

UDC [005.32:331.101.3](438:477)

*Rostislava Ilienکو, Yuliia Kozynets***COMPARATIVE CHARACTERISTICS OF STAFF MOTIVATING
AT THE ENTERPRISES OF UKRAINE AND POLAND***Ростислава Ільєнко, Юлія Козинець***ПОРІВНЯЛЬНА ХАРАКТЕРИСТИКА ОРГАНІЗАЦІЇ
СТИМУЛЮВАННЯ ПЕРСОНАЛУ НА ПІДПРИЄМСТВАХ
УКРАЇНИ ТА ПОЛЬЩІ***Ростислава Ільєнко, Юлія Козинець***СРАВНИТЕЛЬНАЯ ХАРАКТЕРИСТИКА ОРГАНИЗАЦИИ
СТИМУЛИРОВАНИЯ ПЕРСОНАЛА НА ПРЕДПРИЯТИЯХ
УКРАИНЫ И ПОЛЬШИ**

The article considers characteristic of staff stimulation at the enterprises of Poland and Ukraine. Investigation main constituents and terms of forming of the effective stimulate system. Justified objective necessity of introducing foreign experience stimulation staff at enterprises of Ukraine, which will be provide efficient job the whole of enterprises.

Key words: staff; staff stimulation; incentives; motivation; efficiency.

Tabl.: 3. Bibl.: 7.

Розглянуто особливості стимулювання персоналу на підприємствах Польщі та України. Досліджено основні складові та умови формування ефективної системи стимулювання. Обґрунтовано об'єктивну необхідність запровадження закордонного досвіду стимулювання персоналу на підприємствах України, які в подальшому забезпечать ефективну діяльність підприємства загалом.

Ключові слова: персонал; стимулювання персоналу; стимули; мотивація; ефективність.

Табл.: 3. Бібл.: 7.

Рассмотрены особенности стимулирования персонала на предприятиях Польши и Украины. Исследованы основные составляющие и условия формирования эффективной системы стимулирования. Обоснованно объективную необходимость внедрения зарубежного опыта стимулирования персонала на предприятиях Украины, которые в дальнейшем обеспечат эффективную деятельность предприятия в целом.

Ключевые слова: персонал; стимулирование персонала; стимулы; мотивация; эффективность.

Табл.: 3. Библ.: 7.

JEL Classification: M54; O52

Problem setting. In the activity of any enterprise staff stimulation plays a huge role, as to the motivation of an employee to perform its work effectively and efficiently. This work will cover the cost of the employer to organize economic activity, labor and get some profit. But profits are not used only for the needs of the employer, and goes to the payment of taxes to the budget, the expansion of activities, etc. Thus, staff stimulation plays an important role for the whole economy. This system of stimulation that is used on domestic enterprises should be built first and foremost on the interests of workers, because create it for them.

Analysis of recent publications. The significance of the problem of motivation of professional activity defined scope and intensity of the theoretical and practical research in management, where great attention was paid to the study of nature motifs, patterns of motivational sphere of personality, motivation connection with the results of the company and so on. The problem of stimulating labour abroad and in Ukraine has been studied by many researchers and scientists. In particular, these aspects have been reflected in the works of I. Demko, N. Kabushkyn, A. Kolot, I. Kulinich, A. Szegdy, R. Shackleton. The works of these scholars laid the methodological foundation for understanding the motivations and staff stimulation.

Singling out of previously unsolved parts of the general problem. Nowadays in the current conditions of the economy and society the issue implementing an effective system staff stimulation of companies that really can motivate the employee to effectively and efficiently carry out their duties, facilitate the coordination of their personal goals and industry, and help keep highly skilled staff. But in our country has accumulated enough theoretical and practical experience to build a motivational system based on individual needs and motivations and desires of a particular employee and the company.

The purpose of the article is to review existing approaches and methods for staff stimulation Ukrainian and Polish enterprises to enhance creative incentive systems aimed at domestic enterprises.

Presenting main material. "Motivation" and "stimulation" two close concepts, however, if the notion of "stimulus" is used mainly to refer to material or moral incentives, the "motive" is used more broadly and covers all aspects of employee behavior [1]. It should be noted that the West understood the problem of employee motivation is much broader than in Ukraine. On the domestic enterprises to assume that people work only for money. Of course, the issue of wages to be important, but if the company gives the employee the opportunity to attend training to improve their professional knowledge and skills or subscription to a fitness club, the more likely the employee will take advantage of this offer, while his loyalty increase. It should be noted that the development time in the world there are many changes in management personnel: every year the practice introduced or that innovation. Of course, changes occur in encouraging staff, new methods and tools.

Thus, stimulation of labour is external prompting, that affect human behavior at work, there are shell personnel motivation both material and non-material, performing at the same three functions: regarding to the economic function, it contributes to improving production efficiency, which is expressed in increasing productivity and product quality. Moral function is directed at forming an active life position by means of labour stimulus, creating high moral social climate in the society. The social function manifests itself in the formation of the social structure of the society through various levels of income, which, in its turn, depends on the effects of incentives on different people [2].

Traditionally material and non-material stimulation are distinguished. So, if we consider the foreign and our experience stimulation staff in Poland and Ukraine, experience in Poland will be more developed. Non-material stimulation allows the employee to feel their importance, confidence and professional competence. Material stimulation improves intensity, productivity and quality of work, which results in money [3].

To increase the intensity of labor in Ukraine material and non-material stimulation were implemented and constantly improved the During last decades enterships in Ukraine are actively working on implementing motivation system, which is one of the important directions inside the enterprise, which allows to develop not only the staff but also the company as a whole.

Table 1 include the methods of material and non-material staff motivation in Ukraine (Table 1).

Table 1

Features of staff stimulation at the enterprises in Ukraine

Types of stimulation	Components
Material	<ul style="list-style-type: none"> – bonus (monthly bonuses to official salary, individual bonuses, for accomplishing the most important work and others); – premium (in connection with the personal anniversary, for accomplishing the finished tasks and etc.); – excess fare (combination of professions, work at night, irregular day, being the leader of the activity and etc.); – encouragement (promotion, salary increase, training, rewarding and etc).
Non-material	<ul style="list-style-type: none"> – awarding the title "The Best ..."; – address invitation on corporate celebration; – public gratitude, a commemorative gift to the employee on behalf of the leadership; – diplomas and certificates; – contests, tournaments; – birthday congratulations and others

It should be noted that the construction of the motivation system in domestic enterprises often do not take into account individual priorities of people belonging to different groups depending on age, gender, status, nature, different situations, etc. [4].

Quite often not taken into account the fact that after a while there comes a point at which even the most perfect mechanism of motivation may be outdated and encourage employee ceases to perceive a threat or that become routine for him [5].

Poland also has its secrets, principles and ways in stimulation staff. Polish enterprises exists the most common principle of formulating factory payment systems. The main essenced this principle to assign the law to enterprises (at its own cost and under specific economic conditions) to rebuild the system of salary, so that most of the earnings depends on the labour effectiveness. Gradually, the increase of minimum wage rate per hour takes place in Poland, them 1 January 2017 throughout all enterprises the rate is 13 gross / h. Gross salary represent wages received and indicated in civil contracts. The salary after deducting all amounts, this is net salary.

In terms of material and non-material stimulation in Poland, can distinguish certain features (Table 2).

Table 2

Features of staff stimulation at the enterprises in Poland

Types of stimulation	Components
Material	<ul style="list-style-type: none"> - bonus (setting a clear labor norms of plan accomplishing during the shift (each of them lasts 8 hours). If the norm exceeds, the workers will receive an additional wage premium); - premium (setting a clear norm for every worker at some workplaces. If the worker needs 1 hour to prepare 20-25 TV parts, and he significantly exceeds and does it carefully, he gets a reward/increased wages); - excess fare (the workers are proposed to work during their days off, such employees will be offered the payment at a double rate, but each worker must work 1 Saturday per a month); - employees who work overtime hours are paid at a twice rate; - due to the term of service and age; - the optimal wage differentiation. For example, a salary of top executives at "LG Electronics" exceeds the new hired employees' salary in 7-8 times; - giving valuable gifts, etc.
Non-material	<ul style="list-style-type: none"> - using privilege system for permanent workers: bonus for a family, fare to the place od work, medical and social insurance, payment on social needs and others; - at a certain working workplace, every worker, can become the "leader" of the line/process, for whom the material rewards and moral incentives are used to solve the problem of unfair assessment; - using the practice of privacy protection the privilege system. Thus it solves the problem that occurs at work, namely the feeling of an unfair assessment

Based on these table, we can say that our neighbors more effectively solve the problem that occurs on their workers' sense of unfair assessment. Comparative characteristics of staff stimulation in Ukrainian and Polish enterprises includes Table 3 [6; 7].

Table 3

Comparative characteristics of staff stimulation at the enterprises of Ukraine and Poland

Factors	Similarity / Distinction	
	Ukraine	Poland
1	2	3
Salary	In the Ukrainian enterprises to salary as stimulate factors added premium or bonuses added	In Polish enterprises this factor is similar
Staff obligation	Only few enterprises have worker, who perform not only your obligation gets extra charge to basic wades	All enterprises had establishment extra charge behind each obligation

Continuing table 3

Premium reduction	It is established for the following reasons: delay, not to execute a plan, problems with work behavior and others	Firstly worker is made a note then from wages remain is taken from punishment (depending on the type of violation)
Benefits	Fare to the workplace, health insurance, social insurance, etc.	Only for permanent workers
Bonuses	In Ukrainian enterprises such bonuses are available: monthly bonuses to the base salary, individual bonus, performance-especially important work by level drivers for work outside the settlements on experience in the enterprise	As for Polish enterprises, it also has developed a system of bonuses, as in Ukraine
Regular schedule	In the Ukrainian enterprises, although by law established 8-hour day, but many businesses ignore it. Although clearly established working time is one method of stimulation staff	Clearly defined working hours, is 8 hours a day. Also scheduled work schedule changes with the establishment of workers
Premium	Paid in connection with the personal anniversary, according to the performance of supervisors, for the performance of the finished tasks, the provision Director of branch and field, etc.	Installed as on the material level and non-material. Premiums can be expressed not only in material terms, but also in the interest of workers to a particular process, career and more

Currently, in Polish enterprises as well in Ukrainian enterprises the great important is material stimulation particularly the salary. Also it is very essential to set the minimum level of the wages in the country. If we cooperate the minimum wages in Poland and Ukraine it will be consequently: 2000 PLN (approximate 13000 grn) for Poland and 3200 grn for Ukraine. Even if we compare this material factors at staff motivation in the enterprises the Polish enterprises will be on the top. So it follows the workers who work for Polish enterprises will be more interested in non-material factor at stimulation, because with material stimulation is everything good.

Conclusions and suggestions. The effectiveness of any enterprise depends on the properly created system of motivation. Taking into account the foreign and native experience it is necessary to develop new means of using an individual approach for each worker starting from their workplace and finishing by the employees' interests, depend on the type of his/her character, age, gender, skills, relationships material and non-material stimulus, situation on the labor market and so on.

References

1. Shegda, A.V. (2014). *Menedzhment [Management]*. Kyiv: Znannia (in Russian).
2. Kolot, A.M. (2012). *Stymuliuvannia personalu [Personnel motivation]*. Kyiv: KNEU (in Ukrainian).
3. Kabushkin, N.I. (2010). *Osnovy menedzhmenta [Fundamentals of management]*. Moscow: Novoe znanie (in Russian).
4. Kulinich, I.O. (2012). *Psykhologhiia upravlinnia [Psychology of management]*. Kyiv: Znannia (in Ukrainian).
5. Sheklton, R. (2011). Stymuliuvannia – minlyvyi pidkhid [Stimulation - changing approach]. *Personal-Miks*, no. 5, 149 p. (in Ukrainian).
6. Klemyn, T. (2014). Hnuchki systemy vynahorody personalu za kordonom [Flexible reward system personnel abroad]. *Personal-Miks*, no. 1, 175 p. (in Ukrainian).
7. Demko, I.I. (2013). Zarubizhnyi dosvid vdoskonalennia protsesiv formuvannia ta vykorystannia trudovoho potentsialu [Foreign experience improvement processes of formation and use of labor potential]. *Visnyk Lvivskoho derzhavnogo ahrarnoho universytetu. Ekonomika APK – Bulletin of Lviv State Agrarian University. Economy AIC*, no. 16, pp. 255–260 (in Ukrainian).

References (in language original)

1. *Шегда А. В.* Менеджмент : учебник / А. В. Шегда. – К. : Знання, 2014. – 645 с.
2. *Колот А. М.* Стимулювання персоналу : підручник / А. М. Колот. – К. : КНЕУ, 2012. – 337 с.
3. *Кабушкин Н. И.* Основы менеджмента : учебное пособие / Н. И. Кабушкин. – М. : Новое знание, 2010. – 335 с.
4. *Кулініч І. О.* Психологія управління : підручник / І. О. Кулініч. – К. : Знання, 2012. – 415 с.
5. *Шеклтон Р.* Стимулювання – мінливий підхід / Р. Шеклтон // Персонал-Мікс. – 2011. – № 5. – 149 с.
6. *Клемин Т.* Гнучкі системи винагороди персоналу за кордоном / Т. Клемин // Персонал-Мікс. – 2014. – № 1. – 175 с.
7. *Демко І. І.* Зарубіжний досвід вдосконалення процесів формування та використання трудового потенціалу / І. І. Демко // Вісник Львівського державного аграрного університету. Економіка АПК. – 2013. – № 16. – С. 255–260.

Iliencko Rostislava – PhD in Economics, Associate Professor, Associate Professor of Department of Personnel Management and Labour Economics, Chernihiv National University of Technology (95 Shevchenka Str., 14027 Chernihiv, Ukraine).

Ільєнко Ростислава Василівна – кандидат економічних наук, доцент, доцент кафедри управління персоналом та економіки праці, Чернігівський національний технологічний університет (вул. Шевченка, 95, м. Чернігів, 14027, Україна).

Ильенко Ростислава Васильевна – кандидат экономических наук, доцент, доцент кафедры управления персоналом и экономики труда, Черниговский национальный технологический университет (ул. Шевченко, 95, г. Чернигов, 14027, Украина).

E-mail: avushka@ukr.net

Kozynets Yuliia – student, Chernihiv National University of Technology (95 Shevchenka Str., 14027 Chernihiv, Ukraine).

Козинець Юлія Вікторівна – студентка, Чернігівський національний технологічний університет (вул. Шевченка, 95, м. Чернігів, 14027, Україна).

Козинец Юлия Викторовна – студентка, Черниговский национальный технологический университет (ул. Шевченко, 95, г. Чернигов, 14027, Украина).

E-mail: jul_217@mail.ru