

УДК: 65.015.3

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DOI: 10.36919/2312-7812.1.2022.05

## IMPROVING THE LEVEL OF CORPORATE CULTURE AT THE EXPENSE OF THE MOTIVATIONAL COMPONENT

В статті удосконалено рівень корпоративної культури коштом мотиваційної складової. Доведено, що соціальна політика на підприємстві повинна бути спрямована на задоволення потреб працівників у високій якості трудової діяльності та створення максимально сприятливих умов для її здійснення з залученням всіх співробітників до розробки та оцінки виконання плану соціального розвитку колективу підприємства. Користуючись з чого досягається двоєдина мета мотивації працівників: реалізується їх причетність до соціальної політики і зростає довіра до її проведення внаслідок оцінювання отриманих результатів безпосередньо працівниками. Для оцінювання міри задоволення потреб працівників в нормальних умовах трудової діяльності, включаючи мікроклімат в колективі, запропоновано оцінний апарат, що є інструментом реалізації соціальної політики, спрямованої на підвищення якості трудової діяльності працівників. Внаслідок використання спеціальних двосторонніх анкет привертають працівників до участі у формуванні соціальної політики та в оцінці результатів її реалізації.

In the article, the level of corporate culture has been improved due to the motivational component. It has been proven that the social policy at the enterprise should be aimed at meeting the needs of employees in high-quality work and creating the most favorable conditions for its implementation with the involvement of all employees in the development and evaluation of the implementation of the plan for the social development of the enterprise. Due to which, the dual goal of employee motivation is achieved: their involvement in social policy is realized and trust in its implementation increases as a result of evaluation of the obtained results directly by employees. To assess the level of satisfaction of employees' needs in normal working conditions, including the microclimate in the team, an evaluation apparatus is proposed, which is a tool for the implementation of social policy aimed at improving the quality of employees' work. Due to the use of special bilateral questionnaires, employees are attracted to participate in the formation of social policy and in the assessment of the results of its implementation.

Ключові слова: мотивація, працівники, корпоративна культура, потенціал, соціальна політика, стимулювання.

Keywords: motivation, employees, corporate culture, potential, social policy, stimulation

**Introduction.** The special state of the economy associated with a full-scale war requires special approaches from enterprises to the economic management mechanism and to operational activities in general. comprehensive analysis. Today, new methods and forms of regulation of the labor potential are needed, adequate to the complex processes of formation of an effective mechanism of motivation to increase labor productivity and save labor force on the basis of predictive information.

Until recently, motivation as a driving force of behavior, as a conscious desire for a certain type of need satisfaction, for success was not an independent object of research, although it cannot be recognized as legitimate. In practice, no contract, agreement or decision can be concluded, adopted and implemented without the involvement of a

greater or lesser number of different people with equally different views, beliefs, goals, principles and guidelines.

The study of motivation problems has both theoretical and direct practical significance. His attitude to work depends on how this or that person understands his labor activity and what motives he is guided by. Therefore, studying and understanding the internal mechanisms of labor motivation makes it possible to develop an effective policy in the field of labor and social-labor relations, to create a «mode of greatest assistance» for those who really strive for productive work.

**Analysis of recent research and publications.** Many works of domestic and foreign scientists are devoted to the study of motivational processes in modern management and issues of personnel motivation, among which we can name D. Alderfer, G. Gantt, F. Gilbert, L. Gilbreth, F. Herzberg, P. Drucker, D. McGregor, D. McClelland, A. Maslow, E. Kohn, N. Pogorelov, M. Kravchenko, O. Krushelnytska, A. Kolot, F. Khmil and others. The vast majority of studies focus their attention on the material motivation of work, leaving out of consideration the intangible factors of labor activity. In particular, E. Kon [2] notes: “it is difficult to overestimate the degree to which most managers and people who advise them believe in the all-conquering power of material incentives.” At the same time, some authors have recently emphasized the importance of non-material motivation as an anti-crisis alternative to bonuses. In particular, N. Pogorelov[1] considers among the widely used means of non-material motivation in the period of crisis the provision of additional days off and reduction of the working day under the conditions of completion of assigned tasks.

In order to more effectively use the potential of employees of both the enterprise and the individuals themselves from the standpoint of their better self-realization in the labor field, it is necessary to investigate the issue of organizing appropriate labor activities of the enterprise’s personnel. If the employee receives satisfaction from the achieved results and work process, strives for self-improvement, then this benefits both him and the organization.

**Presentation of the main material.** The scientific foundations of the appropriate activity of enterprise employees are based on the concepts of concrete and abstract work and the law of saving time, which is implemented by the target management of the organization with the inclusion of the mechanism of saving working time when each employee performs his functions.

Targeted management of the organization is carried out in accordance with the principle of goal-setting and goal-oriented motivation of the labor activity of its employees, which is appropriate stimulation of them for achieving certain parameters of work, agreed with the final goal, in particular, for performing work exactly on time.

A great role is played by the manager’s ability to shape the internal company’s generally accepted values, affecting the corporate culture of appropriate activity, which can have a huge driving force, although many managers usually underestimate it.

Corporate culture is a set of rules, customs and established practice in the field of corporate governance, which has not received normative consolidation in legislation and is based on the general cultural level of society, moral norms, business practices, etc [5].

For the most effective personnel management, we suggest putting forward as a priority task the formation of a corporate culture, which consists of at least three main

parts: introducing the concept of appropriate activity into the minds of employees; targeted orientation of employees to the final results of activity; using appropriate management styles.

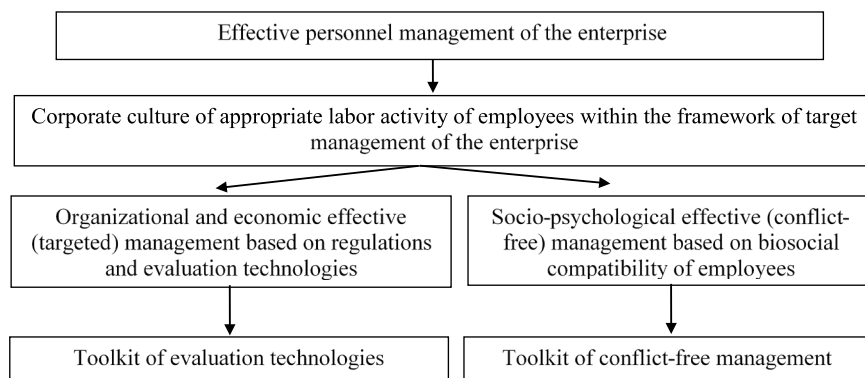
But the formation of a corporate culture of expedient labor activity is actually only the first important stage of effective enterprise management, which provides an internal safe environment (background) for the organization of expedient staff activity.

Effective personnel activities can be organized with the help of organizational and economic management of personnel on the basis of three components: activity regulation, evaluation of the results of the company's employees and their corresponding motivation [6-8]. We are talking about the application of the mechanism of strict goal orientation of employees and increasing their interest in achieving high results agreed with the ultimate goal of the company.

Finally, the formation of a favorable microclimate in the team, or conflict-free management, should also be considered as a priority task of effective anthroposocial personnel management (increasing the appropriate labor activity of personnel). This task becomes especially relevant in this team, which consists of employees who have different views on social problems and perceive the same phenomena differently due to the difference in their mentality embodied in work ethics.

Conflicts disrupt appropriate work activities: they distract from the desire to achieve high results, to the loss of working time associated with clarifying relationships, or to inefficient expenditure of mental energy, which affects the expediency of work activities due to a decrease in labor productivity; at the same time, the conditions for self-realization of team members deteriorate.

The source of the appropriate labor activity of employees, which ensures the successful functioning of any organization, is the strengthening of the motivation of the concrete and abstract work of each employee of the target management of the enterprise and the saving of working time. To achieve such a strengthening, the structural model of effective personnel management of the enterprise, shown in Figure 1, should be deeply explored.



**Figure 1.** Structural model of the organization of effective personnel management of the enterprise (formed by the author)

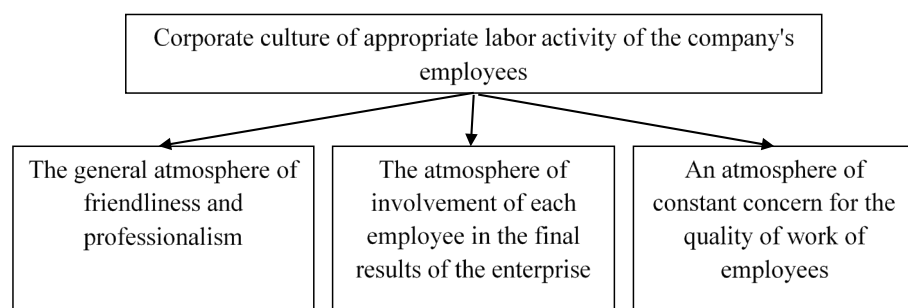
The leading factor in the appropriate labor activity of company employees is the corporate culture of appropriate work, which is formed at the enterprise through the “introduction” of certain values into the minds of employees.

It is a specific corporate culture (let's call it, for example, expediency in everything) that is needed by the collective of the enterprise, which consists of employees with different beliefs and different ethics of labor relations. Literally from the threshold, from the first step of his stay at the enterprise, the employee must feel an atmosphere of rationality, expediency in everything, starting with the choice and arrangement of furniture, the location of workplaces and ending with the daily routine, which includes, in particular, strict periodic tea breaks to restore the mental and physical energy spent while working.

However, the main value that the employees of the organization should follow is the value of target management, that is, the involvement of each employee in obtaining the final result, which depends on the well-being of the enterprise as a whole and his personal well-being. This is important because most employees do not identify themselves with the company where they work. It is necessary to create such an atmosphere in the team so that employees feel systematic care for themselves as participants in the main process, that is, profit due to the satisfaction of certain needs in products or services.

We propose to implement a corporate culture of expedient activity, which develops in three directions, contributing to the formation of culture. The first direction is the creation of an atmosphere of involvement in the company's affairs, benevolence and businesslikeness, which is formed exclusively and primarily by the efforts of the company's top administration on the basis of a specially cultivated leadership style. The second direction is the formation of the conscious involvement of each employee in the final results of labor activity, which characterize the level of achievement of the company's goals with the help of appropriate evaluation tools. The third direction is the identification of constant concern for the quality of the working life of employees with the help of appropriate social policy.

Schematically, the triad of components of effective personnel management is shown in Figure 2.

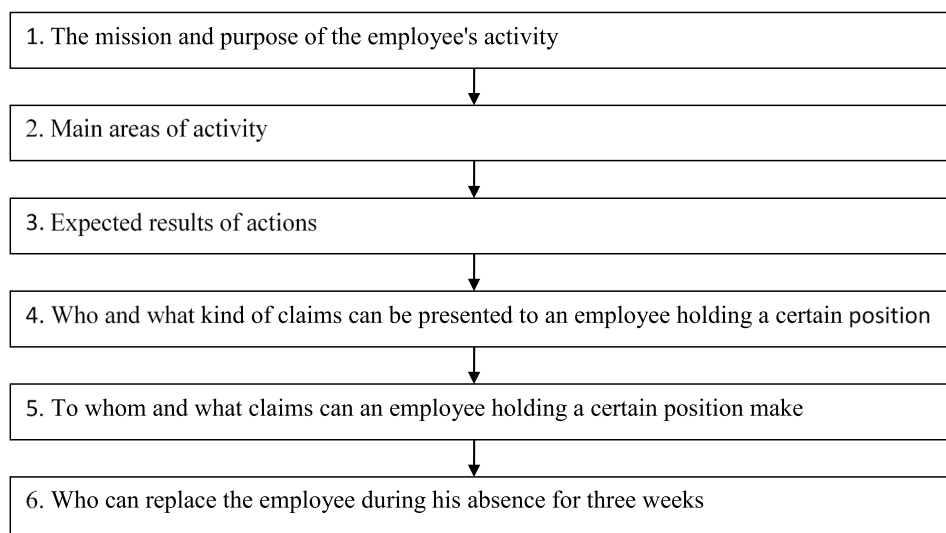


**Figure 2.** Functional-structural diagram of the decomposition of the corporate culture of the appropriate labor activity of the company's employees (formed by the author on the basis of [3, 4])

The first component of the given triad almost entirely depends on the leadership style prevailing at the enterprise, but, taking into account the mentality of employees belonging to the Slavic ethnicity and the weakness of the target management mechanism at enterprises, special attention should be paid to creating an atmosphere of involvement of each employee in the final results of the activity enterprises.

You can ensure such an atmosphere of involvement by using a special tool - a target job profile. This toolkit is designed to help management personnel adapt to targeted management, create their role in the organization from the point of view of both participation in achieving its final results, and interaction with other units and employees in the direction of targeted management.

The structure of the target job profile can be presented in the form of blocks (Fig. 3).



**Figure 3.** Structure of the target job profile

The first block is the mission and purpose of the employee holding a specific position. It is about the fact that the employee must see the purpose of his work, in other words, know exactly why he is in the organization (in this case, remuneration is not meant).

The second block is the main areas of labor activity of an employee holding a specific position. The employee (manager) must clearly learn the ways to achieve the goal set before his position.

The third block is the expected results of actions. The employee must clearly imagine the consequences of his actions and the results of his own job activity, connecting them with the final results of the work of the entire workforce, that is, understand the impact of his results on the entire chain of interactions that ensure the final result of the enterprise's activity.

The fourth and fifth blocks of the target job profile contain information about the mechanism of specific interaction of the position (or rather, the employee occupying it) with other links of the chain focused on the development of the project, i.e. the final

products of the enterprise, in particular, the employee must know exactly who and what kind of claims can be made against him if he performs his work late or poorly (fourth block), or who and what kind of claims he can make if he has been created any obstacles (fifth block).

Now let's consider the third component of corporate culture - creating an atmosphere of constant care for employees in the company with the help of a certain (strict, but benevolent) management style, but also mainly with the help of appropriate social and personnel policy.

Social policy at the enterprise should be aimed at meeting the needs of employees in high-quality work and creating the most favorable conditions for its implementation. The fundamental point here is the democratization of this process, namely the involvement of all employees in the development and evaluation of the implementation of the social development plan of the company's staff. At the same time, the dual purpose of motivating employees is achieved: their involvement in social policy is realized and trust in its implementation of the assessment of the results obtained directly by employees increases.

A characteristic point of such assessment is the degree of satisfaction of needs, components of the quality of labor activity, through the sociological target, which should provide information for drawing up a real plan for the social development of the company's team.

**Conclusions.** The tool for the implementation of social policy, to improve the quality of labor activity of employees, is the evaluation apparatus, in particular, special two-sided questionnaires. The use of such tools allows, on the one hand, to assess the degree of satisfaction of the needs of employees in normal working conditions, including the microclimate in the team, and on the other hand, to identify the reasons for the unsatisfaction of these needs. It is fashionable to determine both of these based on the opinions of employees, thus attracting them to direct participation in the formation of social policy and in evaluating the results of its implementation.

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