

157–174. 4. *Human Resource Management* / Raymond A. Noe, John R. Hollenbeck, Patrick M. Wright, Barry Gerhart, McGraw-Hill College, 2007. 5. *Personal Outcome Measures, 2005* // Towson, MD: CQL. 6. Putman R. D. and Feldstein L. M. (2003). *Better Together*. – New York: Simon and Schuster. 7. *Rise of South transforming global power balance, says 2013 Human Development Report* // *Human Development Report 2013* [Електронний ресурс]. – Режим доступу: http://hdr.undp.org/sites/default/files/pr1-main-2013hdr-eng_0.pdf 8. Rosalyn Harper. *Socio-Economic Inequalities Branch. Social Analysis and Reporting Division* // *Social Capital. A review of the literature. Social Analysis and Reporting Division, Office for National Statistics, 2001*. 9. Steven N. Durlauf. *On the empirics of social capital. The Economic Journal, 112 (November), F459–F479*. – Royal Economic Society 2002. Published by Blackwell Publishers, 108 Cowley Road, Oxford OX4 1JF, UK and 350 Main Street, Malden, MA 02148, USA. 10. Volker G. Täube1 *Swiss Federal Statistical Office (SFSO), Neuchâtel. Measuring the Social Capital of Brokerage Roles. CONNECTIONS 26(1): 29-52 © 2004 INSNA* [Електронний ресурс]. – Режим доступу: <http://www.insna.org/Connections-Web/Volume26-1/4.Taube.pdf> 11. Simona Di Ciaccio. *Social Capital: Social Relations and Economic Rationality. // Crossroads. Vol. 5, no. 1., pp. 43–77, 2005*. 12. James F. Gardner. *The Council on Quality and Leadership Social Capital Index, 2005*.

УДК 330.342.146:334.722(477)
JEL M54

H.M. Zakharchyn, N.P. Lyubomudrova
Lviv Polytechnic National University

SOCIAL ASPECTS OF PERSONNEL MOTIVATION

© Zacharchyn H.M., Lyubomudrova N.P., 2014

The article deals with the social aspects of the personnel motivation in accordance with the current trends of humanization of the economic life and intellectualization of the society. The role of socialization as a motivational policy factor is described. The main tasks of the enterprise social policy are studied and motivational tools are proposed.

Key words: socialization, social policy, motivation, knowledge economy, humanization of work, socially-oriented management, motivational field, motivational tools.

Г.М. Захарчин, Н.П. Любомудрова
Національний університет “Львівська політехніка”

СОЦІАЛЬНІ АСПЕКТИ МОТИВАЦІЇ ПРАЦІ

© Захарчин Г.М., Любомудрова Н.П., 2014

Висвітлено соціальні аспекти мотивації праці персоналу підприємства відповідно до сучасних тенденцій гуманізації економічного життя та інтелектуалізації суспільства. Обґрунтовано роль соціалізації як фактора мотиваційної політики. Окреслено основні завдання соціальної політики підприємства та запропоновано мотиваційний інструментарій.

Ключові слова: соціалізація, соціальна політика, мотивація, економіка знань, гуманізація праці, соціально-орієнтований менеджмент, мотиваційне поле, мотиваційний інструментарій.

Problem statement

The current paradigm of management and economic practice have currently confirmed that individual is the central subject of industrial, social and cultural activities, therefore company personnel

cannot be studied through the lens of resource-cost approach, and the focus should be on its ongoing development. Science appeals to the the problems associated with the development of the person, emphasizing that not only material elements of life are important, but also participation in public life, guarantee of person's rights, social security and sense of contribution to the general case, that is, everything that reflects the identity of the person as a part of society. Recognition of social factors is relevant and important in person's life and obliges an individual to actively use it in business and management practices, stimulating increased interest in social policy. However, the activity of domestic enterprises indicates the lack of adequate social policy on staff motivation .

It should be noted that the technique of strictly administrative levers has exhausted itself in the evolutionary cycle of motivational policy. It is high time it was replaced with the technology of labor humanization, individualization of motivational levers depending on the situation. Consequently, there is an urgent need for rethinking the nature of motivational policies, developing new conceptual and methodological approaches to staff motivation and practical tools to implement them.

Analysis of recent research and publications

The relevance of selected issues has caused numerous research works to be done, consider its different sides. Nature and subject matter of labor motivation and personnel motivation management has been thoroughly covered in the works of Ukrainian scientists [1, 5]. Other researchers [2, 4, 6] have focused on highlighting current trends that formed the motivational policies of domestic enterprises. The innovative aspects of motivation were described in academic studies [7, 8], the object of which is to highlight the innovative nature of work and motivational foundations of the system of factors of the knowledge economy.

At the same time, the researchers tend to ignore some important aspects of the subject. In particular, it is subject to the rethinking the motivational mechanism of enterprise policy in the context of current challenges caused by the construction of the knowledge economy, the changing technological structure, the processes of socialization and humanization of work and, in general, qualitatively different forms of interaction between all factors of human activity.

Objectives

The goal of research lies in highlighting the social aspects of labor motivation of personnel in accordance with current trends of humanization of economic life and intellectualization of society.

Materials

Motivation is frankly an inevitable part of any development and a driver of change, the source of all action and behavior. It is the inner urge that under certain conditions is transformed into efficient human activities. However, this inner urge matures and is implemented in a particular situation. That is there is a motivational field, which bears motivators which can be transformed into action. This field is variable in continuous existence as a spatial category. The changes in motivational field are influenced by changes in the internal state of a person and external challenges. Today, there is a challenge to develop knowledge economy that encourages socialization of labor and other processes of social and humanistic orientation. Based on this, the main guidelines should be directed to the social factor in the system of motivation that will encourage staff to meet the labor process and contribute to the development of socially-oriented management. Within socially-oriented management the personnel is considered in the context of the human, intellectual and social capital. So it is of high value for each enterprise. As motivation is regarded not only as a set of specific reasons, but also as situational factors (influence of different people and specifics of the situation, including those of a social nature) that are quite dynamic, volatile, creating significant opportunities to influence them and human activity in general [1, p.160], there is a natural need to use the social aspects of work. The inclusion of social aspects into the motivational policy of an enterprise significantly expands its motivational field, contributing to the implementation of the principle

of flexibility motivation. Another argument in favor of the use of social aspects in motivating staff is the fact that, as noted by scholars, “a prerequisite for becoming a post-industrial economy is technological progress, which gives new opportunities for material production to ensure a high standard of living. The latter, on the one hand, stimulates the need to increase qualification and education, and on the other hand – creates a new motivational system” [4, p.69]. Postindustrial society, as well as knowledge society that we create, demonstrates a new model of social and technological way of living and, consequently, new motivators of participation of each person in the formation of such a society.

In view to the aforesaid, it shall be noted that the true-to-life need to consider the social aspects of motivation in the context of enterprise policy is related primarily to the following factors: the emergence of the knowledge economy, which leads to the transformation of nature and content of work; emergence of social management in the enterprise as a result of management evolution with its main task to realize the needs of personnel; formation of socially-oriented business environment that can provide moral conditions for the mechanism of stimulation and proliferation of cultural trends in all areas of human activity. These factors are fundamental in the study of social and economic basis of the selection mechanism for modern motivation, motivational field expansion and the formation of effective social policies that can emphasize not only the economic but also the social role of a person. In the context of the problem of the article, it is appropriate to identify socialization factor as a priority in shaping the policy of the enterprise motivation.

Socialization as a factor of motivation policy in theoretical and methodological terms of use provides the transformation of scientific statements that reflect the principles of objectivity and laws of society, the practice of management, regulated by relevant rules, principles that can stimulate or discourage activity of the personnel.

The applicative nature appears in factors that reflect the peculiarities of staff in the conditions of emerging knowledge economy, making it possible to choose the form and motivation system that adequately reflect the requirements of the time. In motivational policies desire and real work of management personnel must balance. The balance of inner motives and external stimuli should be maximal.

Socialization infuses new meaning to the work, changes the value orientations of human behavior as socialization is associated with the person’s adoption individually or through deliberate action of values, social norms and patterns of behavior required for the formation of personality, acquiring social position (status) in a given society. Socialization involves all processes of acculturation, communications that enable a person to participate in public life and identity formation through communication and assimilation of norms, values, attitudes of a particular group. Socialization demonstrates the ability of people to work together effectively in a team based on shared values, resulting from high organizational culture of the company. The objectivity of socialization as a factor of influence on staff motivation necessitates the coordination of enterprise motivational and social policy. Even in the absence of social policy enterprises in the modern realities are forced to enter upon its formation.

Social policy is aimed at the development and enrichment of human social existence and consolidation of progressive tendencies in the formation of human values. An important area of social policy is increasing incentives and motivation of personnel, which unambiguously positive effect on the activation of all business processes, including management activities of personnel.

The social policy of the enterprise as a result of social processes at the macro and micro levels, has its objectives, goals and motivational tools that should fit into the overall context of development strategy.

The main objectives of social policy of an enterprise are: social protection of personnel due to the system of benefits and guarantees provided by the company; reproduction of the labor force (as a mandatory element of the policy); harmonization of relations inside the enterprise through coordination and stabilization of the interests of social subjects. Thanks to social policy, a new quality of social life and every person is formed.

Motivational tools of social policy covers a wide range of issues, including the following: choice of priorities in the direction of social policy as a form of promotion and consolidation of workers in certain areas of labor; choice of forms of benefits, services, benefits and their types; estimation of the magnitude of possible benefits, based on the tasks and the financial capacity of the company; differentiation of payments for categories of staff depending on the tasks to be solved with their help, the right of choice in the provision of benefits and services. Motivational tools for social issues are also system of benefits adopted at the enterprise, privileges and services of a social nature, provided in tangible or intangible form (subsidies on food in public catering companies, incentives for loans under construction or purchase of real estate, tuition of employees or other forms of staff development, favorable terms for childcare, etc.).

In the context of a socially oriented business and management the motivation field of management personnel is significantly expanding, as this category is involved in management decisions that can have social influence and social consequences. Regarding this, it is expedient to introduce new rules to the motivation field. They would encourage social responsibility of managers for their actions, not only achieved economic KPI's of the enterprise. These rules shall comply with moral values and become a kind of code of honor for a manager. Values are planned part of the internal structure of a person who was always associated with morality, professional conscience, honor, dignity, justice. These are the qualities that help managers successfully collaborate with different categories of staff, achieving interaction of individual and public wellness. Speaking of this, trust should become an important motivator of social issues in its various forms interpersonal trust, institutional trust, which is able to reduce social tension in the team. Evaluation of trust within an organization can be based on the index of confidence that might serve as an indicator for adjusting motivational policy.

Consequently, the inclusion of social aspects in the motivational mechanism significantly increases the use of quality personnel, therefore social policy should become a component of motivational policy of the enterprise.

Conclusions

Keeping with current trends, the role of socialization of labor increases, therefore social aspects are becoming an important part of non-financial labor motivation. The logic of social and economic development necessitates new approaches to motivational policy, which should reflect social aspects of work. Socialization is generated by the conditions of social life, particular environment or system. Nowadays it determines the content of the new economy of the XXI century – the knowledge economy, where a person is dominant and so is his/her intellectual capacity. Inherently socialization generally involves values, aimed at increasing the role of human factors at the enterprise, its responsibilities and potential growth. Principles of socialization underlying motivation policy contribute to development of the creative potential of an individual, raising his/her social status in the society and harmonize all relationships in the enterprise.

There is no doubt that the intellectualization of labor in today's knowledge economy, as a manifestation of new content, encourages the use of creative approaches in the formation of motivational enterprise policy aimed at individualized approach to labor motivation and stimulation. If the incentive system in the era of industrial society was aimed at restoring the workforce, as the reward for their work was equal only to the cost of labor, than in the era of knowledge economy the reward for work is oriented at the development of self-realization of employee's creative potential and takes the form of rent of the use of intellectual resources. The changing nature of work supersedes the quality of the workforce, respectively, replacing values, needs and motivational levers. As the researchers point out "the new content and nature of work define imperatives regarding the quality of the workforce, the changes which occur in the transformation sector and qualification of employees due to the growing share of employment in services and information, raising the educational level of workers, formation of a new system of motivation aimed at meeting the needs of self-realization and self-improvement" [3, p.152].

Prospects for further research

Further research is expedient to continue with a view to enrich the context of the aforesaid issue with applicative aspects, including the development of models that allow to evaluate the effectiveness of the impact of socialization on labor motivation of staff and development of intangible forms of motivation.

1. Воронкова В.Г. Управління людськими ресурсами: філософські засади [навчальний посібник] / В.Г. Воронкова, А.Г. Беліченко, О.М. Попов та ін. – Київ: ВД “Професіонал”, 2006. – 576 с. 2. Гасць В. Соціогуманітарні складові перспектив переходу до соціально-орієнтованої економіки в Україні / В. Гасць // Економіка України. – 2000. – № 2. – С. 4–12. 3. Горелов Н.А. Глобальные тенденции эволюции характера и содержания труда / Н.А. Горелов, В.В. Сионов // Инновационное управление трудом: межвуз. сб. науч. статей. – СПб.: Из-во СПбГУЭФ, 2001. – 175 с. 4. Гончаренко О. Постіндустріальний розвиток національної економіки / О. Гончаренко // Економічний аналіз. – 2010. – Вип. 5. – С. 69. 5. Гончаров В.М. Управління мотивацією персоналу на переробних підприємствах ПК: монографія / В.М. Гончаров, А.В. Черкасов. – Луганськ: Янтар, 2010. – 267 с. 6. Ефременко А.В. Особенности формирования экономики знаний в условиях постиндустриализации / А.В. Ефременко // Вісник ОНУ ім. І.І. Мечникова. – 2013. – Т1. 18, вип. 4/1. – С. 177–180. 7. Колот А. Інноваційна праця та інтелектуальний капітал у системі факторів формування економіки знань / А. Колот // Україна: аспекти праці. – 2007. – № 4. – С. 4–9. 8. Черненко В. Інноваційна праця та мотиваційні основи її розвитку / В. Черненко // Україна: аспекти праці. – 2007. – № 6. – С. 30–34.