

## SECTION 4 ECONOMY AND ENTERPRISE MANAGEMENT

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### **WORLD MODELS OF WORK MOTIVATION IN ENTERPRISES: LESSONS FOR UKRAINE**

In market conditions, one of the factors of success and competitiveness of enterprises is the effective use of resources. The most important resource that provides operational efficiency of businesses is human potential. The desire to increase production and competitiveness, to encourage workers to find new and more efficient solutions forces management of enterprises to create effective measures of motivation and incentives.

Work motivation is among the range of problems the solution of which gets much attention in the world practice. Throughout the twentieth century in the world was formed conventional classification of models of management of employee motivation: American, European, and Japanese. Each of these models has national features and personal approaches to employee motivation in the workplace. The modern stage is characterized by broad comparative study of Japanese, American and West European management systems aimed

to identify the causes of the high efficiency of each management system and determine the conditions of their integration into a different economic system.

In the global and Ukrainian economic science research of work motivation are reflected in the writings of many renowned scientists. Fundamental researches were made by such economists as F. Taylor, P. Drucker, D. Nadler and others. As for the modern researches in Ukraine, such scholars as I. Bondar, A. Kolot, E. Libanova dedicated their works to analysis and search of the possible ways to improve mechanism of motivation. According to scholars, Ukrainian enterprises face the question what experience of foreign practices should be used.

Recently, in Ukraine's economy take place certain transformation processes that significantly affect the field of personnel management. Public, private and corporate enterprises practically felt that the development and success of mar-

ket relations is impossible without finding new contemporary forms of motivation and incentives, which foreign companies currently use. In many countries of Western Europe, USA and Japan motivational aspects of personnel management gained great importance. These methods and experience of motivation can be successfully transferred to Ukraine in the course of formation of work motivation.

Many highly developed countries formed their own models of work motivation. The most typical are American, Japanese, English, French, German and Swedish.

Analysis of the most famous foreign models of motivation makes it possible to find their similar

and distinctive features. The main thing that unites them is their effectiveness, as evidenced by the level of economic development of the countries in which they are implemented. However, it is impossible to fully implement any of these models in Ukraine.

The level of motivation of workers in our country lags behind developed countries, which is reflected on the state of the economy. Thus, it is necessary to adopt the experience of foreign companies, use effective systems of work motivation, and introduce some elements of American, English and French models, taking into account differences between individuals and different countries.