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STAFF MOTIVATION IN THE MANAGEMENT SYSTEM OF THE ENVIRONMENTAL AND ECONOMIC DEVELOPMENT OF THE ENTERPRISE

МОТИВАЦІЯ ПЕРСОНАЛУ В СИСТЕМІ УПРАВЛІННЯ ЕКОЛОГО-ЕКОНОМІЧНИМ РОЗВИТКОМ ПІДПРИЄМСТВА

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The article is devoted to topical issues of staff motivation to ensure the environmental and economic development of industrial enterprises. Has been proved that staff motivation is an important component of the management of environmental and economic development of enterprises, which ensures the active involvement of all staff in environmental activities at all stages of management. The system of ecological and economic goals of employees and enterprises, the principles of motivation, the list of methods and means of motivation has been determined. Has been proposed to solve the problem of staff motivation by combining economic and non-economic methods of influence. Has been proved that more significant results of ecological and economic development can be obtained by addressing the higher needs of human, changing human consciousness and forming a new type of personality – "ecological human".

Keywords: motivation, ecological and economic development of industrial enterprise, management on the basis of ecological and economic development, principles of motivation, methods of motivation, ecological consciousness.

Стаття присвячена актуальним питанням мотивації персоналу для забезпечення еколого-економічного розвитку промислового підприємства. Доведено, що мотивація персоналу є важливою складовою управління еколого-економічним розвитком підприємств, яка забезпечує активне залучення всього персоналу до екологічної діяльності на всіх етапах управління. Розроблено модель мотивації персоналу для забезпечення еколого-економічного розвитку підприємства. Визначено систему еколого-економічних цілей працівників і підприємства. Доведено, що умовою забезпечення ефективності мотивації персоналу до еколого-економічного розвитку підприємства є дотримання принципів мотивування. Дістали подальшого розвитку принципи мотивації персоналу, які доповнено принципами еколого-економічного розвитку підприємства: сталості, ефективного використання людського чинника внутрішнього середовища організації при вирішенні еколого-економічних проблем, принципом екологічної спрямованості мотивації, екологізації інструментів мотивації. Окреслено перелік методів та засобів мотивації персоналу та визначити особливості їхнього застосування з метою ресурсозбереження та забезпечення еколого-економічного розвитку. Вирішення проблеми мотивації персона-

лу до активного вирішення завдань підвищення ефективності еколого-економічної діяльності підприємства запропоновано здійснювати шляхом поєднання економічних та неекономічних методів впливу. Доведено, що більш вагомі результати еколого-економічного розвитку можна отримати шляхом звернення до вищих потреб людини, зміни людської свідомості та формування нового типу особистості – «людини екологічної». Освітньо-виховні методи мотивації забезпечують взяття керівниками зобов'язань щодо еколого-економічної політики організації, підвищення рівня цільових і планових екологічних показників роботи усього персоналу, розвиток почуття особистої відповідальності, підвищення екологічної ефективності в конкретних сферах діяльності.

Ключові слова: мотивація, еколого-економічний розвиток промислового підприємства, управління на закладах еколого-економічного розвитку, принципи мотивації, методи мотивації, екологічна свідомість.

Formulation of the problem. The development of Ukraine's economy and the solution of existing environmental and economic problems of society should be based on environmentally friendly activities of enterprises, the efficient use of various types of resources to ensure sustainable economic and environmental development. The results of productive production activities of society in relation to the natural environment determine the ecological state of the economy, management methods and nature management, which are used by enterprises. Therefore, there is an urgent need to form a socio-economic motivation for the greening of enterprises in Ukraine, balancing the interests of stakeholders: society, government institutions, economic entities, workers.

Analysis of recent research and publications. The work of many domestic and foreign scientists is devoted to the problem of motivation in the system of eco-oriented management. Among modern researches we can note the works of N. G. Panchenko, which investigated the role of staff motivation in the implementation of environmental responsibility policy [1]; M. O. Bagorka, who analyzed the main components of the motivational mechanism of greening of agricultural production and identified economic tools to stimulate the ecological dominance of production [2]; M. V. Zos-Kiora, who considered the motivational aspects of managing the environmental and economic potential of enterprises [3]; N. O. Khumarova and O. V. Popyka, who studied the methodological principles of forming a motivational mechanism for environmentally oriented management in Ukraine [4]; V. G. Boronos, J. S. Pronnikova and N. V. Taraban, who were looking for ways to improve the system of motivation for environmentally oriented activities, analyzed the benefits and possibilities of using methods of internal motivation: social, psychological, educational and training [5].

Highlighting previously unresolved parts of the overall problem. According to the analysis of scientific sources, despite the presence

of significant achievements in the field of management on the basis of ecological and economic development, the study of motivational mechanisms of greening of production, direct motivation of staff to environmental and economic development of the enterprise has been not given enough attention. It is also worth noting the lack of coverage of issues related to the development of environmental culture and environmental awareness of industrial workers.

Formulation of the goals of the article (task statement). The purpose of the article is to determine the role of motivation in ensuring the environmental and economic development of the enterprise, its essence and content and justification of the directions of formation.

Presentation of the main material of the study. Motivation is an important component of the management of environmental and economic development of enterprises and provides active involvement of all staff in environmental activities at all stages of management (Fig. 1).

As noted by S. O. Nikola, motivation is a kind of linking the tasks of sustainable development to economic interests [6]. In the process of introducing the motivation of greening of production and economic activities of industrial enterprises should be based on the fact that in market conditions, environmental activities should be economically feasible.

There are two main reasons for the widespread use of motivation to involve all staff in environmental activities [1]:

1) the actions of any employee affect or may affect the quality of products and services, the environment, the rational use of resources, working conditions, industrial safety;

2) any employee can have good ideas for improving environmental performance, reducing environmental impact, ensuring the best working conditions and safety of production processes.

Most often, motivation is seen as a process of influencing the system of needs, interests, motives, value orientations that determine human labor behavior to achieve the goals of the organization. Extended interpretation

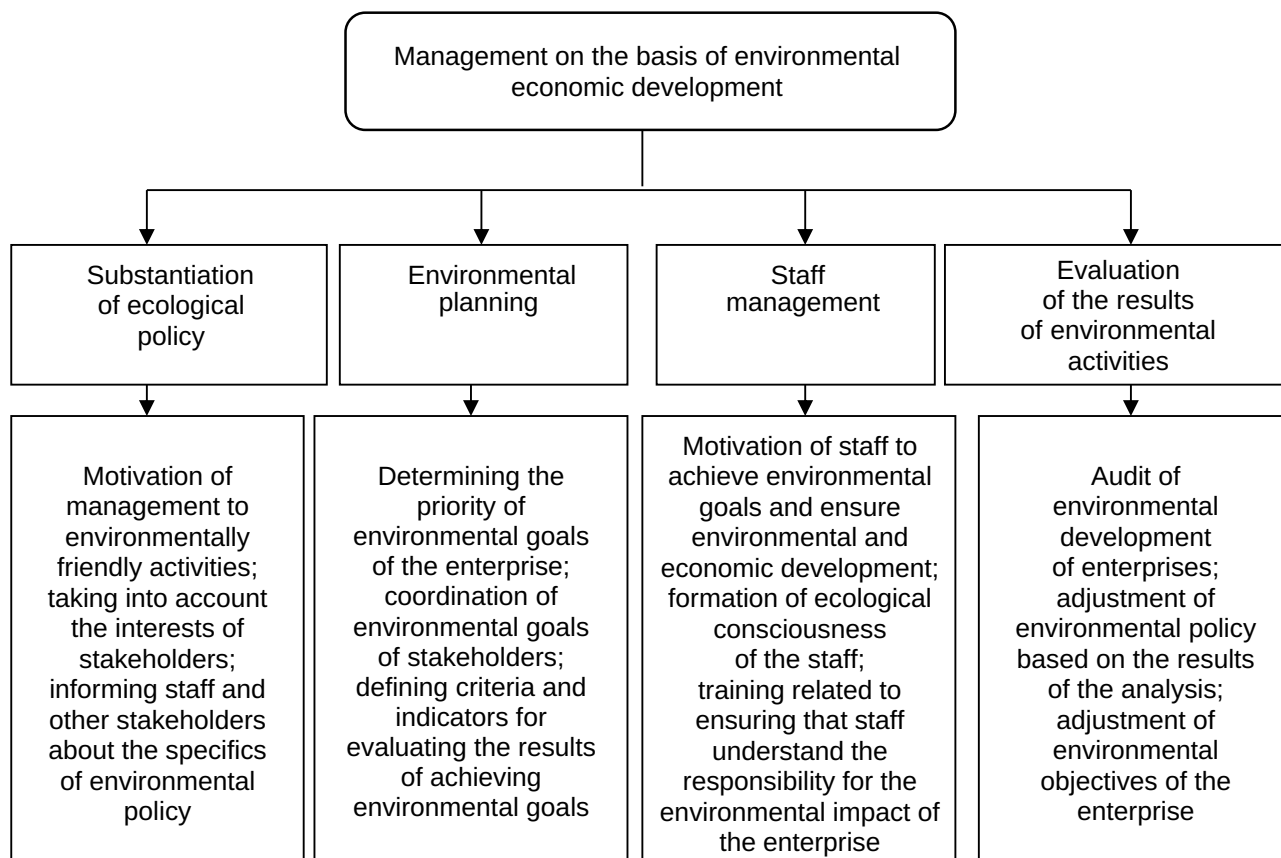


Figure 1. Motivation in the system of environmental management

of motivation defines it as a determination of behavior in general, including all types of motivations: needs, interests, motives, goals [7; 8]. The process of developing measures to motivate staff should be focused on the goals of staff and the company. Goals are a reflection of perceived needs and especially interests, the perfect prototype of possible ways and means of meeting them. In management, goals are more operational, practice-oriented; this is a kind of goal-task.

Motivation of staff to ensure environmental and economic development of the enterprise is a complex system designed to achieve environmental and economic goals of employees and enterprises, their coordination through the use of adequate situations of forms, means and methods of motivational influence (Fig. 2).

The system of motivation of staff to the ecological and economic development of the enterprise has a clear hierarchical character, which is a reflection of the composition and coexistence of goals, which are determined by the relevant needs, interests and motives. It is from them, from the opportunities and ways to achieve them depends the activities and behavior of staff, teams and the entire organization.

In a number of works of domestic scientists the purposes of the enterprise and the personnel has been presented [8-11]. Unfortunately, most researchers focus only on environmental and social goals, and environmental ones are ignored by them. However, today ignoring environmental needs and development goals is unacceptable. Greening the economy is a modern global requirement and trend, which is seen as a way to promote economic progress while ensuring environmental sustainability and social equality.

The economic goals of the enterprise include: ensuring high financial stability of the enterprise; solvency support; ensuring maximization of enterprise profit; increasing market share; increasing the flexibility of production capacity; increasing labor productivity; improving the quality of manufacturing, etc. The economic goals of the employee are to obtain a sufficient level of wages to meet basic needs; receiving other material payments, benefits; participation in the distribution of enterprise profits, etc.

The ecological goals of the enterprise are: reducing the negative impact of the enterprise on the environment; ensuring the priority of preserving the lives and health of their employees

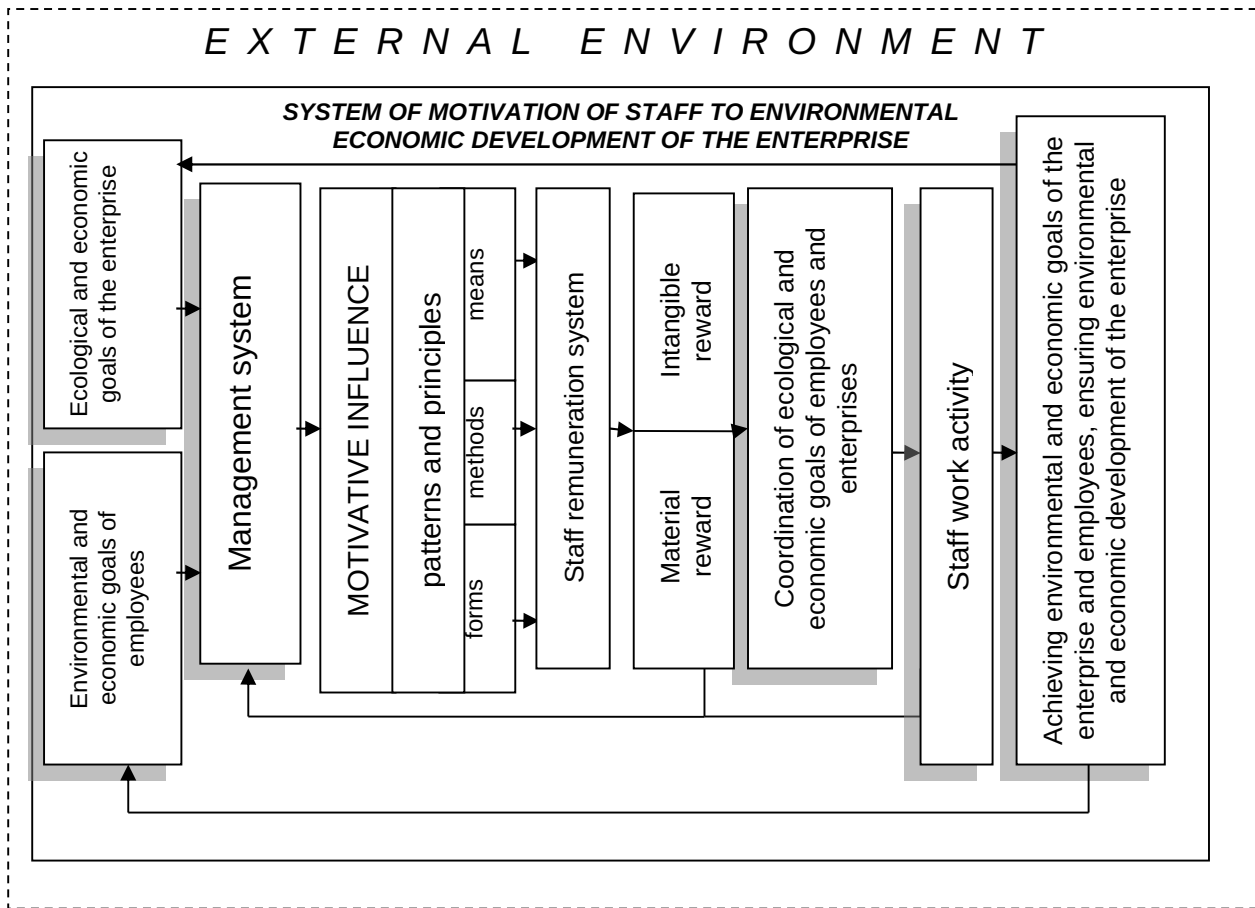


Figure 2. System of motivation of staff to ensure the environmental and economic development of the enterprise

in the process of employment; protection of personnel and society from accidents and their consequences; effective management of risks in the field of labor protection and industrial safety that arise in the process of production activities; rational use of natural resources; reducing the generation of industrial waste and their rational reuse; technological re-equipment and decommissioning of obsolete equipment; improvement of technological processes of production, implementation of energy saving measures; reduction of production waste generation and ensuring safe handling, implementation of measures for waste recycling; creation of conditions and mechanisms that minimize the negative impact of production on the environment, etc.

The environmental goals of the staff are to preserve their own lives and health, ensure labor protection and industrial safety that arise in the course of production activities and so on.

Although the needs of employees and enterprises, interests, goals not only do not coincide, but often conflict (especially for economic goals), it is through motivation that

they can be reconciled, harmonized, because both the company and employees can not exist separately, but only in the system.

An important condition for ensuring the effectiveness of staff motivation for environmental and economic development of the enterprise is compliance with the principles of motivation. The work of M. S. Doronina [8] is presented the principles of motivation, that are necessary in the process of forming a system of staff motivation: the use of new scientific approaches and developments in motivating management staff (scientific principle), achieving adequate results spent on motivational funds (efficiency principle), interests (balance), rapid response to changes in the needs, interests and goals of the enterprise and staff (efficiency) and the ability to change under the influence of environmental requirements (flexibility), taking into account various forms, methods and means of motivational influence (complexity), which are combined in a system (systematic), coordination and interdependence of the goals of the enterprise and staff, the most favorable combination (harmony).

In our opinion, these principles should be supplemented by the principles of ecological and economic development of the enterprise, which will ensure the establishment of the order in which environmental activities at the enterprise should become one of its highest priorities. For most of our companies, environmental measures have always been perceived as an imposed activity that can best be avoided. The proposed principles will change the philosophy of environmental activities of the enterprise. Environmental goals should be among the highest priorities, such as making a profit, caring about product quality, etc. The analysis of scientific works [3; 12; 13] allowed to formulate and supplement the principles of staff motivation with the following principles of ecological and economic development of the enterprise: the principle of *sustainability*, which provides for balanced relations in environmental, economic and social spheres; the principle of *effective use of the human factor of the internal environment of the organization in solving environmental and economic problems*, which conceptually means the trinity of "socio – environmental – economic"; the principle of *ecological orientation of motivation*, which reproduce the motives of socio-economic development and greening of the economy; the principle of *greening the tools of motivation* – the use of existing and the formation of a new arsenal of motivational tools to achieve the goals of greening economic relations.

With the right organization of staff motivation, you can achieve different goals of the enterprise. The success of a person and an enterprise depends on the level of motivation to work. The higher the level of motivation (the more factors motivate a person to act and the greater their strength), the greater the activity of human and the more effort he will make to achieve success [12]. The harmonization of environmental and economic goals of the enterprise and personnel is done through the use of appropriate forms, methods and means of material and intangible motivation.

Most studies on methods of motivating environmental development, environmental activities consider administrative, economic, socio-psychological methods. Administrative methods include the introduction of restrictions and direct control over the process of nature management and use of investment resources. Economic methods of environmental investment management are more effective and their application is possible through a variety of tools

(prices, payments, tax benefits and penalties). Socio-psychological methods of management implement the laws of functioning and development of public environmental activities and are reduced to managing the interests of people.

Motivation of enterprises is important for environmental development and resource conservation, but to be truly effective motivation must occur at all levels: the motivation of society – the motivation of the enterprise – the motivation of the employee.

In order to motivate staff use a much wider arsenal of methods that can activate not only lower but also higher needs of employees, more effectively combine them with the goals of the enterprise. The generalization of the results of scientific research [7; 8; 14] allowed to form the following list of methods and means of motivating staff and to determine the features of their application in order to conserve resources and ensure environmental and economic development (Table 1).

An important place in the mechanism of motivation of management staff belongs to the system of remuneration of management staff. Remuneration is a system of decent evaluation of the work of each employee and staff in general, which includes both material forms of payment for a certain quantity and quality of work, and types of moral encouragement, general recognition of labor contribution [8].

With the help of remuneration for specific results of work the interests of management and the company can be reconciled.

The motivational effect of the system of labor rewards is very high due to the diversity of their types. The current situation in our country is such that the majority of the population is focused on receiving material rewards for their work. But at the same time, monetary rewards should not be viewed solely in terms of their ability to meet lower-level human needs. Money significantly affects the ability to meet the needs of a higher level, that is, in addition to a means of meeting the needs of the lower level, they also play the role of a symbol, as they can provide power, status and success. Therefore, the main role in the motivation process is given to monetary rewards, the main types of which are: wages, bonuses, various surcharges and allowances, dividends on shares, participation in profits and participation in income.

In order to influence human behavior in the desired direction through material incentives, it is necessary to follow certain rules for developing a bonus system, determining indicators,

Table 1

Characteristics of methods and means of staff motivation

Methods of motivation	Contents of the method	Means of motivation	Taking into account the environmental aspect
Economic	Based on the requirements of economic laws, implemented through economic incentives, influence on the economic interests of employees	Use of various forms and systems of remuneration, bonuses, allowances, ensuring participation in the distribution of profits, property rights, etc.	Payment of bonuses as part of the economic effect achieved as a result of the introduction of a certain resource-saving measure (for increasing productivity, rational use and reduction of resource costs, the use of resource-efficient methods and techniques of labor, – preserving types of equipment and technologies)
Organizational-administrative	Rely on power, discipline, responsibility	Mandatory regulation of behavior (order, directive, prohibition); development of harmonization measures (consultations, compromises); providing recommendations (advice, clarifications, suggestions)	Development of clear goals of ecological and economic development and their documentation; development of clear job descriptions clarifying responsibilities that promote environmental and economic development; clear orders and directives on the actions of subordinates that promote environmental and economic development
Socio-psychological	They are based on the use of socio-psychological mechanisms operating in the team, taking into account the presence of formal and informal groups, individuals with different roles and statuses, and others.	Stimulation by creative work, development of social protection, social influence, creation of conditions for feeling of social involvement in affairs of firm, delegation of powers, use of value orientation, formal and informal communication, etc.	Development of the philosophy of the organization regulating the rules of ecological and economic development; formation of organizational culture that proclaims environmental values; effective use of psychological methods of suggestion, imitation, involvement, incentives for environmental and economic development of the enterprise, wide recognition of the achievements of employees in resource conservation
Educational	Based on changes in value orientations, worldview of the individual in the direction that ensures the effective functioning of the organization	Propaganda, public relations, training, mentoring, education, etc.	Payment for refresher courses, internships on resource conservation of the employee's choice, education of environmental awareness of employees
Self-management	Independent regulation of employee behavior	Technologies of self-organization, self-regulation of work, coaching, self-education	Education of ecological self-awareness of employees, recognition of one's own responsibility for ecological safety

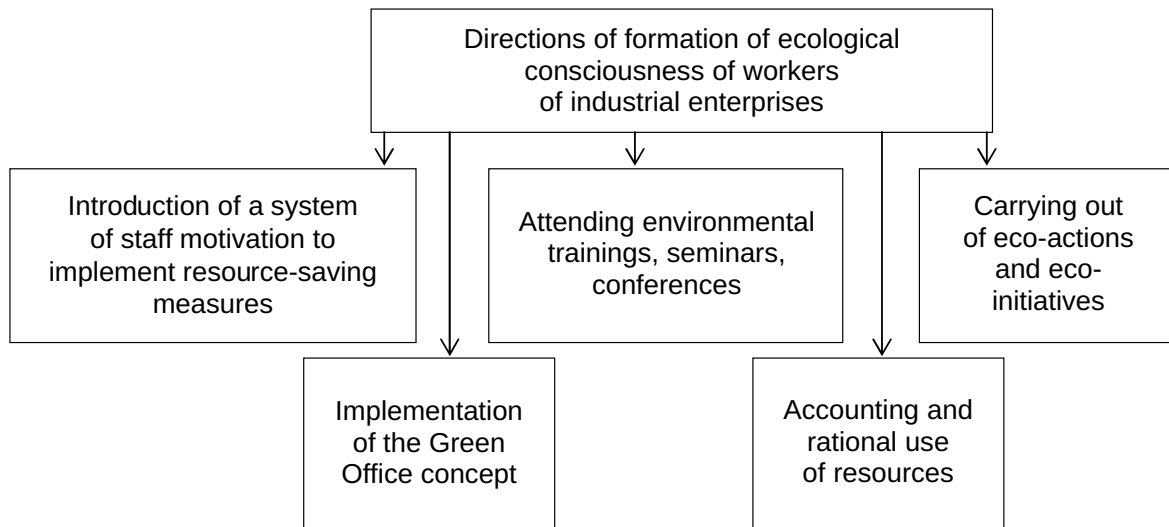


Figure 3. Directions of formation of ecological consciousness of workers of industrial enterprises

conditions, frequency of bonuses, justifying the size of bonuses, which will assess the direct contribution of employees and ensure real interest in maximum performance.

Another important component of staff motivation for environmental and economic development of the enterprise is intangible rewards. Ukrainian enterprises successfully use methods of moral encouragement such as plaques of honor, honorary titles, thanks, awards, career advancement, etc. These methods have proven their effectiveness in achieving economic and social goals of enterprises and employees. But this is not enough for the effective implementation of environmental goals. To this end, we propose to apply educational methods of influence that ensure the formation of environmental awareness of employees of industrial enterprises, their effective perception of innovative solutions to environmental problems. Environmental training provides managers and specialists with absolutely necessary knowledge on efficient and rational use of nature, greening of production, during training they receive information about positive experiences of preservation and reproduction of the environment, effective environmental management, marketing and business and effective environmental policy.

It is intrinsic motivation that is the "key" to solving environmental and therefore economic problems. The path to a high ecological culture lies through the change of human consciousness and the formation of a new type of personality – "ecological human" which is characterized by the following features [5]:

- transition from anthropocentric type of ecological consciousness (human has the greatest value in the world, and nature must meet his needs) to eccentric (harmonious development of human and nature, understanding of causal relationships in the system "human-nature");

- a new philosophy of life – defining a reasonable limit to meet their own needs (limiting consumer instincts);

- the principle of "advanced reflection", according to which in the human mind is a constant assessment of the possible consequences of its intervention in nature; understanding that future generations will pay for their own eco-destructive behavior today.

Directions of formation of ecological consciousness of workers of industrial enterprises are given in Fig. 3.

Understanding the importance of environmental protection and environmental development is through information and training, but it is important to draw attention to real problems and specific benefits, rather than reducing staff training to reports on global environmental issues. Show by examples the relationship between each action of the employee and how it then affects the environment in terms of him and outside the enterprise. Such an understanding can be provided only through practical training in the workplace or in direct connection with the activities.

Educational methods of motivation for ecological and economic development form the ecological competence of employees, ensure the growth of ecological consciousness (Table 2).

Table 2

Educational methods of motivating staff to environmental and economic development

Staff level	Тип підготовки	Type of training	Educational methods
Top management	Raising awareness of the strategy of environmental and economic development of the enterprise	Commitment to the environmental and economic policy of the organization	Conducting seminars to discuss the problems of ecological and economic development of the enterprise, opportunities for optimization in planning activities, environmental policy and the role of senior management
All staff	Raising awareness of environmental issues	Increasing the level of target and planned environmental indicators Development of a sense of personal responsibility	Conducting regular meetings to get acquainted with the environmental policy of the enterprise, the problems of ecological and economic development of the enterprise by the functioning of the environmental management system
Employees responsible for the state of the environment and the implementation of environmental policy	Certification training	Improving environmental efficiency in specific areas of activity, studying ways to optimize planning	Training on courses on the functioning of the system of environmental management and environmental safety, mastering practical methods of planning optimization

The learning process itself includes the following elements:

- bringing to the notice of each employee of the organization the main provisions of environmental policy;

- training related to ensuring that staff understand the responsibility for the environmental impact of the enterprise that arises as a result of production;

- preparation of senior management for the performance of their new job responsibilities;

- training of specialists and managers of different levels, whose direct activities may cause negative environmental impact. Within this element, it is necessary to provide training of environmental service staff in methods of optimizing planning in the field of environmental management. At this stage the head of the environmental service needs to identify those officials who will be responsible for this process. For the successful functioning of the management system, they are required to undergo appropriate education and training, which are organized at this stage by senior management;

- instruction of working staff;

- informing the organization's partners about the introduction of new environmental rules.

Conclusions. Staff motivation is an important component of the management of environmental and economic development of enterprises, which ensures the active involvement of all staff in environmental activities at all stages of management. It is effective only if it provides a combination of economic and environmental goals of employees and the enterprise, which should provide a system of remuneration of personnel, which combines tangible and intangible remuneration.

More significant results of ecological and economic development can be obtained by addressing the higher needs of human, changing human consciousness and the formation of a new type of personality – "ecological human". Educational methods of motivation provide managers with commitment to environmental and economic policy of the organization, increase the level of target and planned environmental performance of all staff, develop a sense of personal responsibility, increase environmental efficiency in specific areas.

Further research of the authors will be aimed at developing diagnostic tools and analysis of staff motivation for environmental and economic development of domestic enterprises.

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