

UDC 658.5(075.8)

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MANAGEMENT OF THE PRODUCTION RESOURCES OF ENTERPRISE BASED ON FINANCIAL MOTIVATION OF THE PERSONNEL: THEORETICAL ASPECT

Abstract. The article deals with theoretical and organizational aspects of the management justification on the basis of the effective financial motivation of the personnel in the context of its influence to use the production resources of the enterprise. To determine the studied object, the influence of the financial motivation of the personnel, the content of the category «effectiveness of financial motivation» is disclosed; the methods of the financial motivation are characterized; the types of the production resources of the enterprise are presented. Generalization of the provisions makes it possible to characterize the effectiveness of the financial motivation of the staff in two main areas: providing salaries and other bonuses in accordance with the quantity and quality of the labor results as well as the labor cost in the labor market; enhancing the employer's growth: the labor productivity as well as the absolute indicators of income, profit on 1 UAH of salary (salary-making).

The theoretical approach to manage production resources is developed on the basis of the financial motivation of the personnel. This approach provides the implementation of three stages:

The first stage is the analysis of the state of efficiency of the financial motivation of the personnel. It provides the implementation of: definition of state financial efficiency of personnel motivation and problem statement; formulation of the purposes of the financial motivation of the personnel in terms of impact on the use of production resources of the enterprise.

The second stage is the development of decisions to the growing influence of financial motivation of staff on the use of production resources. It involves the implementation of: defining a set of restrictions; generalization of relevant decisions. The third stage is decision-making and implementation. It provides the implementation of: development of decision selection criteria; selection and implementation of the relevant solution.

The proposed analytical justification for making appropriate decisions takes into account organizational, informational and technological aspects and involves the use of appropriate decision-making methods to select the optimal option for influencing the use of production resources.

Keywords: management, production resources of the enterprise, financial motivation of the personnel, efficiency of the financial motivation, managerial decisions.

Formulas: 0; fig.: 1; tabl.: 1; bibl.: 29.

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УПРАВЛІННЯ ВИРОБНИЧИМИ РЕСУРСАМИ ПІДПРИЄМСТВА НА ОСНОВІ МАТЕРІАЛЬНОЇ МОТИВАЦІЇ ПЕРСОНАЛУ: ТЕОРЕТИЧНИЙ АСПЕКТ

Анотація. Розглянуто теоретичні та організаційні аспекти обґрунтування управління на основі ефективної матеріальної мотивації персоналу щодо її впливу на використання виробничих ресурсів підприємства. Для визначення об'єкта дослідження, впливу матеріальної мотивації персоналу розкрито зміст категорії «ефективність матеріальної мотивації»; охарактеризовано методи матеріальної мотивації; подано класифікацію виробничих ресурсів підприємства. Узагальнення положень дозволило охарактеризувати ефективність матеріальної мотивації персоналу за двома основними напрямками: забезпечення заробітної плати та інших надбавок відповідно до кількості і якості результатів праці, а також вартості робочої сили на ринку праці; забезпечення роботодавцю підвищення: величини продуктивності праці, а також абсолютних показників доходу, прибутку на 1 гривню заробітної плати (зарплатовіддачі).

Теоретичний підхід до управління виробничими ресурсами розроблено на основі матеріальної мотивації персоналу. Він передбачає реалізацію трьох етапів. Перший етап — аналіз стану ефективності матеріальної мотивації персоналу. Він передбачає реалізацію: визначення стану ефективності матеріальної мотивації персоналу і постановку завдання; формулювання цілей матеріальної мотивації персоналу щодо впливу на використання

виробничих ресурсів підприємства. Другий етап — розроблення рішень щодо посилення впливу матеріальної мотивації персоналу на використання виробничих ресурсів. Він передбачає реалізацію: визначення набору обмежень, узагальнення відповідних рішень. Третій етап — ухвалення і виконання рішення. Він передбачає реалізацію: розроблення критеріїв вибору рішень; вибору і впровадження відповідного рішення.

Запропоноване аналітичне обґрунтування ухвалення відповідних рішень ураховує організаційні, інформаційні та технологічні аспекти і передбачає застосування відповідного методу ухвалення рішень для вибору оптимального варіанта впливу на використання виробничих ресурсів.

Ключові слова: управління, виробничі ресурси підприємства, матеріальна мотивація персоналу, ефективність матеріальної мотивації, управлінські рішення.

Формул: 0; рис.: 1; табл.: 1; бібл.: 29.

Introduction. The current economic situation in the country requires enterprises to use new approaches to management which should ensure not only their survival but also increase the efficiency of their performance. One of the directions to solve this problem is the financial motivation of the personnel. However, the domestic enterprise's performance demonstrates a lack of effective personnel motivation which is accompanied by a lack of matching to means of the personnel motivation to maximize the results of their work as well as reducing real wages. Under these circumstances, the financial motivation of the personnel should be directed towards ensuring the rational use of the manufactured resources through a system of more sophisticated and appropriate methods.

Analysis of the research and problem statement. The research of the personnel motivation as a component of the enterprise management is highlighted in the works of scientists: R. Rina [1], S. Basu, M. A. Kiernan [2], S. Govender, S. B. Parumasur [3], S. Robbins [4], J. Aziri [5], S. S. Teleki, C. L. Damberg, C. Pham, S. H. Berry [6], A. H. Maslow [7], U. R. Uzonna [8], N. S. Zotkina, A. V. Kopytova, M. Yu. Neklyudova [9], S. A. Makushkin [10], V. D. Rakota [11], G. Salaman, J. Story [12] and many others. Fundamental grounds to study various aspects of how to use production resources in the enterprise activities are considered in the works of A. E. Kalinina [13], G. V. Savitskaya [14], V. I. Titova [15], O. V. Feyer [16], S. Budzishvsky [17], et al.

The analysis of scientific publications and the practices of management indicates the necessity for further scientific justification of the theoretical basis to manage using the production resources of the enterprise based on the financial motivation of the personnel.

Methodology and research methods. The theoretical and methodological basis of the research was the scientific works and developments of Ukrainian and foreign experts analyzing various aspects of productive resources and the financial motivation of personnel. Theoretical and empirical methods were used to achieve the objectives: the management decision-making method to justify the influence staff financial motivation approach on the economic resources level of the enterprise's; analysis-synthesis methods to determine the content of the category «efficiency of the staff financial motivation».

Research results. The scientific basis to solve problems in the direction of justifying the influence of the financial motivation of the personnel to use production resources of an enterprise is the modern theories on decision-making and general principals of management. Most of their aspects are sufficiently coherent and can be used to orient correctly the applied developments and practical steps towards forming effective financial motivation.

Thus, based on Atamanchuk G. V. [18], Reilyan Ya. R. [19], Urubkov A. N. [20], Kodin V. N. [21] and others [22] the normative theory of decision-making, during the process of forming the influence of the financial motivation of the personnel on the production resources of the enterprise, it is possible to distinguish three main stages of decision-making as for:

- 1) Analysing the state of the effectiveness of the financial motivation of the personnel (defining the problem situation);
- 2) Developing a decision to enhance the influence of the financial motivation of the personnel to use the production resources of enterprise (making the decision);

3) Adopting and implementing the decision to enhance the influence of the financial motivation of the personnel to use the production resources of the enterprise (choosing the decision).

«Making a managerial decision — is a process that begins with stating the emergence of the problem situations and finishing with choosing the decision i.e. choosing the action aimed at eliminating the problem situation» [19].

Analytical justification to make appropriate decisions requires the identification of the organizational, informative and technological aspects of every identified stage.

The organizational aspect involves focusing on maximizing the organizational diversity of certain stages of decision-making. The informative aspect in combination with the technological aspect determines the orientation to the structural ordering the appropriate stages of the decision-making.

The first stage — is analysing the state of the effectiveness of the financial motivation of the personnel. At this stage, the determination of the effectiveness of the financial motivation of the personnel is carried out. It allows identifying the enterprise's stability to the influence of the external and internal factors that determine it.

There are such approaches to characterize the effectiveness of the financial motivation of the personnel:

– Adamchuk V. V. and Romashov O. V. suggest determining the economic effects of salary through the criterion of the advance growth of income over the salary fund [23, p. 104];

– Volgin M. O. determines the effectiveness of the salary «as the ratio the product (result, effect) to the salary paid for its production i.e. as salary-making». He notes that such «a methodology to determine the effectiveness of the salary cannot be defined as absolutely precise, since it does not allow fully detecting its own effect of the labor payment. The effect of the salary is the result of the costs associated not only with labor payment, but also with the usage of labor tools and objects» [1, p. 25];

– Semikina M. V. considers the effectiveness of the labor motivation «as a characteristic of the effectiveness of the labor motivation process on basis of considering the implementation degree of the economic and social goals of society (enterprise) and its individuals (employees) as well as the ratio the labor results and the costs associated with socio-economic motivation» [9];

– Lebedeva S. M. and Razdiryshchenko V. M. considering the problem of determining the effectiveness of the financial incentives, determine that its content is a characteristic of the relations formed in the process of using funds, which are sent to the financial stimulation of the labor. To calculate it, they offer a set of indicators, which, on one hand, are taken into account by the employer, and on the other hand, they are significant for employees [24, p. 185].

– Armstrong M. [25, p. 627] writes that the assessment of the efficiency of the system of remuneration should, first of all, reflect the set of achieving the goals of management of an enterprise, the ability to bring added value and meet the current and future needs of the enterprise.

The generalization of the above-mentioned provisions makes it possible to characterize the effectiveness of the financial motivation of the staff in two main areas: 1) providing salaries and other bonuses in accordance with the quantity and quality of the labor results as well as the labor cost in the labor market; 2) enhancing the employer's growth: the labor productivity as well as the absolute indicators of income, profit on 1 UAH of salary (salary-making).

According to the state of the financial motivation of the personnel, the problem situation is justified as it is characterized by the inconsistency of the actual level of the effectiveness of the financial motivation of the personnel to its desired state.

Identifying and describing the problem situation provides background information for setting goals to make appropriate managerial decisions.

The aim is to understand the desirable state of the financial motivation of the staff in order to enhance the influence of using the production resources of the enterprise. The goal statement in a specific problem situation of reproduction should correspond to the general direction of the production and economic activity of the enterprise.

External factors determine the main directions and the possibility to adapt the motivational policy to changing conditions of the market environment, the upper limit of its variability, beyond which the enterprise cannot adjust its own management decisions.

Internal factors by their content should determine the internal conditions of the effectiveness of the relevant management decisions of the enterprise.

The second stage is the decision-making to enhance the influence of the financial motivation of the personnel on using the production resources of an enterprise.

Every enterprise is distinguished by the specifics of economic activity, including from the standpoint of the factors influencing on the possibility to apply certain methods/means of the financial motivation and/or the result of their application. Therefore, the question arises: how to find the most appropriate alternative for a particular enterprise among the existing (methods or groups of methods) that are considered adequate. This choice is obviously based not only on the suitability of the method but also on forming and using the set of constraints when making decisions to ensure the influence of the financial motivation of the personnel on using the production resources of the enterprise. In this context, the restrictions are the conditions, namely: the level of the effectiveness of the financial motivation of the personnel.

Groups of companies, depending on the effectiveness of the financial motivation of the personnel, can be represented as follows:

- 1) the first groups of enterprises where the financial motivation is ineffective or completely ineffective (low level of efficiency);
- 2) the second groups of enterprises where the financial motivation is partially effective and requires some adjustment (average level of efficiency);
- 3) the third groups of enterprises where the financial motivation is effective in general (high level of efficiency).

The information obtained during the research about the types of the production resources of the enterprise (*Table*) actualizes the issue of choosing the methods of the financial motivation of the personnel as the most rational from the point of view of influence on separate production resources.

Table

Types of the production resources of the enterprise

The author	Types of the production resources
A. Kalinina [13]	fixed assets and production facilities, working capital, labor resources, raw materials and fuel and energy resources, investments
V. Titov [15]	main production assets, working capital, material and technical resources and labor resources
G. Savitskaya [14], O. Feyer, M. Drozd [16, p. 221]	material and raw materials, energy, labor, innovative, financial, informational, technical and technological resources
S. Budzishevsky [17]	natural resources, labor resources, material resources, nonmaterial resources

Developing a decision to apply a particular method of financial motivation is conditioned by the necessity to influence on one or another resource. Only in this case, it is possible to ensure the highest effectiveness of the implementation of the motivational measures.

Generalization of existing methodological recommendations on forming and regulating the salary fund [26—28]; developments of the scientists [29, p. 2—8] enabled to determine the set of methods of the financial motivation of the personnel: establishing the scientifically-based range of marginal rates of the tariff grid, in particular, the creation of a flexible integrated tariff grid, establishing additional salary funds, introducing differentiated premium for professional skills in tariff rates, salary growth depending on the compliance with the standards of production, using adjustment of salaries depending on the level of performing production regulatory tasks, taking into account their intensity, using up to 50 % of the savings for bonuses, establishing a premium in 0,5 % for each percentage in reducing working capital balances, using premium increase depending on the growth of the labor productivity, accounting the coefficient of equipment usage and others.

For every production resource, it is necessary to determine the relative ability of every method of financial motivation to influence it, ensuring the generation of appropriate decisions. At the same

time, the methods of the financial motivation of the personnel can be used both individually and in a complex manner within the limits of the influence on various types of production resources at the enterprise. However, the existence of the traditional system of motivation at domestic enterprises can make adjustments in choosing the methods of financial motivation.

The third stage: adopting and implementing the decision to ensure the influence of the financial motivation of the personnel to use the production resources.

Before choosing the appropriate decision as for the influence of the financial motivation of the personnel to use the production resources of the enterprise, it is necessary to establish criteria for making a decision. This, in turn, supposes the availability of information about the influence on which production resources will ensure using the available methods of motivation with maximum return.

Thus, the practical motivational value doesn't consist of the full profile of the production resources but only of that part which the influence of the financial motivation is sufficiently significant, in turn, it is required condition to implement motivational measures effectively. This means that knowledge about which methods are sufficient is necessary to decide on enhancing the influence of the financial motivation of the personnel to use the production resources on one or another type of enterprise resources.

Logically, the set of criteria to choose a decision to achieve a goal should be correlated with a set of constraints to make a solution. Determining the essence of the stages of the decision-making process to manage using the production resources based on the financial motivation of the personnel allows drawing up the appropriate scheme (*Fig.*).

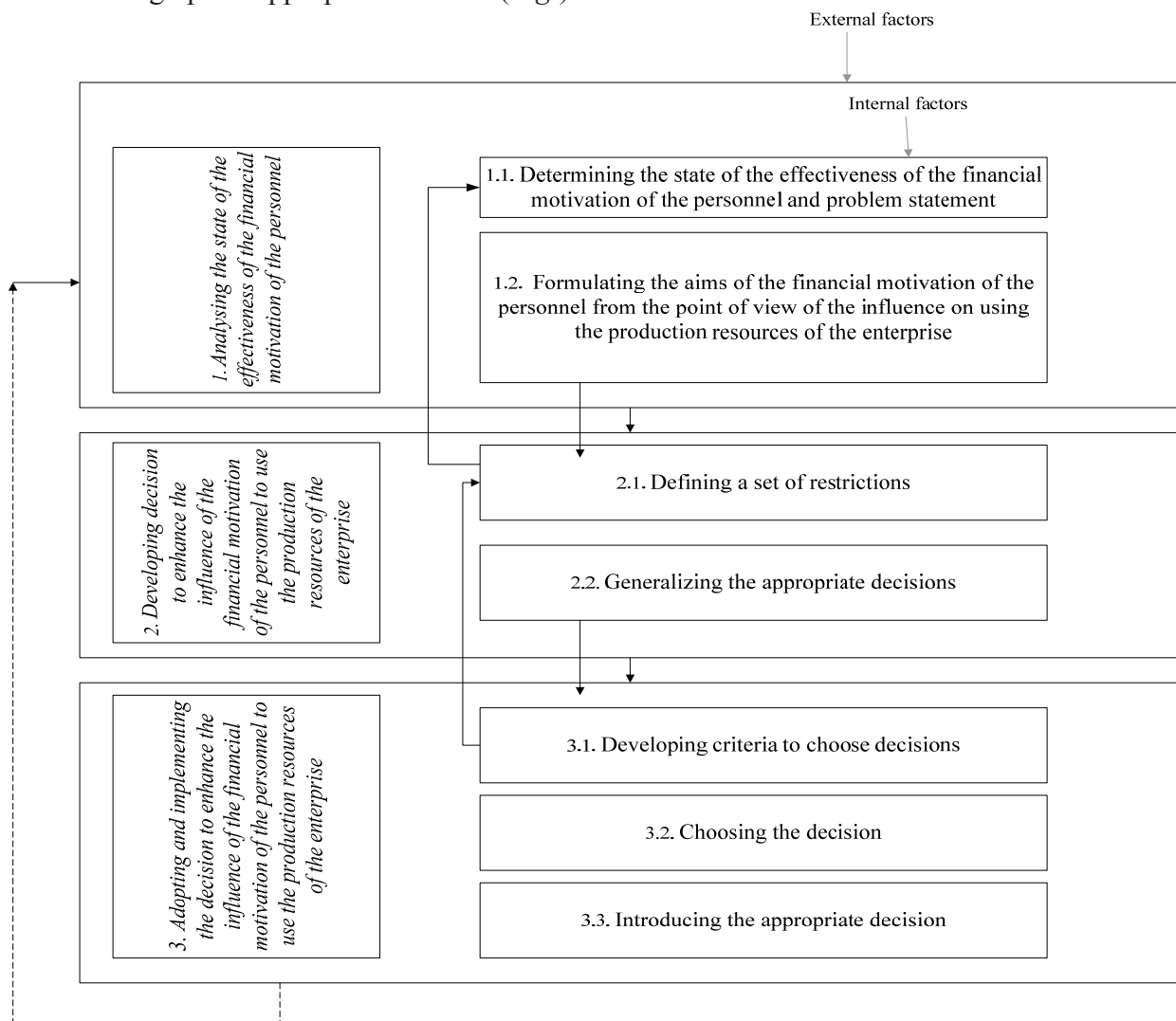


Fig. Theoretical approach to managing resources of the enterprise based on the financial motivation of the personnel

In *Fig.* break lines indicate the analytical outline of decision-making, thin black lines — is the technological outline of decision-making which allows detailing the analytical stages, and light-gray lines are information flows.

Conclusions. The research presents a theoretical approach to managing production resources of the enterprise based on the financial motivation of the personnel which includes a sequence of interrelated stages accounting organizational, informational and technological aspects and provides using the appropriate decision-making method to choose the optimal variant of influence on using production resources.

Applying the developed work allows reasonably and systematically defining and evaluating the effectiveness of the financial motivation of the personnel according to its role in ensuring the influence on using the represented types of the production resources and, accordingly, coordinates activities in the necessary directions by applying methods of the financial motivation of the personnel.

Prospects for further research. The developed theoretical approach is the organizational basis to form the influence of the financial motivation of the staff on using the production resources of the enterprise and to develop and implement the methodological support of this process at the enterprise.

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Статтю рекомендовано до друку 26.11.2020

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The article is recommended for printing 26.11.2020

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