

Відтак, основними напрямками стабілізації механізму кредитування сільськогосподарських підприємств мають стати розробка комплексу заходів з боку держави і банківської системи, спрямованих на розвиток системи взаємодії з аграрним сектором економіки: збільшення бюджетних асигнувань, раціональне використання бюджетних коштів, зниження процентних ставок.

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## ESSENCE STIMULATION OF LABOR AS AN ECONOMIC CATEGORY

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The development of the market mechanism of management necessitates the adaptation of all aspects of production activity to the changed conditions of management, the most important of which is the transition to effective methods of personnel management, which ensures the activation of labor activity and the growth of labor productivity. The determinant factor in inducing a person to work is the incentive system set up at the enterprise. Considering that the economic mechanism represents a set of methods and forms of management, this aggregate should include a system of incentives for labor, which is in the interests of the owner of the means of production and the hired employee, without which it is impossible to count on increasing the efficiency and competitiveness of agricultural production.

Relying on a wide range of research on motivation and stimulation of labor, we found it expedient to understand the conceptual apparatus and consider the economic essence of labor stimulation. Yes, A.I. Golubeva believes that "the stimulation of labor is a system of material and moral encouragement, remuneration for labor force" [3]. According to SA Shapiro: "Stimulation is a process of influencing a person through a meaningful external object (object, condition, situation) that motivates him to certain actions" [8].

In contemporary economic science, stimulation of labor is considered in the context of the mechanism of motivation and is not always isolated separately, as a result of which terminological uncertainty is observed in its formulation. To understand the essence of the stimulation of labor it is necessary to turn to such key concepts as "the motive of labor" and "the stimulus of labor", which prompts a person to certain activities and coordinate his behavior..

Motive (motif, from lat. Moveo - *move*) is the motive reason for the behavior and actions of a

person arising from the influence of his needs and interests and representing the image of the human desired by the good, which satisfies the needs, provided that certain labor actions are performed [2]. The motive can not arise without need, and in order for the need to be transformed into a motive, there is another important element of motivation - an external reason under which it is understood the additional impact on the motivational process from external objects relative to a person.

Stimulus - the concept is narrower than the motive is an external means of attracting an individual to the pursuit of any kind of activity.

There is an opinion that an incentive is a reward. This is not entirely the case, since in ancient Rome "stimuli" (from the Latin *stimulus*) were called the poles that were used by the chords for the management of the horses, and the word had a compulsory meaning [9].

Before proposing incentives for work to a person, it is necessary to understand what motives or system of motives lie at the basis of his activity in the labor sphere. Material and moral incentives only in that case lead to an increase in the productivity of labor when they correspond to the main motives underlying the activities and behavior of the individual.

Consequently, the motive is an internal stimulus caused by needs, and the stimulus as an external means of attracting an individual to work is a unit of a logical chain (needs - motives - incentives), characterizing labor behavior. Thus, a motive can not arise without the need and without a stimulus considered as a condition for satisfying the need itself.

In the opinion of scientists it is expedient to classify incentives for external, and motives for internal motivation. In other words, stimuli and motives act as external and internal elements of the same process - motivation.

There are many concepts of definition of motivation. In psychological literature, motivation is understood as a dynamic internal process that motivates and directs the work of an individual. In control theory, there is a distinction between internal and external motivation. Internal motivation is characterized by the content and significance of work for an individual, for achieving his goals, and the external one is determined by administrative coercion and material incentives.

From our point of view, the motivation of labor is a combination of factors of the internal and external environment that affect the human labor behavior to achieve its goals and objectives of the enterprise. In turn, the mechanism of motivation is understood by us as the aggregate of needs and motives on the part of the employee and the system of incentives on the part of the employer. The worker seeks to fulfill his needs and to raise the standard of living at the expense of a more advantageous offer of his work force. The employer is interested in increasing the productivity of labor, and from the policy of stimulation of labor it conducts, depends on the extent to which the interests of the hired employee and the owner of the means of production.

In the management of labor motivation, stimulation involves the creation of conditions under which active labor activity, giving certain results, becomes necessary and sufficient condition for satisfying the significant and socially conditioned needs of the employee, the formation of his motives of labor [5].

The formation of the market mechanism of management and its corresponding system of labor stimulation determine the need for its theoretical substantiation, based on the study of foreign motivation theories, methods of managing labor behavior and considering the possibility of their adaptation to Ukrainian realities. The evolution of theories of motivation is characterized by the transition from the simplest forms of physical, forceful coercion to labor (in the slave-owning, feudal society) to simple and pragmatic initial theories, and from them to modern theories based on the understanding of human psychology, its behavior, and the process character of motivation. In this regard, all theories of motivation are classified into original, substantive and procedural.

The most famous of the original theories are "divide and rule," the method of "whip and stick". The original theory of labor motivation was based exclusively on the material interests of workers, based on an analysis of historical experience of people's behavior and the application of simple incentives for coercion and rewards. The most famous of them are the classical theory of F. Taylor, the theory of X and Y, D. McCregram, the psycho-technical theory of G. Münsterberg, the theory of "human relations" E. Mayo.

Contemporary theories of motivation are based on the hierarchy of human needs, which are the

driving force behind the work of people in the process of social production. The main theories of motivation of this group are: Maslow's theory of needs, theory of existence, connection and growth K. Alderfer, theory of acquired needs D. McClelland, two-factor theory of F. Herzberg, theory of motivation L.S. Vygotsky.

Procedural motivation theories are designed to establish the essence of the process of human distribution efforts to achieve specific goals and how it chooses a particular type of behavior. According to procedural theories, the behavior of a person is a function of his perception and expectations associated with this situation, and depends on the possible consequences of the type of behavior he chooses [4]. Four main procedural theories of motivation are known: V. Vruma's theory of expectation, S. Adams's theory of justice, the complex theory of L. Porter and E. Loulera, theory of goal setting E. Locke.

The study of the features of labor stimulation in the system of motivation management determined the definition of goals, tasks and systematization of principles, functions, types and forms. In order to achieve the stated goals and objectives in forming the system of stimulation of labor activity, it is necessary to proceed from the principles of fairness, complexity, differentiation, consolidation, efficiency and openness applied in the market economy. Effective management of labor stimulation involves the following main functions:

- economic;
- moral and psychological;
- social.

The implementation of the stimulation of labor at the enterprise is carried out through forms of material remuneration and intangible influence.

Material incentives include monetary, social-material incentives and property income; to intangible - the moral stimulation of labor. The main form of material incentives is a salary consisting of permanent and variable parts.

Social and material stimulation involves increasing the interest of workers by providing them with various social benefits, providing social assistance. Property income provides an important economic and social effect, since it allows us to overcome the alienation of labor from property, forms a sense of employee involvement in the development of an enterprise [1].

The construction of an effective system of stimulation of labor involves the use of both material and non-material forms of promotion, the main focus of which is moral stimulation, aimed at enhancing the sense of satisfaction from the work performed and its content, from promotion and growth in work, from the complexity of the tasks being solved, from victories and achievements in work, and so on.

The system of labor incentives in agricultural production is formed under the influence of a number of factors of direct and indirect impact, causing the need for its transformation. So, the factors of direct influence are divided into external, related to the functioning of the enterprise on the market, and internal factors that determine the nature of incentives within the enterprise itself.

External factors include measures of state regulation of tax, financial and credit, investment and innovation policies, development of sustainable forms of integration and cooperation with the aim of increasing the competitiveness of agricultural enterprises, ensuring expanded reproduction and, ultimately, creating conditions for the growth of material incentives for labor. At the intraeconomic level, the functioning of the labor incentive system is determined by the economic state of the enterprise, its specialization, the peculiarities of the organization of labor and production.

In addition to direct-purpose factors, a direct effect on labor stimulation is exerted by a combination of indirect factors, which are understood as economic incentives of the general macroeconomic order inherent in the market mechanism of management. In connection with the expansion of the forms of ownership of the subjects, the initial place in such a combination of factors is assigned to the form of ownership.

The American model is based on clear contractual and contractual relations. Almost all the needs of the Maslow pyramid have a cash equivalent. The employee knows exactly how much is the satisfaction of physiological needs, security needs, social, personal needs and needs for self-fulfillment. Everything is measured, and therefore the monetary economic success of a person in the US is

consistent with his social success [7].

The European management paradigm is trying to find its advantages in using the cultural, ethnic and other diversity that a united Europe has received as a result of integration and immigration processes. Many companies in Europe are trying to build their management models on the basis of the forces derived from this diversity, encountering certain difficulties on this path as well [99]. The driving force behind the European model is the search for a compromise between growing human needs and minimizing the costs of labor incentive costs.

From the point of view of labor incentives, the Japanese model has the greatest impact on the theory and practice of personnel management. Unlike American and European models, where the employee in case of dissatisfaction with the working conditions and the size of the remuneration of his labor can change the place of work, Japan has a system of lifelong hiring. On the one hand, this system restricts the employee to freedom of choice of work, and, on the other hand, in the search for a balance between the interests of the employee and the employer, it becomes necessary to use social incentives, such as caring for the health and family of the employee, assisting in old age, etc. Japanese managers have developed a specific management mechanism that actively uses the "human factor" aimed at maximizing profit by using the hidden creative potential of employees.

To create an intra-firm incentive model in Ukrainian market conditions, a public rethinking of the priorities inherent in the new socio-economic formation is necessary. In the XXI century, people are recognized not as a factor of production, but as a rational economic agent, a unique intangible asset capable of self-regulation and self-development [6].

We believe that, irrespective of which model of incentives or mixture of models will be applied, the main focus should be on both improving the material welfare and the spiritual development of the worker.

To solve the problem of rational labor behavior at the enterprise, management should learn about psychology, study interests, establish trust relations with personnel.

Thus, the development of the incentive system in agriculture should be based on the unity of the internal motives of workers and external economic and social incentives in order to increase economic activity conducive to the growth of productivity and quality of labor and to ensure the sustainable economic development of individual agricultural enterprises and the industry as a whole.

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