

Ulianchenko O. V.

*Doctor of Economic Sciences, Professor;
Professor of the Department of Marketing, Entrepreneurship
and Production Organization,
Corresponding member
of the National Academy of Agrarian Sciences of Ukraine,
Kharkiv National Agrarian University named after V. V. Dokuchaiev, Ukraine;
e-mail: ulyanchenko.a@gmail.com; ORCID ID: 0000-0002-5085-0869*

Sheludko R. M.

*Ph. D. in Economics, Associate Professor,
Professor of the Department of Marketing, Entrepreneurship
and Production Organization
Kharkiv National Agrarian University named after V. V. Dokuchaiev, Ukraine;
e-mail: ruslansheludkooo@gmail.com; ORCID ID: 0000-0001-5287-2773;*

Ponomarova M. S.

*Ph. D. in Economics, Associate Professor, Associate Professor
of the Department of Marketing, Entrepreneurship
and Production Organization
Kharkiv National Agrarian University named after V. V. Dokuchaiev, Ukraine;
e-mail: univverms@ukr.net; ORCID ID: 0000-0001-8463-821X*

Sheludko L. V.

*Ph. D. in Economics, Associate Professor,
Associate Professor of the Department of Applied Economics
and International Economic Relations
Kharkiv National Agrarian University named after V. V. Dokuchaiev, Ukraine,
e-mail: ruslansheludkooo@gmail.com; ORCID ID: 0000-0001-9428-7724;*

MOTIVATION MANAGEMENT AS THE KEY FACTOR OF FINANCIAL AND ECONOMIC GROWTH OF SMALL AGRIBUSINESS ENTERPRISES

Abstract. The motivation mechanism is based on certain organizational and economic approaches. Its goal is to raise the people's feelings deliberately, give them the opportunity to think actively, to show their abilities and inclinations, and to enrich themselves spiritually. It should take into account not only the state of socio-economic development, but also the financial growth of the economic entities of the country, a certain administrative unit, the mentality of the people, national characteristics as well as the possibility of their change. The methodological, theoretical, normative and generalized approaches of labor motivation at the small agribusiness enterprises have been outlined in the work. At the enterprise level we have taken into account the features of the industry, the organization and rate of labor, the level of material remuneration and the staff expectations. Another requirement for the motivation mechanism is the ability to change the key factors of influence according to the situation quickly.

We have substantiated the problem of the formation and regulation system of the effective management motivation and its practical application in agribusiness. It has been proved that the support of the motivation mechanisms for productive and efficient labor in order to have an awareness of being the owners and masters of the production means and ensuring the personal interest of the agribusiness workers is very important. The desired results can be achieved only by combining the moral, material, industrial, social, and psychological stimuli.

Keywords: motivation, management system, agribusiness, financial and economic growth, economic effect.

JEL Classification M21, M52

Formulas: 0; tabl.: 1; fig.: 2; bibl.: 12.

Ульянченко О. В.

*член-корреспондент НААН України, доктор економічних наук, професор,
професор кафедри маркетингу, підприємництва і організації виробництва,
Харківський національний аграрний університет ім. В. В. Докучаєва, Україна;
e-mail: ulyanchenko.a@gmail.com; ORCID ID: 0000-0002-5085-0869*

Шелудько Р. М.

*кандидат економічних наук, доцент,
професор кафедри маркетингу, підприємництва і організації виробництва,
Харківський національний аграрний університет імені В. В. Докучаєва, Україна
e-mail: ruslansheludkooo@gmail.com; ORCID ID: 0000-0001-5287-2773*

Пономарьова М. С.

*кандидат економічних наук, доцент,
доцент кафедри маркетингу підприємництва і організації виробництва,
Харківський національний аграрний університет ім. В. В. Докучаєва, Україна
e-mail: univermis@ukr.net; ORCID ID: 0000-0001-8463-821X*

Шелудько Л. В.

*кандидат економічних наук, доцент,
доцент кафедри прикладної економіки і міжнародних економічних відносин,
Харківський національний аграрний університет ім. В. В. Докучаєва, Україна;
e-mail: lesya10081981@gmail.com; ORCID ID: 0000-0001-9428-7724*

МОТИВАЦІЙНИЙ МЕНЕДЖМЕНТ ЯК ВАЖІЛЬ ФІНАНСОВО-ЕКОНОМІЧНОГО ЗРОСТАННЯ ПІДПРИЄМСТВ МАЛОГО АГРОБІЗНЕСУ

Анотація. Мотиваційний механізм ґрунтується на певних організаційно-економічних підходах. Його мета — цілеспрямовано викликати у людини певні почуття, дати можливість активно мислити, проявляти свої здібності і схильності, духовно збагачуватись. Він має враховувати стан не лише соціально-економічного розвитку, а й фінансового зростання суб'єктів господарювання країни, певної адміністративної одиниці, ментальність людей, національні особливості, а також можливість їхньої зміни. Окреслено методологічні, теоретичні, нормативні та узагальнені підходи мотивації праці підприємств малого агробізнесу. На рівні підприємств ми врахували особливості галузі, організації й нормування праці, рівень матеріальної винагороди і очікування персоналу. Ще однією вимогою до мотиваційного механізму є здатність швидко змінювати важелі впливу відносно ситуації.

Обґрунтовано завдання системи формування й регулювання мотивації ефективного господарювання, її практичне застосування для агробізнесу. Доведено, що саме підтримка мотиваційних механізмів результативної і високопродуктивної праці важлива як усвідомлення себе власниками й господарями засобів виробництва та забезпечення особистої зацікавленості працівників агробізнесу. Тільки за рахунок поєднання моральних, матеріальних, виробничо-побутових, соціальних і психологічних стимулів можна досягти бажаних результатів.

Ключові слова: мотивація, система менеджменту, агробізнес, фінансово-економічне зростання, економічний ефект.

Формул: 0; табл.: 1; рис. 2; бібл.: 12.

Ульянченко А. В.

*член-корреспондент НААН України,
доктор экономических наук, профессор,
профессор кафедры маркетинга, предпринимательства
и организации производства,
Харьковский национальный аграрный университет им. В. В. Докучаева, Украина;
e-mail: ulyanchenko.a@gmail.com; ORCID ID: 0000-0002-5085-0869*

Шелудько Р. М.

кандидат экономических наук, доцент,
профессор кафедры маркетинга предпринимательства
и организации производства,

Харьковский национальный аграрный университет им. В.В. Докучаева, Украина;
e-mail: ruslansheludkooo@gmail.com; ORCID ID:0000-0001-5287-2773

Пономарёва М. С.

кандидат экономических наук, доцент,
доцент кафедры маркетинга предпринимательства и организации производства,
Харьковский национальный аграрный университет им. В. В. Докучаева, Украина;

e-mail: univverms@ukr.net; ORCID ID: 0000-0001-8463-821X

Шелудько Л. В.

кандидат экономических наук, доцент,
доцент кафедры прикладной экономики
и международных экономических отношений,
Харьковский национальный аграрный университет им. В. В. Докучаева, Украина;

e-mail: lesya10081981@gmail.com; ORCID ID:0000-0001-9428-7724

МОТИВАЦИОННЫЕ МЕНЕДЖМЕНТ КАК РЫЧАГ ФИНАНСОВО-ЭКОНОМИЧЕСКОГО РОСТА ПРЕДПРИЯТИЙ МАЛОГО АГРОБИЗНЕСА

Аннотация. Мотивационный механизм основывается на определенных организационно-экономических подходах. Его цель — целенаправленно вызывать у человека определенные чувства, дать возможность активно мыслить, проявлять свои способности и склонности, духовно обогащаться. Он должен учитывать состояние не только социально-экономического развития, но и финансового роста субъектов хозяйствования страны, определенной административной единицы, ментальность людей, национальные особенности, а также возможность их изменения. Определены методологические, теоретические, нормативные и обобщены подходы мотивации труда предприятий малого агробизнеса. На уровне предприятий были учтены особенности отрасли, организации и нормирования труда, уровень материального вознаграждения и ожидания персонала. Еще одним требованием к мотивационного механизма является способность быстро менять рычаги влияния относительно ситуации.

Обоснована задача системы формирования и регулирования мотивации эффективного хозяйствования, ее практическое применение для агробизнеса. Доказано, что именно поддержка мотивационных механизмов результативной и высокопроизводительного труда важна как осознание себя собственниками и хозяевами средств производства и обеспечения личной заинтересованности работников агробизнеса. Только за счет сочетания моральных, материальных, производственно-бытовых, социальных и психологических стимулов можно достичь желаемых результатов.

Ключевые слова: мотивация, система менеджмента, агробизнес, финансово-экономический рост, экономический эффект.

Формул: 0; табл.: 1; рис. 2; библи.: 12.

Relevance of research topic. It is necessary to ensure the stable growth of labor power prices on the basis of social consumption funds and an increase in the purchasing power of the population by reinforcing the motivation regarding the increase in labor productivity, overcoming the branch and territorial disproportion in payment for labor and significant narrowing of the sphere of non-monetary form of payment for labor. All these systems have certain advantages over the systems of payment for the actually done work that have been used before. Meanwhile they also have certain disadvantages. In particular in the process of charging the wages for the actually received products it is not enough to take into account the production costs on the same products, which in some cases (subdivisions and farms) leads to a high level of payment for an unprofitable production. It is clear that such a system of labor payment is less acceptable under the market

conditions since its mechanisms for preventing the use of a part of the unproduced goods do not work in proper time.

Problem statement. An increase in the efficiency of the small agribusiness enterprises functioning requires high labor activity of the employees. First of all the managers should provide the guaranteed working conditions in order to increase the production of quality products at maximum profitability. To do this it is necessary to focus on the study of the features of stimulating the man's work and discover the employees' incentives to work. It should be borne in mind that most often it is not enough to isolate the only factor that affects the employee; only a complex combination and successful consideration of the incentives and motives that reflect the goals of the employee can bring the desired motivation effect.

Analysis of recent research and publications. An increase in the efficiency of the agribusiness enterprises requires the improvement of the motivation mechanism for highly productive work of the hired workers and its effective use. The socio-economic system with the forced model of labor relations should be replaced by an effective motivation mechanism. Without knowledge of the motivation problem it is impossible to make the sound organizational, economic, and managerial decisions as for improving the efficiency of the agribusiness enterprises. This problem is being studied by such Ukrainian economists as P.V. Polishchuk, T.V. Savchuk, N.I. Sarai, N.V. Kinakh and others.

For example M. Polishchuk in his scientific work states that at the present stage of the economic development the most important motive for increasing the labor productivity is a financial incentive, the main priority of which is the level of payment for labor [1]. Not denying the importance of the material incentives among other motives for achieving the high profitable labor, the organizational incentives have the largest share. Thus when implementing these incentives they do not require the significant costs, and the economic effect is quite large. The search for the motives has been intensified by conducting a radical reform of ownership relations and the development of various forms of management and organization of labor on this basis. The transition from an economy completely controlled by the state to an economy with the market elements facilitates the development of organizational and economic motives for labor [2].

The opinions of such Ukrainian economists as V. Abramov, V. Diiesperov, H. Nazarova and V. Savchenko are important from the scientific and practical points of view. They think that the labor motivation is realized with the interaction of both traditional and new components. Some of them are connected with the humanization of production and creation of favorable labor conditions while others are connected with the formation of the employee's personality, his professional training, the level of culture and change of the priorities value. The third group of motivations is connected with the involvement of the employees into the production management, development of social partnership and cooperation [3—6].

Identification of unexplored parts of general problem. That is why the system of stimulation and motivation in the system of economic mechanism of the enterprises functioning should be aimed at providing new standards of welfare and vital activity of the man and building up a social state, which seeks to provide every citizen with the proper living conditions, social security, participation in production management, equal life chances and the opportunities for self-realization [6]. An integrated approach to assess the impact of the motivation mechanism on the efficiency of the staff work and the relationship between the employer and the employees is necessary under the conditions of creating the new forms of industrial relations. The emotional support is the most useful one since it foresees a stronger goal of skill mastering and more significant achievements [7] in the working process. But taking into account the motivation reinforcement the development of the complex plans, such as the «Trojan horse», requires understanding and active use of knowledge [8].

Problem settlement. It is worth pointing out that the most desirable labor activity of the employees is aimed at achieving the most effective and highly productive work and formation of the material stimulation of labor as a counterpart of the economic mechanism in the process of the agricultural enterprises development. The methodical approaches to assess the level of productivity and the level of payment for labor have been analyzed in this paper and the tendencies of labor payment at the example of the Ukrainian agricultural enterprises, namely the enterprises in the Kharkiv region, have been established [9].

Presentation of main materials. On the one hand the motivation mechanism should ensure the possibility of satisfying the fair remuneration of various human needs in the process of the professional activity, and, on the other hand it should be aimed at obtaining the expected results of the work and successful achieving the goals of the economy. The mechanism consists of a regulated complex of actions aimed at the formation, updating and satisfaction of the needs depending on the results of the work activity and achieving the level of the set goals [4]. Due to the fact that people have different personal characteristics for the development, support and manifestation of the abilities, they must be stimulated taking into account the individual needs of each person. Under such conditions the potential that is required for the industrial activities will be used more effectively.

In order to comprehensively study and identify the main factors of motivation that stimulate the effective work of the hired workers of the small agribusiness enterprises we have conducted a socio-economic research of the small agricultural businesses in the Kharkiv region because the information on the issues we are interested in is poorly reflected in the reporting, accounting and planning documents. In 2018 the survey covered 121 respondents from the small agribusinesses enterprises including 64% of men and 36% of women. The analysis of the respondents' age structure shows that the absolute majority of them (82,3% of the respondents) is an active able-bodied population (up to 50 years old). 7% of them are at the age of 20—24; 28,5% are at the age of 25—35; and 64,5% of the respondents are more than 35 years old. The machine-operators, drivers, unskilled workers, the middle level workers (team-leaders and rate-setters), the chief specialists (economists, accountants, agronomists and engineers) and vice managers who work at the small agribusiness enterprises have been examined. The share of the chief specialists is 12%, the share of the vice managers and managers of the middle level is 16,1%, the share of the qualified specialists is 24,5%, and the share of the unskilled workers is 47,4%. According to the results of the study an attempt to determine the importance of using the internal and external motivation factors as well as the main motives and incentives that influence the employees in the process of their active work at the small agribusiness enterprises most effectively has been made.

The workers were asked to put the internal factors of labor motivation in order of their importance. An analysis of their personal information shows that the motive «profession» gained the largest share of positive responses (*Fig. 1*).

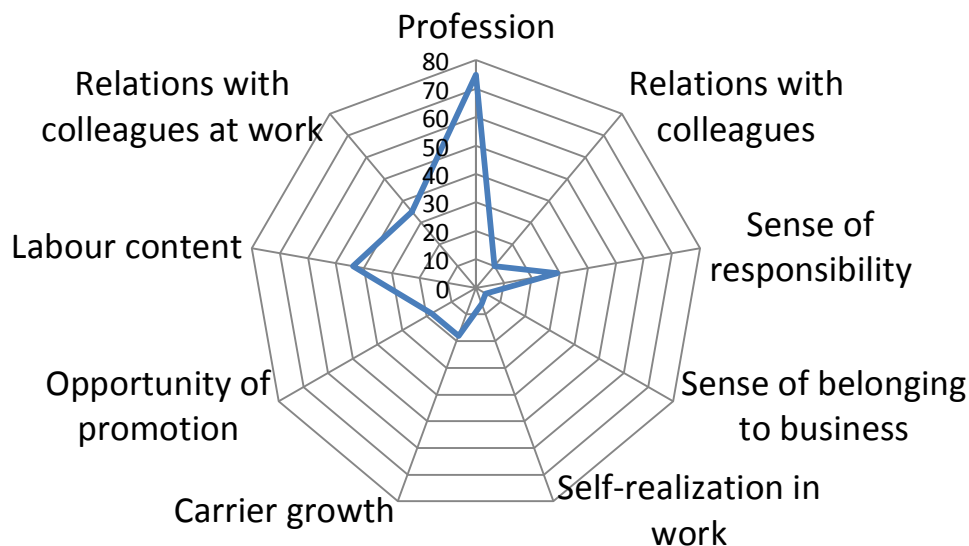


Fig. 1. The degree of internal factors influence on labor motivation at small agribusiness enterprises

Thus the examined respondents put the internal labor motivation factor «profession» in the first place. Such factors as «sense of belonging to business», «career growth» and «self-realization in business» are quite important among the specialists. Such a rating of the motives distribution is substantiated and explained by the professional qualification of the respondents. The study of the internal factors influence on the workers at the small agribusiness enterprises shifts the emphasis in a slightly different direction. They also put «profession» in the first place; the second place is taken by «character of labor», and the third place is occupied by «relations with colleagues at work». It should be noted that any attempt to improve the labor motivation will not provide a positive result unless it is aimed at overcoming the lack of responsibility. The factor of responsibility prevails among all the categories of workers of the small agribusiness enterprises and has a level of full responsibility. Accordingly if a person has the responsibility for his or her work, he or she can strive for diligence. The attitude of the employees to the work is considered to be a guarantee of its effectiveness. An analysis of the employees' satisfaction with their work is important in motivating the work of the small agribusiness enterprises because the labor efficiency depends on this very factor to a great extent. It is known that when a person works with pleasure and inspiration, the results will be much higher in comparison with the work under compulsion and constant and unjustified control. Based on this statement we have tried to determine the level of the employees' satisfaction with the work performed. The results of the analysis when examining different professional groups showed that 78,4% of the specialists answered that they were fully or almost fully satisfied with the work on the farm. 56,3% of the workers were fully satisfied. It should be noted that when the prestige of the performed work at the small agribusiness enterprises is reducing, the level of satisfaction and interest is significantly decreasing. In addition the research data showed that 45% of the responded specialists were fully aware of their achievements, and only 29% of the responded workers gave a positive answer. So the managerial staff of the small agribusiness enterprises should provide the employees with a greater opportunity to make the independent decisions. Even if they partially participate in the process of making such decisions they will have the responsibility for the work and feel the success in completing it. In such a case it is more likely that their motivation will increase since every person aspires to express himself in labor and show what he or she is capable of.

Of course such factors as the relations with the colleagues, medical care, the ratio of mental and other activities, awareness of the achievements, etc. are equally important for the formation of a proper attitude to work. The structure of the responses to the question regarding the «relations with colleagues at work» does not have the proportional and significant deviations among the categories of the employees. Thus in the whole 64% of the respondents consider that the relations are good, and 36% think that the relations should be improved. 44,3% of the respondents of the small agribusiness enterprises appraise the medical care as good one, 20,9% think that it is satisfactory and 34,8% consider it to be unsatisfactory. Under modern conditions of management it is very important to give the employees a chance to make the decisions on their own. Only 19,7% of the employees gave the positive answers to this questions. Only 21% of the respondents gave the positive answer to the question as for the discussion of the workers' problems and achievements at the meetings. Taking this fact into account the managers of the small agribusiness enterprises should give the employees more independence in decision-making and should discuss their problems and achievements at the meetings in order the employees could show their personalities and creative initiative for ensuring the high efficient work. The desire of people to be independent is indisputable. Every person aspires to express himself in labor, to show what he or she is capable of. If the managers provide the employees with such an opportunity their work will be highly effective, and the labor motives will be high. Motivating the employees means touching on their important interests, giving them a chance to realize themselves in the process of work. Thus we can state that the motives associated with the satisfaction with one's own work are becoming relevant at the present stage. Thus of the total number of the examined specialists only 15% of the respondents have increased their qualifications in recent years; 68,4% want to increase their professional level. The results of the research are not doubtful since most of the respondents are an active part of the

able-bodied population. It should be pointed out that the level of education and growth of the professional level increase the demand for the vital needs. The nature and rate influence of the external factors clearly demonstrate the results of the conducted questionnaire. The respondents from all the categories of workers preferred «payment for work» (Fig. 2).

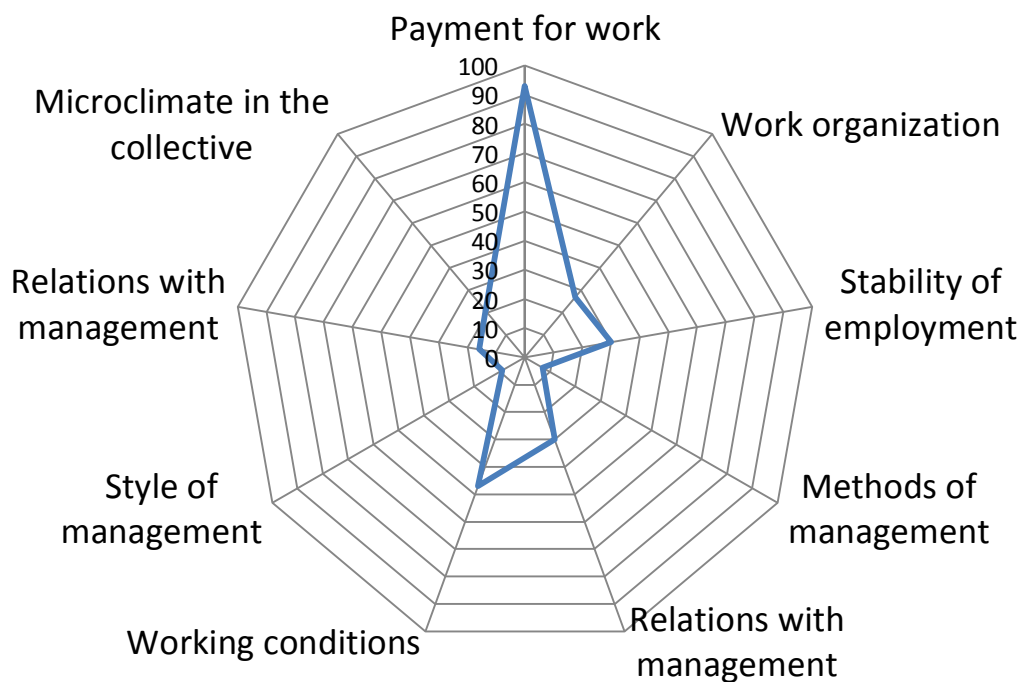


Fig. 2. Influence of external factors on the labor motivation of small agribusiness enterprises

The share of positive answers is 93%. Such a redistribution of positive answers is explained by the fact that even under the conditions of the general economic crisis the small agribusiness enterprises have a relatively normal state of production organization.

In addition the research data showed that the system of payment for labor, which is directly or at least partially connected with the results of the labor, is the most motivation factor for the employee to increase the productivity and is an important factor of motivation. Its absence can seriously undermine the management efficiency. 41% of the respondents answered that the payment for labor is connected with its results and it forced them to work better; 23% indicated that this factor makes work to be more attractive and 28% agreed with both statements. If a person is interested in the final results of the work then the motivation will increase. The efficient work stirs up satisfaction; and the feeling of a well-executed work is a pleasure for oneself and, obviously, it contributes to the increase in the efficiency of labor. So the high effective work is the motive of full satisfaction but not its consequence. Thus an effective mechanism under the conditions of transformation processes taking place at the small agribusiness enterprises is the stirring up of the employees' labor activity by improving the motivation factors that influence the efficiency of production. It is due to the successful combination of the incentives and motives that one can achieve the high results of management in order to meet the individual needs of each employee. The system of formation and regulation of the effective management motivation and its practical application becomes of first and foremost importance for the small agribusiness enterprises. It is the support of the motivation mechanisms for the efficient and productive work that is important in solving such issues as an awareness of oneself as the owner and master of the production means, reinforcement of interest in labor, increasing the labor activity and ensuring the employees' personal interests in the production development of the small agribusiness enterprises.

Only by combining moral, material, industrial and routine, social and psychological incentives one can obtain the desired results. The managerial staff of the small agribusiness enterprises should look for the hired workers labor motivation in its organization because the continuous motivation is generated by the labor. At the same time the material incentives for work should be taken into account as they provide the employees with the opportunity to meet their needs. It is necessary to develop the social infrastructure in the rural areas by supplementing such basic services as education and medical care with the available services for the urban population. They are the consultative service, public transport, crediting and financing, the services of employment and change of specialization. Such services are available for the urban population but difficult of access for the peasants. With the help of the questionnaire we have found out whether the workers of the small agribusiness enterprises could work better than they work now under certain conditions. The vast majority of the respondents (66%) gave the affirmative answer; 26% of the workers said that they doubted; and only 8% gave the negative answer. Then the respondents were asked to express their opinion as for the factors that could significantly affect the level of productivity at the agricultural enterprises. Their answers show that the equal number (55%) of all the examined workers of the small agribusiness enterprises considers two factors to be of primary importance. These factors are the significant increase in payment for labor and improvement of the production mechanization level by introducing the latest SMART technologies (*Tabl.*). Other important factors of the labor efficiency growth in agriculture which are noted by the respondents are the necessity to arise the employee's interest in the final results of the work (31%); the importance of the additional material incentives and bonuses (29%); improvement of the working conditions at the enterprises (25%) and development of social infrastructure in the rural areas (25%).

Table

Factors for increasing the motivation of labor at small agribusiness enterprises

Factors	Share of answers, %
Significant increase in payment for work	55
Improvement of the mechanization level of production processes, introducing of the latest technologies	55
Interest in the results of work	31
Additional incentive and bonus payments	29
Improving working conditions, reducing labor load	25
Developing social infrastructure of rural area	25
Improving rating of work	16
Perspectives for advanced training	15
Perspectives for career growth	12
Improvement of sanitary conditions	10
Development of auxiliary industries	8
Improving control over labor discipline	8

The respondents considered the development of the auxiliary industries and improved control over the labor discipline to be the least important factors; only 8% of the respondents noted these factors. In the course of examining it has been established that 37% of the workers were absolutely unsatisfied with the level of their current wages; 41% of the workers were satisfied partially; and only 22% of the total number of the examined respondents were absolutely satisfied with their rate of wages.

A significant part of the employees does not fully or partially understand the wage charging mechanism (17% and 21% respectively). Under such conditions the payment for work practically loses its motivation power in order to increase the productivity. Regarding the average wage in the agricultural sector it is necessary to keep in mind the fact that even taking into account the dynamics of the wage growth its rate remains very low. The effectiveness of motivation is determined by the general final results, namely the high labor productivity, high efficiency and high quality of products (works and services). The reform of ownership relations implemented in the agrarian sector was aimed at creating the new organizational and legal forms of the agrarian enterprises on the basis of the private ownership of land and possessions. Only 27% of the employees want to start their own enterprises and work at them.

Conclusion. Such an incentive as the possibility of increasing the personal share in the collective property among other material motives to work took the last place. The results of our research show that the main motivation factor for the employees is the deserved wage. The well-being of the society is determined by the level of every citizen's well-being. On the one hand the labor motivation is an attitude of an employee to the work performed which is based on the needs, interests and motivation priorities. And on the other hand the management of the enterprise should perform certain actions aimed at intensifying the attempts of the personnel in order to achieve the goals of the organization completely. The incomes of a large part of the population are less than the living standard which has a negative effect on the social feeling, mental and physical health of the people. At the same time the gap in the income levels of the richest and the poorest groups of the population reached a critical level. This is due to the importance of ensuring a deserved level of human life which directly affects the effective organizational and economic provision of labor motivation in the economy.

Література

1. Поліщук П. В. Матеріальне стимулювання як основа ефективного управління підприємством / П. В. Поліщук // Вісник Хмельницького національного університету. Економічні науки. — 2011. — № 2. — Т. 1. — С. 85—87.
2. Кінах Н. В. Механізми мотивування працівників підприємства в умовах інноваційного розвитку / Н. В. Кінах, Т. В. Сак // Економічний форум. — Луцьк, 2012. — № 1. — С. 120—126.
3. Абрамов В. М. Мотивація і стимулювання праці в умовах переходу до ринку / В. М. Абрамов. — Одеса : ОКФА, 1995. — С. 24.
4. Дієсперов В. С. Механізми матеріального стимулювання у сільськогосподарських підприємствах / В. С. Дієсперов // Економіка України. — 1997. — № 3. — С. 63—70.
5. Назарова Г. В. Економічні аспекти стимулювання праці в ринкових умовах / Г. В. Назарова // Вісник ХНАУ. Економічні науки. — 2010. — № 11. — С. 15—20.
6. Рябуха М. С. Система стимулювання і мотивація праці в менеджменті організацій / М. С. Рябуха, В. Д. Савченко // Вісник ХНАУ. — 2009. — № 14. — С. 68—75.
7. Song J. Longitudinal investigation into the role of perceived social support in adolescents' academic motivation and achievement / J. Song, M. Bong, K. Lee, Si Woo Kim // Journal of Educational Psychology. — 2015. — № 107 (3). — P. 821—841. <http://dx.doi.org/10.1037/edu0000016>.
8. Krishna A. Reflection and impulse as determinants of human behavior / A. Krishna, F. Strack // Knowledge and action, knowledge and space / P. Meusburger, B. Merlen, L. Suarsana (Eds.). (pp. 145—167). Berlin : Springer, 2017.
9. Максименко Д. В. Розробка стратегії управління персоналом агропідприємств в сучасних економічних умовах / Д. В. Максименко // Вісник Волинського інституту економіки та менеджменту. — 2011. — № 1. — С. 17—25.
10. Савчук Т. В. Економічна сутність продуктивності праці в сільському господарстві та деякі фактори її зростання / Т. В. Савчук // Сталій розвиток економіки. Економіка та управління підприємствами. — 2011. — № 1. — С. 74—76.
11. Пономарьова М. С. Матеріальне стимулювання праці в економічному механізмі розвитку сільськогосподарських підприємств : дис. ... канд. екон. наук : 08.00.04 / М. С. Пономарьова. — Харків, 2010. — 280 с.
12. Сарай Н. І. Основні форми функціонування внутрішнього економічного механізму підприємства в контексті його внутрішньої організаційної структури / Н. І. Сарай // Інноваційна економіка. Економічна діагностика підприємств. — 2012. — № 2 (28). — С. 127—131.

Стаття рекомендована до друку 20.11.2019

© Ульяновченко О. В., Шелудько Р. М.,
Пономарьова М. С., Шелудько Л. В.

References

1. Polishchuk, P. V. (2011). Materialne stymuliuвання як основа ефективного управління підприємством [Material stimulation as the basis of effective management]. *Visnyk Khmelnytskoho natsionalnoho universytetu. Ekonomichni nauky — Bulletin of the Khmelnytsky National University. Economic Sciences*, 2, 1, 85—87 [in Ukrainian].
2. Kinakh, N. V., & Sak, T. V. (2012). Mekhanizmy motyuvannya pratsivnykiv pidpriemstva v umovakh innovatsiinoho rozvytku [Mechanisms of motivation of employers of the enterprise in innovative development]. *Ekonomichniyi forum — Economic forum*, 1. Lutsk [in Ukrainian].

3. Abramov, V. M. (1995). *Motyvatsiia i stymuliuвання pratsi v umovakh perekhodu do rynku [Motivation and stimulation of labor in transition to the market]*. Odessa: OKFA [in Ukrainian].
4. Diiesperov, V. S. (1997). Mekhanizmy materialnoho stymuliuвання u silskohospodarskykh pidpryiemstvakh [Mechanisms of material incentives for agricultural enterprises]. *Ekonomika Ukrainy — Economy of Ukraine*, 3, 63—70 [in Ukrainian].
5. Nazarova, G. V. (2010). Ekonomichni aspekty stymuliuвання pratsi v rynkovykh umovakh [Economic aspects of labor stimulation in market materials]. *Visnyk KhNAU. Ekonomichni nauky — Bulletin of the KhNUU. Economic Sciences*, 11, 15—20 [in Ukrainian].
6. Ryabukha, M. S., & Savchenko, V. D. (2009). Systema stymuliuвання i motyvatsiia pratsi v menedzhmenti orhanizatsii [System of stimulation and motivation of labor in the management of organizations]. *Visnyk KhNAU — The Bulletin of the KhNUU*, 14, 68—75 [in Ukrainian].
7. Song, J., Bong, M., Lee, K., & Kim, Si Woo. (2015). Longitudinal investigation into the role of perceived social support in adolescents' academic motivation and achievement. *Journal of Educational Psychology*, 107 (3), 821—841. <http://dx.doi.org/10.1037/edu0000016>.
8. Krishna, A., & Strack, F. (2017). Reflection and impulse as determinants of human behavior. Knowledge and action, knowledge and space. P. Meusburger, B. Merlen & L. Suarsana (Eds.). (pp. 145—167). Berlin: Springer.
9. Maksimenko, D. V. (2011). Rozrobka stratehii upravlinnia personalom ahropidpryiemstv v suchasnykh ekonomichnykh umovakh [Development of strategy of personnel management of agro enterprises in modern economic systems]. *Visnyk Volynskoho instytutu ekonomiky ta menedzhmentu — Bulletin of the Volyn Institute of Economics and Management*, 1 [in Ukrainian].
10. Savchuk, T. V. (2011). Ekonomichna sutnist produktyvnosti pratsi v silskomu gospodarstvi ta deiaki faktory yii zrostannia [The economic essence of labor productivity in agriculture and some of its factors]. *Stalyi rozvytok ekonomiky. Ekonomika ta upravlinnia pidpryiemstvamy — Sustainable development of the economy. Economics and Enterprise Management*, 1 [in Ukrainian].
11. Ponomarova, M. S. (2010). Materialne stymuliuвання pratsi v ekonomichnomu mekhanizmi rozvytku silskohospodarskykh pidpryiemstv [Material stimulation of labor in the economic mechanism of development of agricultural enterprises]. *Candidates's thesis*. Kharkiv [in Ukrainian].
12. Saray, N. I. (2012). Osnovni formy funktsionuvannia vnutrishnoho ekonomichnoho mekhanizmu pidpryiemstva v konteksti yoho vnutrishnoi orhanizatsiinoi struktury [The main forms of functioning of the internal economic mechanism of the enterprise in the context of its internal organizational structure]. *Innovatsiina ekonomika. Ekonomichna diahmostyka pidpryiemstv — Innovation Economy. Economic diagnostics of enterprises*, 2 (28) [in Ukrainian].

The article is recommended for printing 20.11.2019

© Ulianchenko O. V., Sheludko R. M.,
Ponomarova M. S., Sheludko L. V.