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THE ANALYSIS OF USING PRIMARY MOTIVATION THEORIES IN THE COUNTRIES WITH DIFFERENT LEVELS OF ECONOMY DEVELOPMENT

Ukrainian economy is in unstable state now, and the level of its development leaves much to be desired. Nowadays one of the most important tasks of government policy in taking the country out of crisis should be strengthening economic activity of enterprises, because they are basic components of economic system. In their turn, enterprises should quickly adapt to changes in the country and in the world. Although none of enterprises cannot function without well-motivated personnel and its effective organization of work. That is why the choice of effective motivation system, based on scientific approaches, theory and models of motivation, is one of the main tasks for the top management to solve.

There are different progressive theories of human resources management. They are aimed at either the high level of material rewarding, or the significant social security making them impossible to be used by the developing countries and partly for countries which are in transitional conditions. That is why primary motivation theories, which could be successfully used by the countries with different economy levels, were chosen for our research.

Primary motivation theories were formed on the basis of historical experience of human behavior and the use of simple incentives of compulsion, material and moral incentives [1].

The «X» theory was developed by F. Taylor, and then extended by D. McGregor, who added to it the «Y» theory. The theory of «Z» in 1981 was developed by American professor William Ouchi and was based on Japanese management experience as the addition to the theories of «X» and «Y» [1].

According to the level of development of the country, we can offer such interrelation of countries' types with the types of primary theories of motivation (Fig. 1).

The main features of the economies of the most developing countries are poverty, over-population, high unemployment, significant debt borrowed from industrialized countries [2]. As a result able-bodied population is in rather difficult conditions. For the majority of workers the main purpose is to satisfy biological needs, which are the basic feature of theory «X». A high proportion of workers have a low qualification level what leads to a low-quality work. As a result, managers try to norm and control completing tasks. Personnel do not have their own initiatives to implement the goals and interests of the organization, so they must be forced to work.

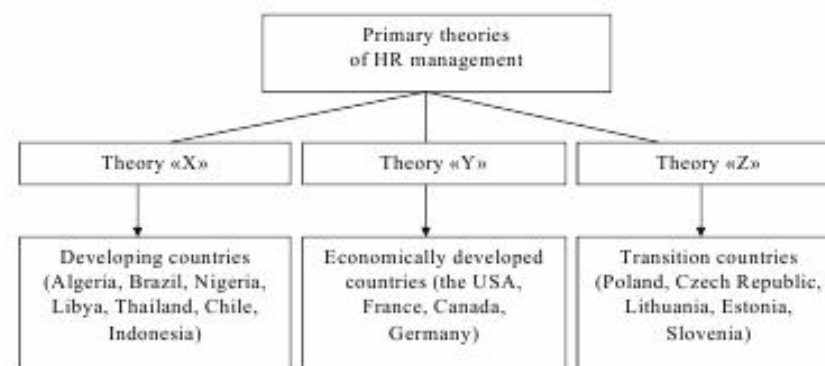


Fig. 1 – Interrelation of primary motivation theories with countries economical development types

Economically developed countries have a long history of market economy development, high (less often – medium) per capita incomes, stable financial markets, a broad and diverse structure of the economy, including the service sector, significant export and import capabilities and high level of development of productive forces [2, 3]. Theory «Y» is the closest for economically and culturally developed countries. The main thing for employees is social needs. Workers are able to sacrifice their own bed-time, meals, weekends and holidays to create a reliable and successful image. The most important motivating factor is not financial incentives, but the recognition of individual achievements of the individual worker.

Transition countries, including Ukraine, move from primitive socialism with totalitarian bureaucratic domination of the eastern type of historic development to a new society. Countries with the developed economy embody this image. Theory «Z» is typical for the countries with transition economy. Employees want both to satisfy their biological needs and get a social status. Top management of enterprises tries to raise the qualification skills of their personnel, who, in their turn, are engaged in self-education.

To sum up, the theories of «X» and «Y» are aimed at a certain group of people and conventionally static level of the economy, in its turn theory «Z» is aimed at a wider range of employees, their needs and is relevant for countries with transitional relatively dynamic economy.

References:

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