

КОНЦЕПТУАЛЬНІ ПІДХОДИ ДО МОТИВАЦІЙНОГО МЕХАНІЗМУ СТРАТЕГІЧНОГО УПРАВЛІННЯ ТОРГОВЕЛЬНИМИ ПІДПРИЄМСТВАМИ

CONCEPTUAL APPROACHES TO THE FORMATION OF THE MOTIVATIONAL MECHANISM OF STRATEGIC MANAGEMENT IN TRADE NETWORKS

Олена БЄЛОВА,
Київський національний
торгівельно-економічний університет



Olena BIELOVA,
Kyiv National University
of Trade and Economics

Since the success of any commercial enterprise depends largely on the efficiency of employees, which in turn depends on the efficiency of the motivation of their work in many areas nowadays personnel costs may exaggerate all other expenses. Therefore, increasing the return on assets invested in personnel is a top priority for all companies. Motivation of employees is to establish the organizational-economic, socio-psychological and legal relations between subject and object of management. Underlying these relations are the principles, methods and forms of influence on the interests of the employees as to make maximum of using them. Staff occupies paramount place in the strategic management of the enterprise. Therefore the problem of personnel motivating and formation an effective motivation mechanism in particular plays a crucial role in enterprise management, and more attention is paid to improvement of organizational culture as one of the main factors of influence.

Analysis and classification of environmental factors, as well as determining features of their impact on enterprises engaged in both domestic and foreign scientists: Dougan L., Nemtsov V., Shershneva Z., Obronska S., Radionova I., Fedorkova N., Chekmenov A., Pyatnitskaya G., A. Mishchenko, Vihansky O., Zoob A., Kleiner G, Goldstein D., Drucker P., Shendel D., Hatten K., Higgins J., Pierce J., Robinson R., Chandler A., Thompson A., Strickland A. and many others. Despite a wide range of researchers, it remains many problems and unresolved issues. Results of analysis of existing scientific approaches prove that the problem of development and improvement of the motivational mechanism that should operate in the strategic management requires further research. Not many put as a priority factor of influence on motivational mechanism the organizational culture of the company. Actual is to increase the efficiency and effectiveness of motivational mechanism for strategic management of the enterprise based on a general evaluation of the effectiveness of strategic enterprise management.

The purpose of the study is to develop a generalized scheme of motivational mechanism of strategic management in trade networks.

To create an effective motivation mechanism of strategic management, in our opinion, should be clearly delineated motivational factors and stimulus that is

installed only in accordance with previously conducted studies. Management in trade networks should pay considerable attention to organizational culture as the basis of the formation of the motivational mechanism for strategic management of the enterprise. To ensure that workers are acquainted with the opportunities and benefits that are waiting in if they are working qualitatively and in good faith in their company on strategy should be conduct regular monitoring to identify motivational attitudes of employees to existing motivational mechanism in the enterprise and their priorities and motivational factors that allow them to orient in his work for the future, according to this will change and some aspects of the corporate culture of the company.

It is equally important for the formation of an effective motivation mechanism of strategic management modelling of effective inventory software in trading networks. After all the unfortunate generated model of inventory software is the reason of low profits, losses and sometimes irregularity trade in trading networks.

On formation of the motivational mechanism of strategic management influences the availability of purposes and methods to achieve them. Purposes play the role of a filter, attracting the right people into the organization. The purpose is always a choice.

By choosing a person assumes the certain obligations. Availability of the purposes in itself gives certainty, clarity of behaviour and relationships in the enterprise. Purposes give the sense of belonging and the pride for the company even. Ability of the employee to accept purposes of the organization as their own and to use them in their interest – is the same motive with which the organization should get the maximum benefit.

Therefore managers should start with forming of the «right» organizational purposes. Another argument (often – crucial) is that the process and result of the establishment of organizational purposes is the most powerful motivator for personnel of any company.

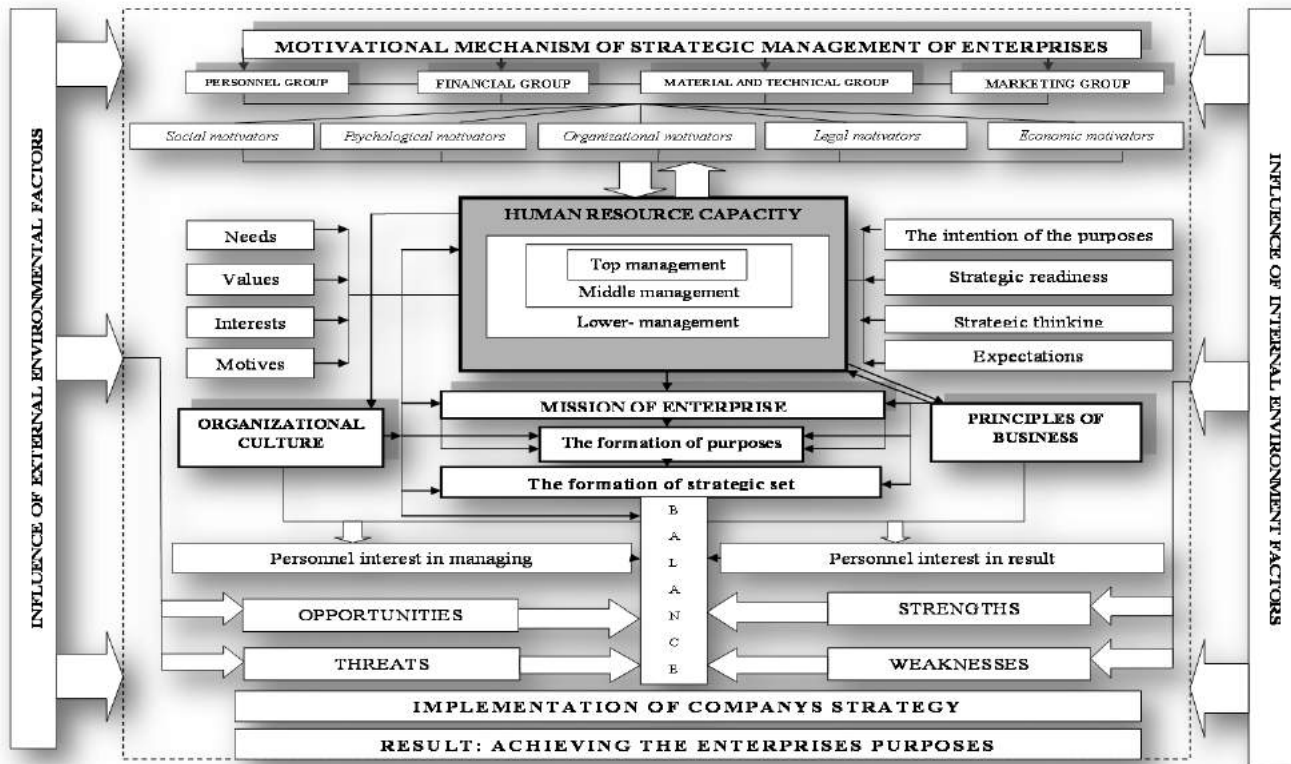
Trading network should clearly formulate mission and specific main purposes in a formalized form for each of employee, which enhances the responsibility and motivation of staff.

The purpose should be real, consistent of internal resources and the external possibilities but hardly

У статті визначено вимоги до формування ефективного мотиваційного механізму стратегічного управління торговельними підприємствами. Проаналізовано важливість основних детермінантів мотиваційного механізму стратегічного управління торговельними підприємствами, з яких виділено управління кадровим потенціалом підприємства, управління маркетинговою діяльністю підприємства, управління фінансово-економічною складовою підприємства, управління матеріально-технічною базою підприємства. Наголошено на важливості формування стратегічних цілей за цими чотирма аспектами та проаналізовано основні принципи формування стратегічних цілей. Сформовано схему мотиваційного механізму стратегічного управління підприємствами торгівлі.

The article outlines the requirements for the formation of an effective motivation mechanism of strategic management of commercial enterprises. The importance of the major determinants of the motivational mechanism for strategic management of commercial enterprises is analysed, from which: management of human resource potential in enterprises, management of marketing activities in enterprises, management of financial and economic component in enterprises, management of logistics in enterprises are selected. The importance of the strategic purposes in these four aspects is emphasized, and the basic principles of strategic purposes are analysed. Strategic management motivational mechanism scheme was formed.

Figure. Motivational mechanism of strategic management's scheme (authoring)



achievable because easy achievable purposes characterized the weak motivation. The purpose should have deadlines. During the term, stages, steps, etc. should be defined in order to know the traversed path and the path to go left. The timely and complete informing of the personnel on progress towards purposes helps to keep it in sight. Purposes must connect with the system of remuneration. Employees should have a clear idea for what actions they will be rewarded.

It is also important that the company uses the methods to achieve goals. And the crucial role is played by principles, such as personal employees' principles and principles of trading networks. That ultimately forms the image and reputation of the trade network and customers commitment to it. Schematically the motivational mechanism of strategic management is shown in Figure.

Motivational mechanism of strategic management must take into account the features personnel working in the company that include needs, interests, attitudes and value orientations of employees and must take into account the existing structure of personnel management of the organization, factors that affect the company inside and outside, and traditions that emerged in the enterprise, and historical experience.

CONCLUSIONS

Ukrainian enterprises constantly improve the system of incentives that promotes the effective mechanism of strategic management in enterprises, while it differs from Western schemes. The main purpose is to increase employees' interest in the outcome of labour. Therefore, team-building, for which creativity, search, moral satisfaction with the works should be the norming standby of existence of time, today, unfortunately, is not the main priority.

In the process of formation of the motivational mechanism of strategic management in enterprises, owners and manuals in trading networks should clearly realize what should be expected from the effect of this mechanism realizing. Most modern trading networks focused more on profits in the short term and do not pay attention on the long-term benefits that will depend on the effectiveness of

a strategic project. Therefore, in our opinion, such motivational mechanism of strategic management should be formed, which will be available for implementation, understandable, consistent and substantiated.

LITERATURE

1. Белова О. І. Вплив мотиваційного механізму на стратегічне управління підприємством / О. І. Белова, Н. В. Ракша // *Економіка і регіон*, №3(30), 2011. – С. 129-133.
2. Белова О. І. Теоретичні аспекти формування мотиваційного механізму стратегічного управління торговельними мережами / О. І. Белова // *Інноваційна економіка*, 10/2012 [36], С. 109-115.
3. Белова О. І. Методологічний підхід до формування змісту та структури мотиваційного механізму стратегічного управління торговельними мережами / О. І. Белова // *БІЗНЕС-ІНФОРМ*, БИ-2-2013, С. 155-163.
4. Белова О. І. Ранжирування мотиваторів та демотиваторів мотиваційного механізму стратегічного управління торговельними мережами / О. І. Белова // *Економіст*, № 12, 2012. – С. 46-48.
5. Белова О. І. Формування тривимірної матриці станів мотиваційного механізму стратегічного управління торговельними мережами / О. І. Белова // *Економіст*, № 2, 2013. – С. 52-57.
6. *Економічна енциклопедія: у 3 т. / [редкол.: С.В. Мочерний та ін.]. – К.: Видавничий центр «Академія», 2002. – Т. 3 – 2002. – 952 с.*
7. Фомичев С. А. Стабільність – признак мастерства / С. А. Фомичев, И. О. Скачков, О. Ю. Уразлина // *Методы менеджмента качества*, №7, 2005.
8. Bielova O. The role of human resources in the strategic management of trading networks / O. Bielova // *Современный научный вестник*, №18(130), 2012. – С. 80-84.