

The Mechanism of Labor Motivation as a Determinant of Economic Security of Enterprises in Competitive Conditions

Volodymyr Lagodiienko¹, Viktoria Samoilenko², Maryna Pasko²,
Larysa Ovod³, Yevgeniy Matsulevych⁴

¹Odesa National Technologies University, Odessa, Ukraine

²Kharkiv National Economic University. S. Kuznets, Kharkiv, Ukraine

³Khmelnyskyi National University, Khmelnytskyi, Ukraine

⁴Odesa Polytechnic National University, Odessa, Ukraine

Abstract

In the study of the mechanism of labor motivation as a determinant of economic security of the enterprise in competitive conditions, it was found that motivation is determinant in creating the conditions for production and ensuring the active functioning of the enterprise. It is substantiated that the motivational mechanism is the presence of a system of levers, incentives, measures and other elements for economic and administrative incentives for employees, which are used for incentives to work, increase productivity and safety, and more. The motivational mechanism plays an important role in ensuring the economic security of the enterprise and at the same time is a lever to increase competitiveness in the market. The functions of the mechanism of labor motivation are singled out, among which: explanatory, substantiating, regulative, communicative, socialization, regulating. The stages of occurrence of the motive for the employee are classified. The interrelation of motives and incentives in the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions is proved. It is proved that the mechanism of labor motivation as a determinant of economic security of the enterprise in competitive conditions should be aimed at: assistance in forming and achieving goals and objectives of the enterprise and achieving balance and equilibrium of economic goals and social responsibility of the enterprise; ensuring close cooperation between management and employees of the enterprise; focus on building a flexible mechanism; transition to a democratic style of governance and involvement of employees in decision-making. **Keywords:** mechanism, work motivation, economic security of the enterprise, competitiveness, efficiency of the enterprise.

1. Introduction

In modern conditions, the stability of financial indicators is not enough to ensure the economic security of the enterprise in competitive conditions, as the main resource that can ensure innovative development, creative solutions to increase efficiency and competitiveness is the company's staff. It is the personnel of the enterprise that influences the efficiency of activity by increasing labor productivity and making non-standard management decisions that can ensure the competitiveness of the

Manuscript received February 5, 2022

Manuscript revised February 20, 2022

<https://doi.org/10.22937/IJCSNS.2022.22.2.49>

enterprise. In the context of increasing labor productivity, an important aspect is the mechanism of labor motivation. Motivation is decisive in creating the preconditions for production and ensuring the active functioning of the enterprise. No plan made at the enterprise will be effective if the motivation to work at the enterprise is not aimed at improving economic and production results.

Involvement of the mechanism of labor motivation is important at any level, both at the state, regional and individual enterprise. This mechanism encourages staff to show initiative, more effective work to achieve personal goals and goals of the enterprise. The best interest and initiative can be obtained from employees only when they are interested in achieving high results, which will improve their personal quality of life, increase wages and meet the most basic needs.

Despite many years of research on improving efficiency, it should be emphasized that the involvement of the mechanism of labor motivation through balanced motives and incentives remain underdeveloped in terms of economic security of enterprises and increase the competitiveness of enterprises.

The aim of the study is to substantiate the principles of the mechanism of labor motivation as determinants of economic security of enterprises in competitive conditions.

2. Literature review

Theoretical and methodological aspects of staff motivation, including in the context of ensuring the economic security of enterprises is the study of the following scientists: Arefieva O. (2021) [1]; Brander-Peetz N. (2021) [2]; Cherezova Y. (2021) [3]; Khalimanenko S. (2021) [4]; Cosmulese C. (2019) [5]; Fedyshyn M. (2019) [6]; Filimonova N. (2016) [7]; Grigashkina S. (2018) [8]; Grigoraş-Ichim C. (2018) [9]; Ivan G. (2019) [10]; Ivanova N. (2022) [11]; Khavrova K. (2019) [12]; Kholiavko N. (2020) [13]; Popelo O. (2022) [14]; Khytrova O. (2020) [15]; Kosach I. (2019) [16]; Krasnostanova N. (2020) [17]; Marhasova V. (2020) [18]; Sakun O.S. (2017) [19]; Nuryanto U. (2018) [20]; Tkachenko T. (2021) [21]; Popadinets I. (2021) [22]; Samiilenko H. (2021) [23]; Skačkauskienė I. (2014) [24];

Tkachenko T. (2021) [25]; Tulchynska S. (2021) [26]; Pham H. (2020) [27]; Vasilenko O. (2019) [28]; Vovk O. (2021) [29] and others.

In the study [22], the authors consider the principles of forming a management model of motivation of managers, which correspond to a universal systematic approach to the model of management motivation of managers and determine its main functions. Scientists have developed a management model of motivation of managers, which is presented in the form of a structural and logical scheme based on a systematic approach and decomposition, which reflects the interaction of subject and object in the formation and implementation of motivation of managers in the enterprise. Scientists conducted repeated experiments, which allowed to diagnose indicators before, during and after the motivation of management.

The scientific work [27] analyzed the factors influencing work motivation. The authors analyzed the data using descriptive statistics, factor analysis and regression. Researchers investigated that the company's policy significantly affected work motivation, while job characteristics did not affect work motivation. The authors of the study have developed recommendations that will help companies improve their performance through staff motivation.

The main goal of the authors of the article [28] was to identify ways to improve the system of work motivation and develop recommendations for improving the efficiency of the enterprise on the basis of the motivational mechanism. The authors used a systematic approach to the study of motivational factors, which allowed to develop proposals for creating a system of staff motivation in the enterprise. According to the results of the study, it is determined that the use of the proposed mechanism of labor motivation increases employee satisfaction and their activities, and the company receives an annual increase in profits.

In order to increase the efficiency of hospital staff, the authors [20] argue the need to increase job satisfaction by creating an organizational culture and encouragement from management to work motivation of employees. In order to determine the regularity of relationships between variables in order to study the direct or indirect effects on exogenous and endogenous variables, the authors use a model of structural equations. As a result of the study, it was concluded that organizational culture and work motivation at the same time have a significant positive impact on employee performance.

The article [7] examines the relationship between levels of motivation and qualification categories of employees.

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These data are studied during the employment of employees of the textile industry.

The study [24] considers the main problem of assessing the level of motivation of employees to work in telecommunications enterprises. The authors investigate the motivational factors that are taken into account to establish the overall level of employee motivation. Scientists detail the classification of the presented factors and determine their significance. The authors use the SAW method to create a system of indicators for assessing the level of motivation.

The authors of the article [17] claim that a combination of various motivating elements reveals the motivational process of individual work behavior. Scientists have formed a mechanism to increase the level of motivation of enterprise staff, which would be effective in today's business development. Researchers analyzed Japanese, American, German and other models, which showed the special

importance of the experience of economically developed countries in the field of motivation and incentives. As a result of scientific work, the role of the educational component of motivation as a mechanism that will increase the level of motivation of employees is noted.

The purpose of the research [15] is to analyze the processes of motivation of management staff in the context of ensuring the growth of enterprises and organizations. The authors found that in the European Union there is a high level of satisfaction with the work of employees, including managers. Scientists argue that the timely detection and diagnosis of problematic situations that arise in the development and growth of enterprises and organizations, depends on the level of qualification and professionalism of the leader. The authors believe that the results of the study are interesting from a theoretical and practical point of view and can be used to increase the motivation of employees, including management staff in enterprises and organizations.

The article [12] develops an algorithm for the process of attracting employees in the context of intellectualization of activities, which requires a balance of motives and needs of staff and employers. The authors based the research on the results of fundamental and applied research of Ukrainian and foreign scientists and specialists in the field of motivation and intellectualization of staff. Researchers have developed an algorithm for staff motivation, which shows that the intellectualization of the enterprise is based on the need to balance motives and meet the needs of staff and the employer. The implementation of this mechanism will help expand the capacity to attract a competent employee to perform tasks aimed at innovative development of the enterprise.

Researchers [3] are studying the features of the motivational mechanism of pharmacy employees. The authors take into account that the pharmacy employee has special knowledge that increases customer confidence and allows you to manage sales, making them more profitable for both the applicant and the pharmacy. The article proves that competition, as an option for combining tangible and intangible incentives, can be successfully used in the system of motivation of pharmacy employees.

3. Results

In general, the motivational mechanism that can operate in the enterprise is the presence of a system of levers, incentives, measures and other elements for economic and administrative incentives for employees, used for incentives to work, increase productivity and safety and more. Such a motivational mechanism plays an important role in ensuring the economic security of the enterprise and at the same time is a lever to increase competitiveness in the market.

If we consider the motivational mechanism of the enterprise as a whole through the prism of financial and economic activities, it aims to obtain the maximum resulting

financial effects, including through the application of various, most profitable transformations, cheaper products through innovation, increase profitability and more. This leads to higher revenues, lower production costs and increased economic security and competitiveness in the market.

Returning to the mechanism of motivation in the enterprise, it should be noted that the scientific discourse of the concepts of work motivation is in close dialectical connection with improving welfare, development of social production, improving efficiency and quality of labor, with various social factors, including global character, needs, religion, culture, etc. The genesis of the study of work motivation is related to the evolutionary progress of society and human behavior.

Because the mechanism of labor motivation is directly related to the environment in which the employee can get the most funds to meet their own needs and at the same time the needs of the company with which employees have an employment relationship.

The components of the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions include:

- specified, personalized types and levels of needs expressed in resources, which as a result of his work seeks to achieve the employee of the enterprise;
- motivation is a specific area of activity, making efforts to such activities is most likely to contribute to positive results;
- incentives and motives that in the relationship can increase the level of efficiency and intensity of work;
- regulation of labor relations and the process of employee activity at the macroeconomic level, which goes beyond the endogenous influence of the enterprise;
- stimulation at the enterprise of labor return from the employee and maintenance of such stimulation;
- encouraging employees to optimize and rationalize their work with increasing its effective impact on the company;
- motivation to stimulate creative potential and use creative decisions to improve production, financial and material base, management decisions, etc.

Thus, it can be noted that the mechanism of motivation in the enterprise combines such elements as: types of motivation, incentives, interests, experience, needs, means of motivation, knowledge, creativity, information about the use of motivation, productivity and more.

It should be noted that the essence of employee motivation must first be revealed in terms of the essence of the very concept of motivation - "move". Motivation of work has a deep meaning, which consists not only in meeting the physiological, cultural and material needs of man, as well as

the ability to acquire something new, expand future opportunities, gain an image in the social hierarchy.

Motivation of work is determined by various circumstances and, above all, the natural nature of man and the need to ensure normal physiological existence, obtaining decent living, housing, material living conditions, providing conditions for procreation and spiritual development of the individual.

It should be noted that motivation is often described as a conscious desire for a certain type of satisfaction of needs, for a certain success, as well as the driving force of human behavior or anything that activates its activities in connection with the ability to achieve goals.

Motivation is multifaceted, so from a psychological point of view, it is a process of psychological regulation, which has a significant impact on the direction of human activity and the share of energy used by the employee to perform their duties. It is motivation that allows us to understand the persistence with which a person acts and overcomes obstacles on the way to the goal.

All the essence and multifacetedness is included in the mechanism of labor motivation as determinants of economic security of the enterprise in a competitive environment. The areas of functioning of the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions include:

- firstly, the recognition of employees at the enterprise for achieving high results of work, as an incentive for their further creative and productive activity in the enterprise;
- secondly, demonstration of the positive attitude of the company and management to the employee, provided that there are significant results;
- thirdly, demonstration of the results of the work of employees who were noted in front of the whole team;
- fourthly, the use of various forms of celebrating the merits of the employee in relation to the enterprise;
- fifthly, raising the morale of employees for active participation in production and management activities through the appropriate form of recognition;
- sixthly, creating conditions for the process of active dynamics of development of labor activity of employees.

Also, the mechanism of labor motivation as a determinant of economic security of the enterprise in competitive conditions performs the functions presented in Fig.1.

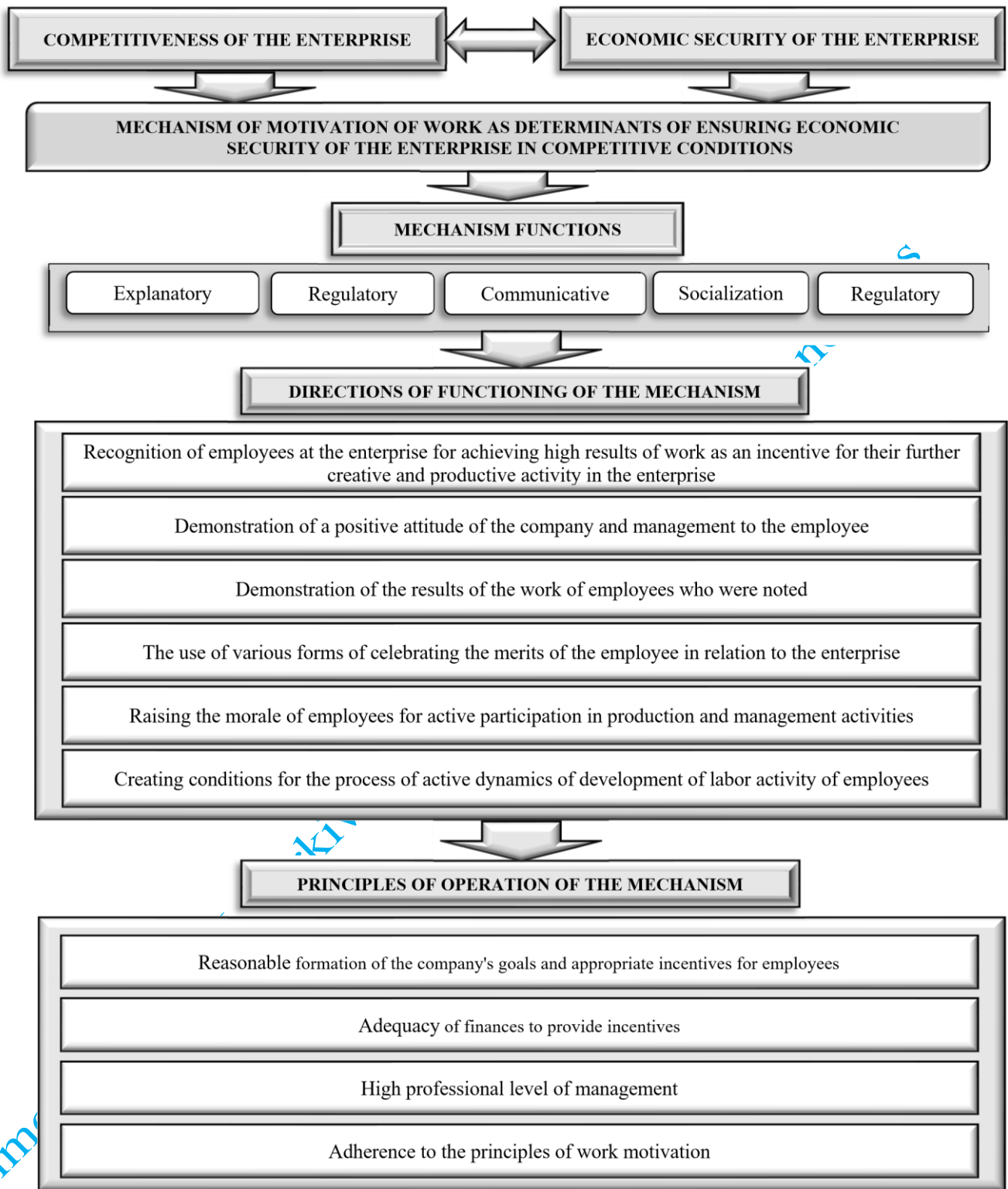


Fig. 1 The mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions Source: generated by the authors.

The mechanism of motivation of employees performs functions that should include:

- explanatory-substantiating, the essence of which is to argue the appropriateness of the employee's behavior;
- regulatory, the task of which is to block undesirable actions and allow other actions that are desirable;
- communicative, this function is revealed through the explanation and forecasting of communication within the scope of the employee;
- socialization, is to understand the personal social role within the micro- and macro-environment of the labor collective of the enterprise and its role in the market;
- regulatory, which is a means to comply with and simultaneously clarify the past and the formation of new tasks, ideals or values of the enterprise.

Isolation of tasks and functions of the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions makes it possible to develop methods of using the motivational mechanism to achieve the best return from employees based on their behavior and motives that motivate them to better, more productive and creative work.

The mechanism of labor motivation as a determinant of economic security of the enterprise in competitive conditions, can theoretically be based on six stages, when the influence of motivators on the behavior of employees in the enterprise is considered. The stages of the motive for the employee include the following (Fig. 2).

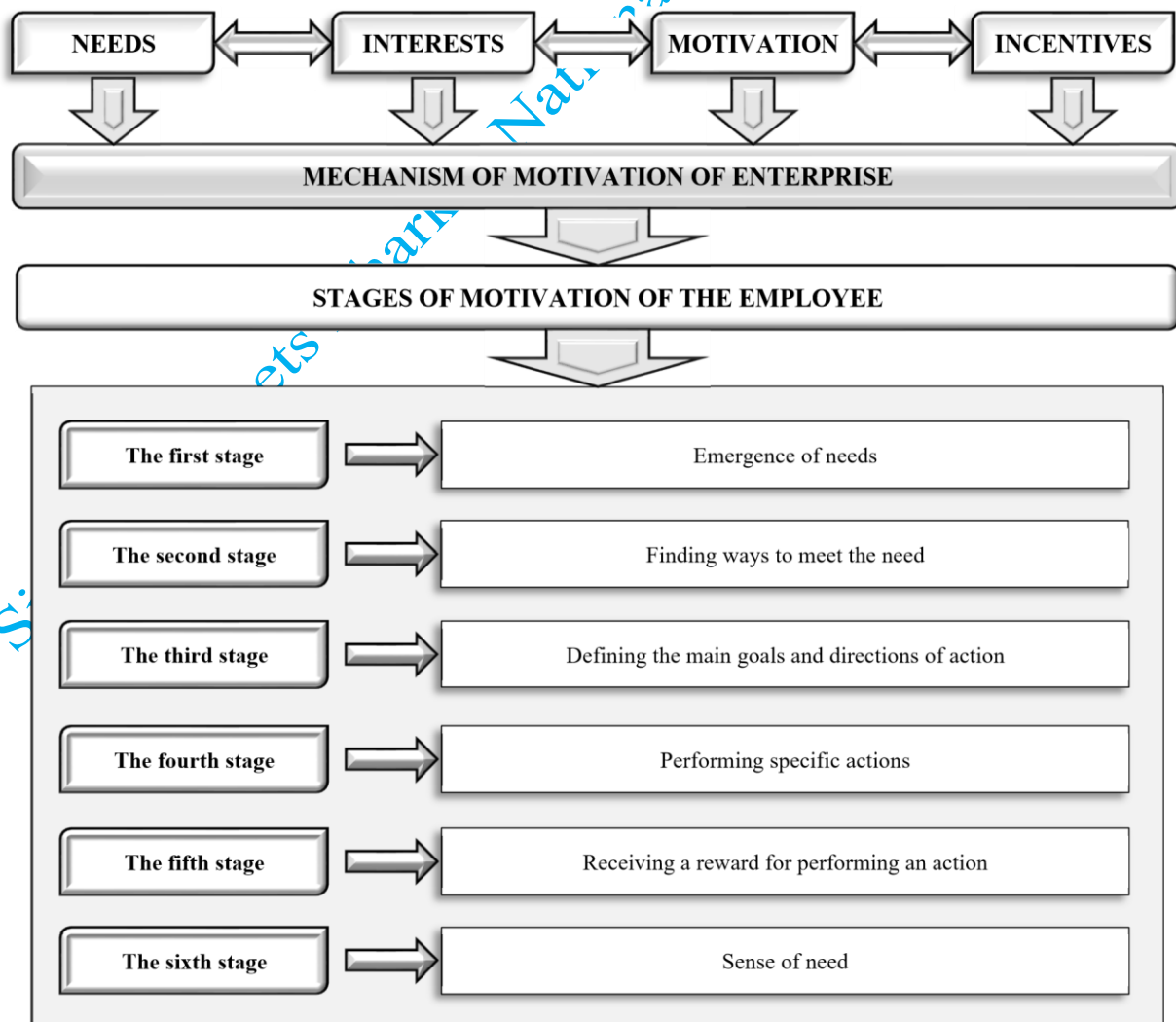


Fig. 2 Stages of the motivation of employees in the enterprise as part of the mechanism of labor motivation
Source: built by the authors.

Firstly, the stage when needs arise. At the same time, a person has a feeling of lack and this leads to irritability of the employee and requires a search for satisfaction.

Secondly, the stage when there is a search for ways to meet the needs, i.e. there is a need to take some action or take certain measures to meet the needs of the employee. In general, a person can decide in different ways to find a means to achieve a need, even by eliminating the need itself, or its satisfaction.

Thirdly, the stage when the main goals and directions of human action are determined. The employee determines from the available measures the chief with which he will be able to do everything to obtain and meet their own needs. During this stage it is necessary to pay attention to the fact that:

- the employee will have after meeting their own needs;
- outlining what needs to be done in order to get what you want;
- determining the realism of the desired;
- to what extent what is actually obtained can satisfy a person's need.

Fourthly, the stage that involves the implementation of specific actions. At this stage, the employee makes an effort to achieve the main goal.

Fifthly, the stage of receiving a reward for performing the action. Rewards can be both external and internal. External, this is when the employee receives it directly from the boss, i.e. benefits, additional leave, rehabilitation, salary increases, loans, promotions, vacation pay, additional time off, providing a company car or telephone for business use.

Internal reward is when an employee receives it during the work itself and it is not a material reward. For example, it is self-esteem, increasing the importance of their own work, relationships in the team, showing initiative, content, improving skills and more.

This stage shows the employee whether the existing coincides with what is expected. According to the remuneration for the results of work, it is evaluated by both the company and the employee. The results of the evaluation again begin to affect the needs of the employee. Unmet needs are renewed, they can weaken, persist or increase.

Sixthly, the stage when there is a feeling of satisfaction of the need. Depending on the general level of satisfaction of the need, the appropriateness of the amount of remuneration

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and the adequacy of the effort expended, the person directs his efforts to meet the existing need, or is waiting for a new.

The functioning of the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions is also influenced by external factors of motivation are: social, economic, political; spiritual, cultural, legal, natural-geographical, competitive, market, innovation-technological, international, etc.

It can be noted that an important role in the mechanism of labor motivation as a determinant of economic security of the enterprise in competitive conditions as the root cause of motivation is "need". Needs in essence determine the conditions of human life, they are both common to all and individual to each individual. Needs inevitably arise in everyone and accompany the individual throughout his life. Needs can be expressed at the level of psychological, social and physiological discomfort, dissatisfaction and lack of something, the need for certain things or benefits that are

necessary for a person to create and maintain normal, decent, comfortable living and reproducing conditions.

Thus, needs can be considered as a state of deficit, shortage, imbalance, to eliminate which are aimed at certain human actions. In turn, the needs motivate the employee. Thus, provided that the employee receives a reward that will meet his needs, encourages him to more productive work, which affects the importance of productivity. Productivity usually has a more positive effect on the company than the company's costs for it.

Needs have the features of permanence and scalability, they are periodically renewed, and may change not only the needs, but also the forms of their identification and the level of significance for the person himself.

Having identified their own needs, a person must begin to find a way to meet them and the direction of achieving the goal, i.e. the desired result. On the way to achieve certain needs, the employee directs his actions to fulfill the tasks set to achieve them. Which is a positive moment for the active participation of the employee in the activities of the enterprise and its involvement in the mechanism of motivation in the enterprise.

The needs of the employee are closely related to his interests, which affects the human consciousness in purposeful action aimed at meeting his needs and his motivation to work. Interests and needs motivate the employee to take concrete actions to meet them. The motive plays an important role in the mechanism of labor motivation as determinants of ensuring the economic security of the enterprise in competitive conditions. The motive is the push, the movement of the worker in the direction of meeting his needs, because in fact - a person's need is a lack of something, interest is interest in something, and the motive motivates the employee to something, that's why the motive is a reflection of need.

Varieties of needs lead to the fact that incentives and motives can also be very diverse, it gives the opportunity to expand the tools of the motivational mechanism of the enterprise.

The behavior of the employee in the enterprise is determined by a set of motives. One of the motives may be leading for him, the other motives to serve as additional incentives. It should be noted that despite the fact that motives arise, go through stages of development and formation on the basis of needs, they are relatively independent, in the end the

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needs can not unambiguously determine the set of motives, their stability and strength.

This is due to the fact that different individuals, with the same needs, may have different motives for work and action.

Despite the presence of needs and motives, incentives play an important role in improving the efficiency of the employee. Incentives are designed to intensify the activities of employees, they push employees, encourage productive work. Incentives at the enterprise within the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions are: remuneration; administrative gratitude or honors, promotion, etc. Thus, the incentive has the form of a certain good, both tangible and intangible, which are able to meet the needs of the employee subject to certain actions.

The main difference between a stimulus and a motive is that a stimulus is characterized by goods, and a motive is characterized by the desire to obtain them. A stimulus can become a motive only when it is perceived by a person, can meet his needs and requires possible action.

Within the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions, incentives should change and improve taking into account how the company updates the material and technical base, increases management efficiency, introduces innovations, changes activities or diversifies production at the enterprise.

The process of transformation of incentives in the mechanism of labor motivation does not deny the traditional incentives to work. At the same time there is a need for constant monitoring of incentives and their effectiveness to increase motivation in the enterprise. Incentives and motives are interdependent and interdependent. One stimulus can have several motives and vice versa, one motive can have several incentives. The relationship of motives and incentives in the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions is presented in Fig. 3.

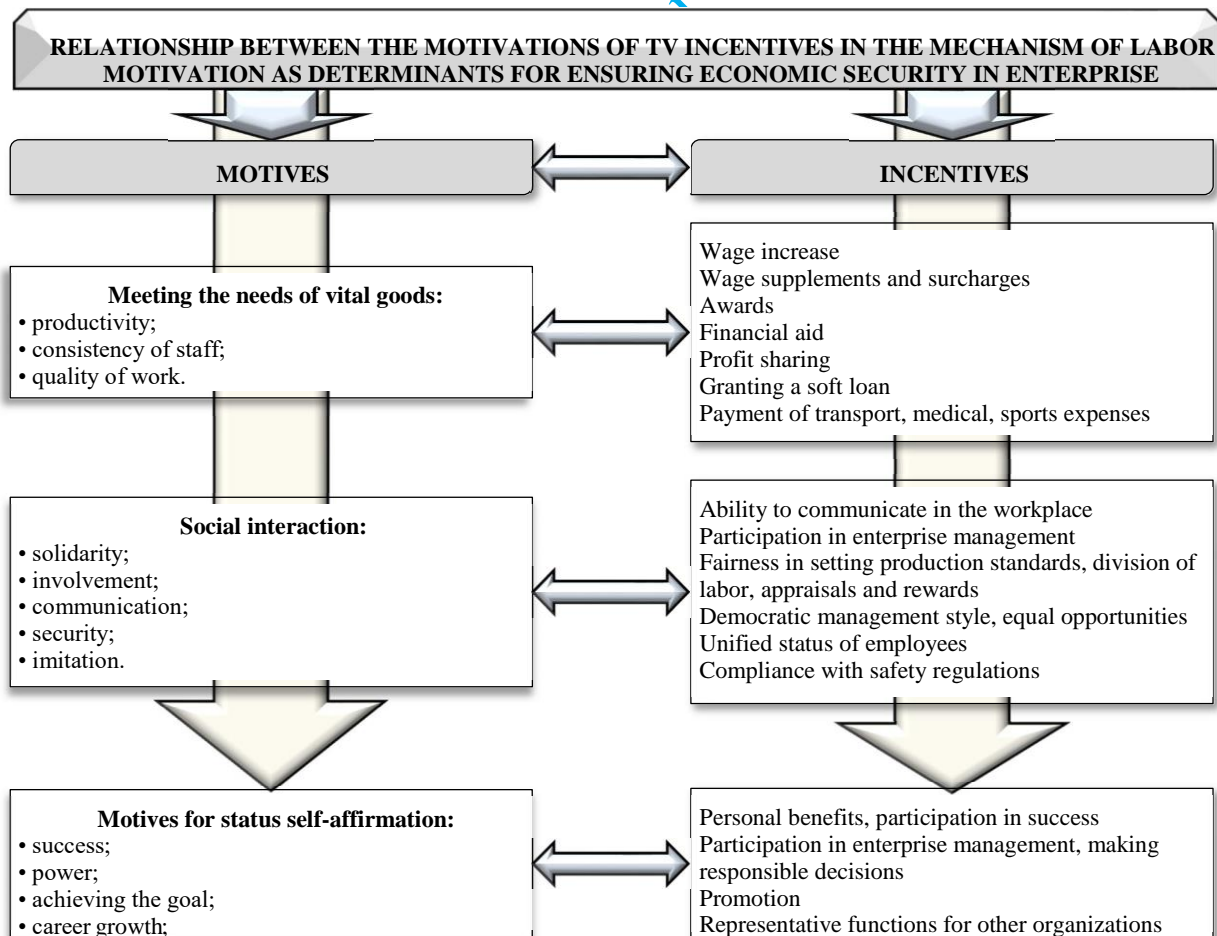


Fig. 3 The relationship of motives and incentives in the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions Source: built by the authors.

The mechanism of labor motivation as a determinant of economic security of the enterprise in a competitive environment may include various strategic motives of employees, namely:

- incentives and penalties, for fruitful, productive work the employee should be rewarded and vice versa for negligent treatment to receive certain sanctions, which increases the value of incentives;
- motivating the employee through a change of job, which is that each employee needs an individual approach, as changing the direction of work or tasks that can interest the employee in the work and increase his productivity;
- Close communication with the management staff and feedback, which helps to increase the efficiency of the whole mechanism.

For the effective operation of the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions, it is necessary to provide the following conditions:

- reasonable formation of the goals of the enterprise and appropriate incentives for employees that will be perceived by the employee as a real means of meeting personal needs;
- adequacy of finances to provide incentives, including in cash and in kind;
- a sufficiently high professional level of management of the enterprise, able to identify the needs of employees, assess and participate in improving the efficiency of the system of incentives to work at the enterprise;
- compliance with the principles of work motivation in the enterprise, which reflect the objective laws of enterprise development and relations between employees.

The mechanism of labor motivation as a determinant of economic security of the enterprise in competitive conditions should be aimed at:

- firstly, assistance in the formation and achievement of goals and objectives of the enterprise and the achievement of balance and equilibrium of economic goals and social responsibility of the enterprise; secondly, ensuring close cooperation between the management staff and employees of the enterprise, which will increase the interest of employees in achieving the objectives of the enterprise; thirdly, the focus on building a flexible mechanism that provides economic incentives to work, fourthly, the transition to a democratic style of governance and involvement of employees in decisionmaking, discussion of joint decision-making.

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4. Conclusions

The study provides an opportunity to substantiate the relationship between the needs, interests and motives of the employee, which can be material, physiological and moral and psychological in nature and are directly related to the activities of the employee in the enterprise.

Incentive and motive are interdependent in the mechanism of labor motivation as determinants of economic security of the enterprise in competitive conditions. The stimulus is not limited to one motive, and the motive is not limited to one stimulus.

The scientific novelty of this study is to prove the principles of the mechanism of labor motivation as a determinant of economic security of the enterprise in competitive conditions, based on the separation of needs, motivation and incentives, the mechanism of labor motivation, classification of stages of motivation.

It is substantiated that the motivational mechanism is the presence of a system of levers, incentives, measures and other elements for economic and administrative incentives for employees, which are used for incentives to work, increase productivity and safety.

Further research is required to assess the impact of motivation on the economic security of the enterprise and substantiate the principles of incentives for employees to make creative decisions about production and management activities at the enterprise.

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