

THE INFLUENCE OF MOTIVATIONAL MECHANISM OF ENTERPRISE MANAGEMENT ON ITS PERFORMANCE

A modern advanced management is being characterized by the change of priorities manifesting in the key role that the sphere of personnel management starts to play. Production plans and organizational structures are no longer the main objects of management and give way to ideological values of enterprise which in aggregate compose its corporate (organizational) culture. It is the staff of organization that may and must be a bearer of such values.

Well known experts T. Peters and R. Waterman have studied practice of many effective companies with the purpose to single out decisive factors of their success. Giving due attention to such priorities as purposive and enterprising actions, comprehension of a customer and price orientation, organizational flexibility combining with structural simplicity, the scientists make an emphasis on the attitude towards staff which they qualify as the main source of efficiency [1]. It should be noted that the alteration of a system of staff management brings changes to the enterprise's structures, organizational processes and strategy.

That is why now the decisive role in enterprise management belongs to its motivational policy that has to discover and direct at a common goal the working, intellectual and spiritual potentials of employees. A strong motivation considering both material interests of personnel and individual ambitions and preferences of employees somehow can make up for blunders in planning or organizational process but a weak motivation hardly to be compensated.

The motivational policy of an enterprise to a great extent lies in the sphere of its corporate culture which may be interpreted as «an atmosphere and social climate in organization» [2, p. 686], based on the complex of principles and rules of employees' interrelations and their contacts within business and social environment. It is an original system of company's values (including moral ones).

The motivational mechanism of enterprise (or its personnel) management has a complex character and in essence is a mechanism of influence on the motivational aspirations of enterprise's employees. That influence is being accomplished both by the means of financial and social stimulation and through the system of corporate (organizational) values in order to secure the most effective performance of an enterprise.

The aim of that article is to substantiate the priority of motivational mechanism of enterprise management in the achievement of its objects.

The Ukraine, not so long ago being recognized by the world community as a country with a market economy, for all that has a shortage of high-qualified specialist in the production sphere and in the service industry. So the problem of searching the new forms of labour stimulation is very acute. It is just undervaluation of human resources, to be more exact, inability to stimulate high-effective work that causes troubles and slows down the development of many organizations in our country.

Motivation resolves the problem of satisfying the men's physiological, social and psychological needs. The task of enterprise's management is to use the mechanism of men's activity motivation in such a way that the interests of an individual would have been in concordance with the enterprise's goals. It may be reached by means of the system of incentives designed to influence men's motivation. Here it would be reasonable enough to emphasize on differences between the notions of motivation and stimulation.

Motivation is an inherited feature of a men whereas stimulation has artificial nature being the product of management's efforts. Motivation is what makes a man to act in any form to reach his aims, more precisely, the very process of that making [2, p. 360]. In terms of an enterprise and its motivational policy this definition says: motivation is the process of impelling an employee to work more or less effectively for the reaching his goals (satisfying his needs).

Stimulation is the process too, but setting a task to influence the employee's motivation through the system of incentives - remunerations and encourages (financial or non-material). Stimulation has to put into action the motivational mechanism of a worker prompting him to act effectively for the good of an enterprise.

In a sphere where the motivational mechanism of management is functioning the reward (remunerations plus encourages) means all that a men considers valuable for himself [2, p. 683]. The up-to-date polls show that only about 12 percent of people is inclined to qualify money as a main motive of their activity, 45% of respondents is longing for fame, 35% of those who seek satisfaction from work and 15 percent wants power [3, p. 60]. Apparently, today people are aspiring, first of all, to interesting and satisfactory work.

Open society with a market mechanism of economic relations and tough competition in all spheres of life give the freedom of choice and wide opportunities for self-realization. It is right both for the enterprises

and for the people which now are seeking in work the reward enriched with a new meaning. The theory of labor motivation divides that notion in two components: outer reward, i.e. wages, bonuses, job promotions, social benefits, and inner reward which implies self-respect plus self-realization, in sum, individual advance, and a sense of involvement or belonging to some working group [4, p. 50]. The first one a man receives for a work (for reaching some results), the second he gets in the process of work. In accordance with such classification the motivational mechanism of people's behavior is divided into the outer one being responsible for the primary necessities of life including physiological and social needs (food, home, safety and so on), and the inner mechanism realizing the needs of higher degree (those being caused mostly by psychological characteristics of a personality) [3, p. 61].

To combine these two mechanisms of human motivation and to synchronize their operations in the sphere of working activity the unified motivational mechanism of enterprise management is obliged. It answers both for the material remuneration, social guarantees and benefits of a worker, and for his supreme emotions stirred by the sense of self-respect and by the process of self-realization.

In fig. 1 the structure of the motivational mechanism of enterprise (its personnel) management is shown. It's formed by the three interconnected components of equal value: the systems of material stimulation and social guarantees securing the outer reward to employees and the system of corporate values, first of all oriented at the inner aspirations of workers.

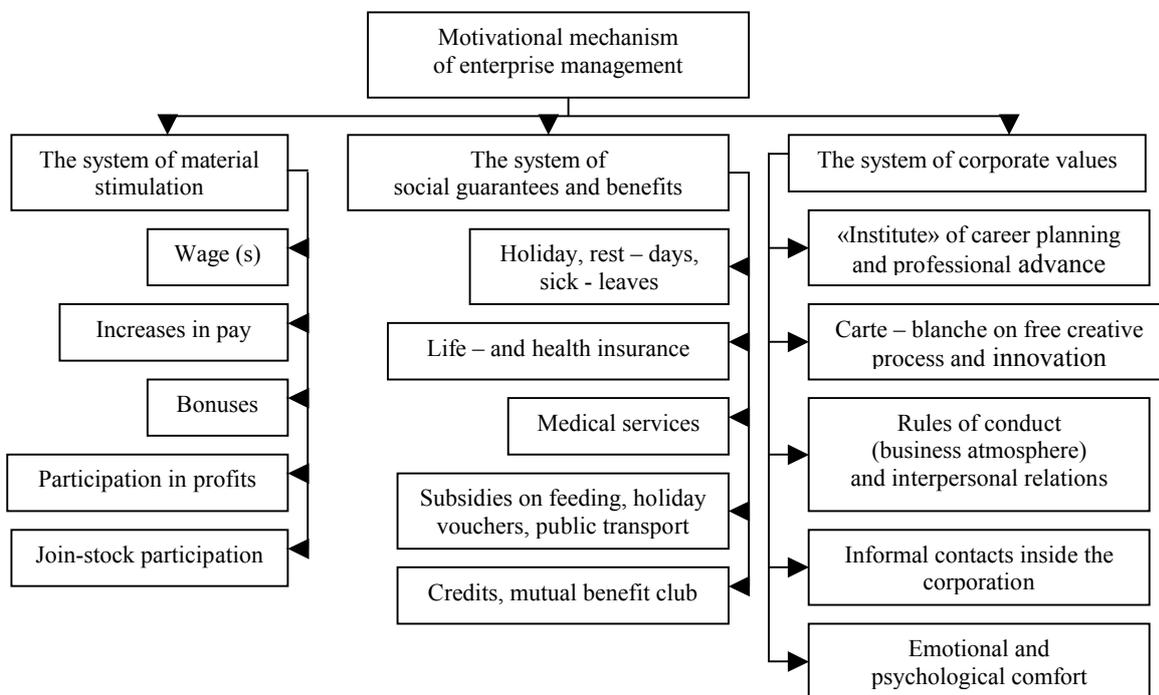


Fig.1. The structure of the motivational mechanism of enterprise management

The diverse forms of payments and social “package of services” in a one way or another are inherent to any modern enterprise. The system of material stimulation “Pay for performance” widely spread in US and Western Europe implies a number of flexible forms of remunerations [5, p. 84]. These can be the commissions which in aggregate with a basic salary consist wage, the advanced types of financial encourages envisaging, for example, individual bonuses for the command of most valuable skills («hot skills»), for the attachment to enterprise, bonuses to firm's «stars», etc.

Naturally, all the systems (fig. 1) are closely linked with each other. It is hard to emphasize the significance of corporate values (inner stimuli) if remuneration is unworthy of a specialist or social «package» is not secured confidence in the future. At the same time a high inner motivation for some period of time (e.g., the period of financial crisis at an enterprise) may compensate for the problems of outer rewards. In any case, the task that needs to be solved by enterprise's management is not only in the adherence to just proportions of both types of rewards. What is more important lies in the deep understanding of material and social stimulation as a basis on which the sphere of worker's personal interests and ambitions is being realized. The only way to effectively and at the same time humanely influence this sphere leads to the formation of enterprise's corporate culture.

The elements of organizational culture seem to be like original «screws» of the firm's motivational mechanism that are being turned at the all stages of staff management.

The planning of working career supposes any reasonable (rational) transpositions of an employee. From the very beginning of his career at the firm he must clearly imagine what of his personal achievements will be favoured to his professional and official advance. The management of an enterprise must secure the employee's confidence that their efforts and achievements will be appreciated worthily. That is how the desire for self-realization is being stimulated.

The whole system of management at the world leading corporations is directed towards innovator because the new ideas, technologies, products and services are being conceived and created by his brains.

In the matter of stimulation of staff's innovational potential the training programs and integration within the firm (co-operation and competition) has become universal practice in the developed countries. Today the attraction of ordinary managers and employees to the process of working out managerial decisions is being seen as an effective instrument of raising their creative activity. World-wide business leader the company "General Electric" for many years has been practicing the special work meetings which may be organized at any of company's enterprise on the initiative of any employee and devoted to any problem.

The possibility of such informal relations defines corporate culture of that company where subordinates can comment and correct the leader's decisions. The latter, in his turn, has the right and, moreover, is obliged to demand from inferiors (accordingly, to stimulate them) a creative approach to their work. Not a single idea shouldn't be missed.

The global information era has turned the world business upside-down and strongly oriented it on fresh ideas and new technologies. Thus, today the sphere of intellectual labour is spreading its bounds. Who makes progress in such a world? The one who has an access to the information, owns it and is gifted enough to use it for increasing a personal intellectual capital and creating on that basis the socially important intellectual products (ideas, technologies, etc.)

What advantages a thoroughly informed employee has? First of all, he is much better conscious of his role and place at an enterprise. Then, he clearly comprehends the degree of his personal responsibility for the final results and offers to take it in a full measure. The mechanism of empowerment is being widely used by leading enterprises when the responsibility for the solving a problem "from above" is being gotten down to lower-ranking employee (or a group of such) with the right to take decisions (including financial ones) independently [5, p. 88].

United team consisting of the bright individuals and best professionals –it's an ideal success formula for any business. "Team performance" means the aspiration for a common goal, mutual support and careful attitude toward each other of team members, operative exchange of information and experience during the work process. The formation of a strong corporate spirit may be the pledge of successful team performance. Here the initiative and priority are belonged by right and position to a leader of organization (ideally, he might be charismatic) being relied on experienced specialists in the field of intrafirm communications (internal PR) which have to know how to create an atmosphere of a "united family".

By the way, the general use of the principles of team performance in modern business does not hamper the individual aspirations of team members. The Finnish company Nokia, a leader of cellphones production, has a historic tradition stipulating that any task is reckoned upon carrying out by the team but there is also the undeniable principle of full freedom in decision-taking by a single employee within his competence. The organic union of team and individual performances in this company has been named "spontaneous management."

An emotional and psychological comfort in the working environment is being reached owing to the whole complex of stimulating factors to begin with the material ones. Though for so many people the favorable work conditions and convenient routine of labour hours are the decisive factors in the job option. It is obvious that enterprise's management should consider the labour routine taking into account the specific character of official functions of a concrete employee. In that sense it is appropriate to speak about general tendencies. The strict regulation of a labour week or a working day seems to be ineffective in many aspects. The development of technical means of communications (mobile phones, E-mail, PCs) has made it possible to use a lot of alternatives in the organization of a labour routine: part - time employment in office, bearing in mind the possibility to fulfill some work at home (if there is a PC); the free using of rest-days; flexible ("sliding") work schedule; irregular working hours and so on.

As a result of this study the following conclusions can be done:

1) personnel (staff), concrete employees are the most valuable assets of a modern enterprise, that's why the sphere of staff management must prevail in the system of management;

- 2) in the sphere of the staff management two “whales” of management are being intersected – the motivational policy of an enterprise and its corporate culture. Their synchronous realization and influence may be characterized as the functioning of a single motivation mechanism of enterprise management;
- 3) the motivational mechanism of management embraces the whole complex of factors stimulating a personnel: cash payment, social benefits and values satisfying inner aspirations of workers;
- 4) owing to the influence of motivational mechanism on the personnel the concordance of enterprise’s aims with employee’s interests is taking place. Such a state of affairs contributes to the most effective performance of organization.

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МОДЕЛИ ПРОФЕССИОНАЛЬНОЙ КОМПЕТЕНТНОСТИ СОВРЕМЕННЫХ РУКОВОДИТЕЛЕЙ

Активный интерес к менеджменту отразил насущную потребность организаций и фирм в формировании нового класса специалистов, способных решать сложнейшие задачи современного периода. Менеджерская деятельность в нынешних условиях хозяйствования является труднопрограммируемой, она связана со значительной степенью ответственности и по праву приравнивается к работе в экстремальных условиях. Менеджер решает задачи управления в условиях неопределенных, проблемных ситуаций, что требует поиска информации, ее анализа, принятия оптимального решения и его адекватной реализации. Деятельность менеджера предполагает творческий подход, быстрое переключение с решения одной задачи на другую, отличается высоким темпом. Напряженный режим труда менеджера обусловлен принятой на него ответственностью за выбранное решение в условиях дефицита информации и времени. Это профессионал-менеджер, достигший такого уровня мастерства, компетентности, морально-личностных качеств, который позволяет ему вносить активный вклад в развитие как организации, так и коллектива.

«Компетентность» как понятие давно используется в современной теории и практике менеджмента, однако существует множество взглядов на подходы к формированию моделей компетентности и к их применению на практике.

Целью данного исследования является систематизация профессионально-деловых качеств руководящего работника, необходимых для осуществления управленческой деятельности в современных условиях и разработка эффективной модели его профессиональной компетентности.

Зарубежные ученые характеризуют потенциал руководителя его компетентностью, понимая под этим совокупность следующих факторов: знания, как результат образования; навыки, как результат опыта работы и обучения; способы общения, как результат умения общаться с отдельными людьми и в группе [1, с.168].

Разработанная Хинтерхубером и Поппом "модель компетентности в стратегическом управлении" представляет собой каталог для систематизации всех, в том числе и новых требований, предъявляемых к управленческому персоналу. В соответствии с этим каталогом компетентность руководства является суммой следующих компонентов: функциональной компетентности, ситуативной, интеллектуальной и социальной компетентности [2, с.161].

Так, под функциональной компетентностью они понимают знание о технологии, маркетинге, контроллинге, а также приобретение и усвоение новых функциональных (профессиональных) знаний, готовность менеджеров к обучению. Ситуативную компетентность относят к требованиям к управлению, которые обусловлены спецификой различных фаз жизненного цикла предприятия