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S. V. Hryshchenko, Doctor of Pedagogical Sciences, Associate Professor**С. В. Грищенко**, д. пед. н, доцент**MOTIVATION FOR EFFECTIVE WORK STAFF SOCIAL SERVICES****МОТИВАЦІЯ ЕФЕКТИВНОЇ ПРАЦІ ПЕРСОНАЛУ СОЦІАЛЬНИХ СЛУЖБ**

Urgency of the research. At this stage the Millennium staff is a critical factor. Nowadays the management of many companies facing problems of inefficient use of different resources resulting lower productivity of staff.

Target setting. Human Resources organization associated with activation of employees through their impact on motivation. Appointment motivation - to get people to work better, more responsibility for their duties, to make the job harder. Motivation system must be effective and reflect the specific nature of social services.

Actual scientific researches and issues analysis. The research process involved in motivation Ye. N. Abayeva, D. P. Boginia, L. Y. Hanzhurova, O. A. Grishnova, O. I. Ilyash, O. A. Sorokina, K. D. Gurova, A. M. Kolot, S. T. Duda.

Uninvestigated parts of general matters defining. Development remains poorly understood the motivation of staff for social services.

The research objective. The article is to examine the nature of motivation for social services. The objectives of the study are: The economic essence of motivation for social services; Methodical approaches to motivation; explore the relationship between motivation and efficiency of work.

The statement of basic materials. Motivation of staff for social services has a specific form of influence. Effectiveness of work - is the result of purposeful activity. Effective work can be considered if there is a maximum results with minimal labor costs.

Number of methods of motivation performance of today can be divided into three groups: economic (direct); economic (indirect); non-monetary.

There are several requirements for personnel motivation system of social services, namely objectivity; predictability; adequacy.

Conclusions. The process of progressive forms of motivation of staff for social services should be limited to systematic planning success motivational activities, study obtained positive results, the development of new methods to achieve high performance through motivation of personnel management and social services. Prospects for further research on the problem believe consideration practical aspects of different methods of motivation of staff Ukrainian social services.

Актуальність теми дослідження. На початку XXI тисячоліття персонал стає вирішальним фактором. В наш час керівництво багатьох підприємств стикається з проблемами неефективного використання різних видів ресурсів, що є наслідком зниження продуктивності праці персоналу.

Постановка проблеми. Управління персоналом організації пов'язано з активацією діяльності працівників через вплив на їхню мотивацію. Призначення мотивації праці – змусити людину працювати краще, відповідальніше ставитися до своїх обов'язків, докладати до виконання роботи більше зусиль. Система мотивації має бути дієвою та відбивати специфіку діяльності соціальних служб.

Аналіз останніх досліджень і публікацій. Дослідженням процесу мотивації займалися Є. Н. Абаєва, Д. П. Богиня, Л. Ю. Ганжурова, О. А. Гришнова, О. І. Іляш, О. А. Сорокіна, К. Д. Гурова, А. М. Колот, С. Т. Дуда.

Виділення недосліджених частин загальної проблеми. Недостатньо вивченим залишається розвиток мотивації праці персоналу соціальних служб.

Постановка завдання. Метою статті є вивчення сутності мотивації персоналу соціальних служб. Завданнями дослідження є: розкрити економічну сутність мотивації персоналу соціальних служб; розглянути методичні підходи до мотивації праці; дослідити взаємозв'язок між мотивацією та ефективністю праці.

Виклад основного матеріалу. Мотивація праці персоналу соціальних служб має специфічні форми впливу. Ефективність праці – це підсумок цілеспрямованої діяльності людини. Ефективною можна вважати працю, якщо є максимальний результат за мінімальних витрат праці.

Кількість методів мотивації результативності діяльності нині можна поділити на три великі групи: економічні (прямі); економічні (непрямі); негрошові.

Існує ряд вимог до системи мотивації персоналу соціальних служб, а саме: об'єктивність: розмір винагороди працівника має визначатися на основі об'єктивної оцінки результатів його праці; передбачуваність: працівник повинен знати, яку винагороду він одержить за результатів своєї праці; адекватність: винагорода повинна бути адекватною трудовому внеску кожного працівника в результат діяльності всього колективу, його досвіду й рівню кваліфікації.

Висновки. Процес застосування прогресивних форм мотивації праці персоналу соціальних служб, повинен зводитися до систематичного планування успіху мотиваційної діяльності, вивчення отриманих позитивних результатів, розроблення нових методів, спрямованих на досягнення високої продуктивності на основі мотиваційного управління персоналом соціальних служб. Перспективами подальших досліджень за проблемою вважаємо розгляд практичного аспекту впровадження різних способів мотивації праці персоналу українських соціальних служб.

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Keywords: *motivation; efficiency of labor; social services personnel; material motivation system to attract workers.*

Ключові слова: *мотивація праці; ефективність праці; персонал соціальних служб; матеріальна мотивація; система залучення працівників.*

Urgency of the research. At this stage the Millennium staff is a critical factor that provides the enterprise successful, long-term operation and good reputation. Nowadays the management of many companies facing problems of inefficient use of different resources that leads to lower productivity of staff, reducing its responsibility and interest in the outcome of the activity.

Problem setting. Human Resources organization is connected to activation of employees through the impact on their motivation. At the present stage of economic development is increasing the creative, productive, intellectual attitude of the staff, aimed at achieving high performance of the company. The purpose of motivation – is to get people to work better, with more responsibility for their duties, to make the job with more efforts. Motivation system must be effective and reflect the specifics of a particular organization. Should be noted that the motivation of staff for social services, creating conditions for its interest in the outcome of the services are urgent tasks, both economic and social.

Analysis of recent research and publications. The research of motivation process was held by Y. N. Abayeva, D. P. Boginia, L. Y. Hanzhurova, O. A. Grishnova, O. I. Ilyash and others. However, they've considered common aspects for employees of any motivation areas. Analyzing the literature on the motivation of personnel, we can conclude that the presence of many approaches to the interpretation of the motivation and the corresponding introduction of technologies increasing the interest of employees in the results of their work.

What is important for our research is to study the problems of motivation of staff for social services. In particular, O. A. Sorokina deals with theoretical and practical aspects of motivation of working activity of the social worker and essence of the mechanism and motivation. In their works, most of the authors (K. D. Gurova, A. Kolot, S. T. Duda) consider motivation as one of the four components of management cycle and as a tool to ensure the efficient operation of the enterprise, and what is important in the study of motivation social services staff.

An important contribution to the study of the nature of motivation did D. P. Bohynya, O. A. Grishnova, G. T. Zavinovska who studied the nature of motivation in the context of personnel management in the enterprise. A researcher K. P. Suboch studied the economic mechanism of motivation of creative work.

Uninvestigated parts of general matters defining. It should be noted that there are researches on motivation of the personnel, but the aspect of motivation for staff of social services in terms of radical environmental changes management companies remain still not enough investigated.

Motivation of staff of social institutions is inextricably linked to performance, and is one of the factors ensuring efficiency.

Target setting. The article is to examine the nature of social services staff motivation and study ways to motivate its effective work.

The objectives of the study are: to discover the economic essence of motivation for social services; to study methodical approaches to motivation; to explore the relationship between motivation and efficiency of work.

The statement of basic materials. A. Maslow notes that any behavior has a complex motivation. We conclude that motivation - a type of management, which ensures the process of encouraging person to activities aimed at achieving personal goals or objectives of the organization [1].

Employees of the state agencies and civil society social agencies in Chernihiv were taken as an empirical object. These were the heads of organizations or personnel managers. The study was selective. Respondents were selected randomly among public and private social services. Thus, in the flow of studying two respondents from Chernihiv regions, three state and three social agencies were interviewed. For the empirical part of the study the method of expert survey was used, because the problem is not enough provided with documentary sources of information, as well as the subject of her study is an element of individual consciousness - motivation. Toolkit of the research – is questionnaire on topic "Motivation of working activity of social workers."

The motivation of employees and welfare services has specific forms of influence in each of the

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main areas. Primarily, this is because the social sphere is funded mainly from sources state budget, and the activity by the nature and form of services that are provided is non-profit. That is why, the average salary of social workers is much lower than in other areas, and the use of financial incentives to encourage much more limited [2].

Understanding the content of motivation – is the main indicator of good professionally skilled manager. Knowledge of human doings - is a necessary conditions in order to help them realize their own motives and prevent cases of certain complications. Each social worker has their own interests and needs, values, which is satisfied with the content of human life. According to French philosopher Helvetius, as motives can serve the needs and interests, desires and emotions, attitudes and ideals [3, p. 21].

Efficiency of work - is the result of purposeful activity. Work can be considered as efficient if there is a maximum result with minimal labor costs. As the result should be considered the sale, works and services revenue.

In general, business performance is measured by the intensity, quality and productivity. [3] These parameters characterize the qualitative and quantitative effects of the company and the worker.

Labor productivity – is the most important indicator of labor efficiency, which is expressed by the ratio of products (services) to the corresponding direct costs, living labor. Intensity – is the degree of labor tens in the production process. This indicator shows the costs of physical and nervous effort that required the employee to perform his work. Quality of work – is a complex of properties of the workplace, due to the ability and the desire of the employee (staff) to perform a specific task in accordance with specified requirements [4].

It should be noted that the performance growth of work not only determines the development of enterprises, but also consistent with the principles of minimizing production costs, and thus serves as the main criterion for performance management at all levels.

We believe that employee satisfaction with material conditions (wages, material assistance, etc.) not in all cases lead to increased efficiency of labor.

Number of methods of motivation performance can be divided into three groups: *economic (direct)* - piecework pay, hourly pay, bonuses for rationalization, profit sharing, tuition payments on maximum working time; *economic (indirect)* - reduced price meals, additional payments for seniority, preferential use of housing, transport, etc.; *nonmonetary* - enrichment work, flexible working hours, labor protection, programs to improve the quality of work, promotion, participation in decision-making at a higher level.

All these incentives are implemented through the system of motivation in the company that A. M. Kolot [1] describes as a tool to stimulate the desired behavior of employees [3, p. 22].

There are several requirements for personnel motivation system of social services, such as: employee remuneration should be based on an objective assessment of the results of its work; predictability: the employee must know that he will receive a reward depending on the results of their work; adequacy: compensation should be adequate labor contribution of each employee in the performance of the entire team, his experience and skill level; timeliness, compensation should follow the achievement of results as soon as possible (if not in the form of direct compensation, at least in the form of accounting for future rewards); significance: compensation should be meaningful to the employee; justice: rules of remuneration should be clear to each employee of the organization and to be fair, particularly in terms of most employees [5].

In practice, non-compliance leads to instability in the collective social services and makes a strong demotivating effect, but it is much worse impact on the productivity of personnel than the absence of any kind whatsoever mechanisms determining remuneration for work results.

We can identify three approaches to the selection of motivational strategies for social services: incentive and punishment: people work for remuneration; motivated by the work: more interesting and varied work is done more efficiently and with great pleasure; systematic communication with manager: motivational strategy is based on analysis of the situation and used the style of interaction with others [3, p. 24].

Every social service has to create their own system of motivation "for itself", according to their ca-

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pabilities and goals. For example, it may be related to material rewards employees. Tariff wage system is often used, a feature of which - the rating differential in points complexity of work based skills, physical effort and working conditions.

Financial encouragement may be practiced in various forms. Thus, the British company «British Telecom» rewarded with valuable gifts and travel vouchers in the presence of the whole team. This allows you to promote advances in efficiency and quality of work.

Interesting and effective method of motivation for Ukraine, which is widespread use in the practice of foreign social services is the use of flexible work schedules. In government establishments of Oxfordshire (UK) as an experiment was introduced a new form of organization of work (Teleworking), which provided a social worker significant level of freedom - the ability to work both in the workplace and at home, depending on the specific responsibilities of the employee and the agreement between him and his supervisor..

Also, one of the effective methods of motivation of staff for social services is to create groups of self-management. An example is the experience of the American company «Digital Equipment», where such groups were formed to manage general accounting, which is one of the 5 centers of financial management company. Groups independently resolve issues of planning work, meetings, coordination with other departments.

We have to claim that the correct system of motivation of staff for social services should combine the best experience of existing systems, the findings of scientists works, wishes of employers and workers. This issue is dedicated to publishing English-language magazine «The Times» on topic: "Motivation in the creative environment" («Motivation within a creative environment») [6]. It is noted in the article that the construction of the motivation system should be based on three main principles of motivation theories that are associated with motivation wages and labor productivity (Maslow, Herzberg, Taylor). In modern conditions of workers should be encouraged in other ways. Lower order needs are met ensuring a high level of remuneration and comfortable workplace. Buyers of higher order are output through training and self-development of social services staff.

Based on research studied the source, we can state that the main strategic directions of improving the efficiency of the methods enhance the motivation of staff for social services are: improving the structure of existing tangible and intangible incentives, wage reform; Social Security for employees based on investment in their development; potential involvement of social partnership; evaluating the effectiveness of motivational mechanism of staff use of social services.

It should be noted that the process of progressive forms of motivation of staff for social services should be limited to systematic planning success motivational activities, study obtained positive results, the development of new methods to achieve high performance through motivation of personnel management and social services. The implementation of the proposed measures is subject to the availability of social services or a group of specialists who study the issue of increasing productivity through motivation, feedback management support from social workers in future will help to respond quickly to changes in the market environment of social welfare services.

Conclusions. Studying of the publications on selected topics allowed to find out that nowadays there are many approaches to the interpretation of the concept of motivation in general. This suggests that social services in Ukraine as the motives of staff can serve the needs and interests, desires and emotions, attitudes and ideals.

We must note that the effectiveness of staff for social services is measured by its productivity, quality and intensity. This important indicator of labor is its performance that characterizes labor costs.

Analyzing information on the subject, it has been studied that building a system of motivation for social services staff should take into account both tangible and intangible aspects of motivation.

Every social service agency has the means of motivation of the personnel, based on the experience of other services, developing their own ideas or based on that work classics. The main purpose of motivation remains unchanged - to make people work better. In our opinion the relationship of motivation with the efficiency of staff for social services is important. Improving the efficiency of staff for social services dependent on socio-economic indicators related to skills and education of a doer, working conditions, the use of optimal modes of work and rest.

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Prospects for further research on the problem we found the consideration of practical aspects of different methods of social services staff motivation in Ukraine.

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