

## MOTIVATION AND STIMULATION OF THE LABOUR ACTIVITY OF EMPLOYEES DONE BY MANAGERS IN AGRARIAN FIRMS

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Every member of a labor collective participates in the activity of the organization and management of the production process, depending on his official and professional functions. Firstly, every worker organizes and motivates his labor and tries to set corresponding relations and co-operation with other workers. Therefore he must see his place in the general manufacturing system and have the opportunity to influence on the bottom line of the activity of the labor collective. The manager, the role of whom grows rapidly, can help him here too. Our society needs such managers, who are able to create new ideas, to take responsibility for making decisions, to show the will and persistence in applying them into industry, who are able to manage people and inspire them in the efficient work. The manager will assist the social progress, when his professional training, psychological and moral culture develops quicker than those of the other workers.

A valid place in the professional activity of a manager is occupied by the decision of the questions related to the increase of the workers' labor activity, namely of a question of motivation and stimulation of their work. This matter is closely connected with the output and the quality of produced goods of the agrarian industry and the provision safety of the whole country.

The research of the problem of reasons and stimuli done by foreign and national scientists (Abraham Maslow, David McClelland, Douglas McGregor, Frederick Herzberg, Mykhailo Tugan-Baranovskyi, Oleksiy Leontiev, Kostyantyn Platonov, Dymytriy Uznadze, V. Merlin, etc.) gave an opportunity to define the essence, components, characteristic features, signs and qualities of the problem. However in the modern terms of the formation of market relations, especially in the agrarian industry, quite a lot of aspects of this important problem need further researches with the aim of searching for optimal ways of its decision. Thus, the components of the reason and stimulus, proper analysis and generalization, their characteristic signs and properties, mechanisms and recommendations of their introduction into practice need the further finding out. A separate interest in motivation and stimulation of the labor activity of workers of agrarian firms stipulated the aim of this work.

**Research Methodology.** The works of foreign and national scientists served the theoretical – methodological basis of this research. The author used the following methods of:

- a system and complex approach in determination of the essence, component signs, properties and functions of concepts "a motive", "a stimulus", "motivation" and "stimulation";
- comparison – for confrontation of the essence of these concepts, components of motivational theories, factual data of the research;

- observation, summing up – for making conclusions and recommendations on the basis of present theoretical notions and received results of the research;
- a questionnaire – for receiving the data on this issue.

**The research results.** Having different determinations of such concepts as "a motive", "a stimulus", "motivation", "stimulation" brings in a mess and creates certain difficulties in interpretation of these notions and use of them in practical activity. Therefore there is a necessity of analysis and generalization of different approaches in the definition of these important terms.

A motive is inner encouraging a man to activity that acquires the individual sense for the personality, it forms firmness of the interest to this activity and converts the outside aims into the internal necessities of the personality.

A stimulus is considered to be an increase in the labor activity of workers received by their personal interest in material or moral encouragements.

Practically these two concepts are closely interlaced and they complement each other. Thus concepts "a motive", "motivation" are used as gender concepts, and "stimulus", "stimulation" – as specific ones.

A. Jagiello identifies two sides of motives – "internal" and "external" [3]. The "internal" touches a worker, his own desires, interests, capabilities and tastes. It is that tense psychical activity which every worker constantly has, and it aims at the development of his own motivational persuasions and judgements. The "internal" motivation of the worker helps the manager in choosing the person who needs to be motivated. For this purpose the manager should imagine himself in the worker's shoes. He must take into account his desires, interests, capabilities, persuasions, the level of intellectual and moral development, life experience. The manager should ask a worker, which reasons induce him to the highly effective work. There are different factors or reasons that are able to promote labor activity. They are individual for everyone. The administration staff of the firm should involve workers into the process of making decisions concerning their own development and professional growth that will give an opportunity to show themselves and to realize as a personality.

The "external" motivation is determined by external factors and reasons of the labor activity of the firm. We can mention here a labor collective and organization of its activity, a rational control and self-control, taking responsibility for some business, having or not having a family, mass media, the business experience of foreign and national firms.

The analysis of motivational theories of Abraham Maslow, David McClelland, Douglas McGregor, Frederick Herzberg, V. Vrum, S. Adams, Mykhailo Tugan-Baranovsky, the psychoanalytic theory, the hedonistic theory, the theories of Pavlov's reflexes testifies to the presence of the factors, which touch different spheres of the personality. They determine labor activity and enthusiasm of the workers. So the following factors are:

- physiological (sexual instincts; vital needs (food, water, clothes));
- psychological (pleasant emotions; feeling sure of well-being for "the morrow"; safety; self-expression);
- social (striving for power, success; having a family, relations in a collective);

social aspirations);

- moral (responsibility, altruism, justice, respect);
- productive (style of management, conditions of labor, guarantees of keeping the work) [1].

During the research process of this problem a questioning of workers of agrarian firms "Eridon" and "Syngenta" was conducted (the branches of the firms are in Uman). The results are presented in tables 1 and 2.

### 1. Influence of different factors on the increase of labor activity of workers of the firm "Eridon"

№	Motivation	%	Demotivation	%
	The name of factor		The name of factor	
1.	Salary, rewards	21,5	Low salary, the absence of rewards	19,5
2.	Having a family	12,5	The incompetent leader	11,5
3.	A good collective	8,5	Injustice	10,5
4.	A possibility of the career promotion	8,0	Absence of a possibility of the career promotion	9,5
5.	Justice	6,5	Obscurity	8,5
6.	A competent leader	6,5	Bad organization of work	8,0
7.	Professional achievements, success	5,5	Absence of recognition	7,5
8.	Recognition	4,5	Absence of a family or its separate members	7,0
9.	Positive results	4,5	Social defencelessness	6,0
10.	Social security	4,0	Not being informed	3,5
11.	Being informed	3,5	Critics	3,0
12.	Independence	3,5	Overloading	2,0
13.	Responsibility	3,5	Failures	1,5
14.	Guarantee of keeping the work	2,5	Underloading (by the work to be done)	1,5
15.	Giving clear tasks	2,0	Other factors	0,5
16.	Organization of the work	2,0		
17.	Goal	1,0		
18.	Other points (factors)	1,0		

The results which were received give reasons to assert that a decisive part in motivation of the labor activity of the workers of the investigated agrarian firm is played by the factors connected with a professional activity. These data mainly coincide with the results of the investigations of Frederick Herzberg [4]. At the same time some differences were cleared up. They have to do with the role of separate factors. So, the great role is played by the social, psychological and moral factors in the researches among these workers.

Concerning demotivators, more decisive part is played by the factors connected with the productive activity. Thus the role of moral and psychological factors has also grown.

## 2. Influence of different factors on the increase of the labor activity of workers of the firm "Syngenta"

№	Motivation	%	Demotivation	%
	The name of factor		The name of factor	
1.	Salary, rewards	19,5	Low salary, the absence of rewards	32,5
2.	A good collective	12,5	The incompetent leader	15,5
3.	A competent leader	9,5	Bad organization of work	8,5
4.	Having a family	8,5	Injustice	8,0
5.	Justice	6,5	Absence of family or its separate members	6,0
6.	A possibility of the career promotion	5,5	Absence of a possibility of the career promotion	5,0
7.	Positive results	5,0	Critics	5,0
8.	Independence	5,0	Obscurity	4,5
9.	Responsibility	4,5	Absence of recognition	3,5
10.	Professional achievements, success	4,0	Social defencelessness	3,0
11.	Recognition	4,0	Failure	3,0
12.	Organization of the work	3,5	Overloading (by the work to be done)	2,0
13.	Social security	2,5	Not being informed	2,0
14.	Being informed	2,5	Underloading	1,0
15.	Guarantee of keeping the work	2,0	Other factors	0,5
16.	Giving clear tasks	2,0		
17.	Goal	1,5		
18.	Other points (factors)	1,5		

The factors connected with the work influence mainly on the increase of the labor activity of the people of the firm "Syngenta". It concerns both motivation and demotivation of the labor activity of these workers. The influence of social, psychological, moral factors is not significant.

This research has confirmed the results of the investigations of E. Mayo and other psychologists and sociologists of the USA: that every worker likes to feel his significance [5].

The concept "stimulation" is determined by the scientists in different ways. According to basic principles of co-operative leadership it is a desire of all the employees to be able and wish to work effectively [4].

O. Girnyk and P. Lazanovsky denote this concept as a constituent part of motivation that is fulfilled by means of external factors (material and moral

stimulation). The authors suggest using external rewards (career promotion, cash payments) and internal rewards (the feeling of success, a possibility of self-expression and self-development, friendship and communication) for stimulation [1].

B. Nelson and P. Economy study this concept in two-planes – positive (encouragement) and negative (punishment) [2].

There are many different stimuli. The investigated firms have such stimuli as: bonuses, fully or partly paid rest tours or medical treatment, studies on the account of the firm. The attestation of the workers is conducted in the firms twice a year. It determines their professional level. If the employees are not able to manage with the tasks for the first time, twenty percents are calculated from their salary. If they do not do the tasks again, they are fired.

### **Conclusions**

Thus, certain attention is paid to the questions concerning to motivation and stimulation of the labor activity of the workers of these firms. The basic motivators of their work are wages, rewards, a good collective, a competent leader, having a family. Demotivators are a low salary, the absence of rewards, an incompetent leader, injustice, bad organization of the work.

Managerial staff uses some methods of motivation and stimulation of labor, however they are not systematic and are in the form of encouragements and punishments. The methods that are used in these companies are not differentiated and do not have the signs of the individual approach to every worker. Additional difficulties are brought in by the present definition of the concepts "motivation" and "stimulation" that does not bring necessary definiteness and clarity into the interpretation of these concepts.

The study of the worker`s personality structure of every firm (aspiration, character, features of the temperament, persuasions) would allow to enlarge the contribution of each of them into the increase of the efficiency of the firm activity and would assist to the development of the labor collective and all its employees.

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