mechanism of individualization of wages includes both the differentiation of employment conditions and regular assessment of merit directly in the process of employment [5].

General principles and features of Western European experience of employee motivation (in countries with well-developed economies):

- An alternative to choosing the behavior of employees within the law and their responsibilities.
- Opportunity for self-development of employees through training, retraining, etc.
- Use of a system of incentives for employees with different salaries depending on the work performed (for example, the ambitions of the assistant in relation to the salary of the director).
- Dominance of higher pay for mental work over physical, as an advantage of quality indicators.
- Getting a salary depending on the assessment of specific abilities of the employee.
- Application of non-traditional material incentives: participation of employees in the distribution of profits, sale of shares at below market prices, etc.
- Standardization of work with mandatory performance of tasks and workload.

Labor activity involves a certain effort, accompanied by a certain level of diligence and perseverance, involves a certain degree of integrity to achieve the goals. The level of manifestation of these characteristics of work largely depends on the motivation of the employee. Motivation as a process of influencing the behavior of staff and agreeing on the goals of the organization and employees belongs to one of the leading places in the theory and practice of personnel management. Motivation, loyalty, commitment of staff are formed within a certain organization that unites people for the purpose of work and directs these activities to achieve specific end results. To this end, the organization develops a motivational policy, which should primarily be aimed at the development of human labor, the disclosure of its creative potential and their maximum use. In this case, the person should be considered as the most valuable resource and competitive wealth of the organization. Among other characteristics of employees, a high level of their motivation is a factor in the formation of competitive advantages of the organization [6, p. 37].

Based on the basic functions of management, namely planning, organizing, motivating, controlling and regulating [7], the following subfunctions are identified: personnel development planning;

- organization of training and staff development;
- organization of personnel selection;
- motivation for creative activity and creativity of staff;
- controlling the degree of resistance to change;
- regulation of personnel behavior management processes and social stability.

The principles of personnel management are objective rules of managerial behavior, determined by the needs of the object of management. The principle of systematization involves, first of all, the formation of a model or management system for personnel behavior, taking into account all factors of influence. The principle of economy is the effective targeted use of funds to manage staff behavior and the correct assessment of future results.

If the principles reflect the requirements of laws and scientific theories, the management functions show how on the basis of the principles it becomes possible to implement a specific action aimed at staff behavior. Thus, in the conceptual model of personnel behavior management an important role is played by functions that are divided into

general (planning, motivation, analysis, control, regulation) and specific, reflecting certain actions, depending on the specifics of the object of study. Since the behavior of staff largely depends on their educational and qualification level, it is advisable to identify among the specific functions that promote professional growth, such as career planning, training and staff development. The provision of psychological comfort and cohesion of the team is influenced by specific functions that simultaneously affect the motivational levers and the psychological structure of man - it is adaptation, conflict management, management of social justice. The essential content of the general functions of personnel behavior management is shown in Table 1.

Table 1

Staff behavior management functions

Funcios	Content
Planning	- Staff needs planning. - Planning a strategy for staff behavior. - Recruitment planning. - Career planning.
Motivation	- Development of basic motivational levers in the management of staff behavior. - Expansion of the motivational field depending on value orientations of staff.
Analysis	- Socio-psychological diagnosis of the team. - Analysis of group and interpersonal relationships. - Analysis of information flows in the team. - Analyzing the level of conflict.
Control	- Ensuring an optimal daily routine, mode of work, rest.
Coordination	- Coordination of functional responsibilities of heads of structural divisions.
Regulation	- Regulation of personnel adaptation processes.

Source: improved by the author.

Forms of motivation are tangible and intangible, external and internal, positive and negative, self-motivation. Methods of motivation include: coercion, reward and solidarity; methods of self-motivation and third-party motivation; methods of positive and negative motivation; direct and indirect methods; internal and external methods; economic, organizational, social and moral and psychological; administrative, economic and socio-psychological.

All forms and methods of motivation are combined into a system of motivation - a set of measures that encourage the staff of the enterprise to work effectively to achieve the goal of the enterprise.

The motivation system is developed in the following sequence:

- 1) diagnostics of the current system of staff motivation;
- 2) formulation of goals of motivational policy and determination of the structure of the motivation system;
- 3) development of a system of material monetary incentives;
- 4) formation of a system of non-monetary incentives;
- 5) construction of a system of intangible incentives;
- 6) development of internal regulations in the field of staff motivation.

The construction of the system of personnel motivation should be based on the following principles: complexity, system, regulation, purposeful creativity, result orientation, simplicity and clarity, openness and objectivity.

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Conclusions. Western European experience should only become a guide for building their own systems of personnel motivation management in Ukraine. Highly efficient systems, the dynamics of development, the development of foreign research should be the impetus for further transformation and adaptation of domestic enterprises to Ukrainian realities.

Thus, the process of stimulating work consists of external and internal components, the action of which can be both positive and negative in relation to the strength and stability of the motive. The right selection of incentives can significantly increase the efficiency of both the enterprise and individual employees.

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