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MOTIVATIONAL ASPECT OF ORGANIZATIONAL CULTURE IN THE QUALITY MANAGEMENT SYSTEM AT THE ENTERPRISE

In the conditions which forms in the economic sphere of Ukraine at present time of its development, the question of motivation becomes emergency actual, because the successful solution of certain problems facing society requires the formation of effective motivational basis, is able to attract workers to the active production of competitive goods. In this aspect, the most difficult is the problem of development and implementation of unitary approach to the qualitative evaluation of staff highly-effective work.

The learning of questions about activation of human factor in the quality management system at the enterprise is reflected in the scientific works of Russian scientists such as A. I. Momot, N. E. Muromets, S. L. Reshmydilova, N. A. Simchenko, A. V. Stakhiv, V. Stern, A. A. Tretyak, etc. Otherwise, in spite of a wide spectrum of scientific works in this subject some aspects of research the role of workers motives in the quality management system at the company still without scientists' attention, which is caused by the constant changes of the motivational direction of staff in the conditions of intensifications crisis phenomenons.

It caused the leading of research the purpose of which is analysis the improvement of motivation and stimulation of labor activity in the quality management system at the enterprise in modern conditions.

It should be noted that according to results of research of S. L. Reshmydilova [1] was proposed a mathematical model of ranking the indicators of products quality, which allows to identify the dynamics of change and the relationship between indicators of the creative activity of workers and quality of work. Talking about all of this into account, the formulation of the problem of social management of the quality of their work, according to the author, is to develop and validate mechanisms of synergistic interactions and the creation on their basis of the optimum scheme of relations between employees and the labor team in the process of ensuring product quality.

N. E. Muromets noticed [2], that traditional directions of investment support the quality of personnel first of all, provide the investment of the professional training, social development of the enterprise, as well as the formation of systems of payment and participation forms in profits and capital of the company and does not lead to the formation of the corresponding

modern terms of quality of staff. So, it's necessary to create new principled approaches to complex of ensuring the effectiveness of investment support workers in the conditions of market transformations.

N. A. Simchenko [3] proposes to use the model of formation and implementation of the staff strategy as the way of improving the quality management system at the enterprise, according to which the main components of the personnel strategy development is usage of labor potential on the basis of more qualitative performance of management functions based on the results of assessment of the personal contribution of employees, their motivation to develop.

Separately should be accent that the scientific research of G. V. Shulyar [4], the attention is focused on the building of systematic approach to personnel motivation through needs in the quality management system. According to the author's conclusions, the use of penalties and moral and punitive measures for non-compliance with the quality requirements is impractical because there is a risk of reduced productivity and initiative personnel. So then, the motivating measures need to be taken comprehensively and most importantly – it is advisable to inform the personnel about the possibility to meet his needs in case of an effective activity in the quality assurance system in the company. Thus, the factor of motivation is a dynamic phenomenon, which means that the parameters of motivation can be changed and direct the employee to the decision required production goals.

A leading American scientist in the branch of management G. L. Daft notes: "The motivation of employers affects to productivity, and a part of the manager's job is to guide motivated to achieve the organization's objectives" [5, p. 49].

The fast response to the needs of market and competitor's actions depends on the competence of managerial staff, the style and methods of management. A precondition for the survival of the enterprise in the conditions of tough competition is appropriate and timely response by senior staff on environmental change and record of trends of social development. It's necessary to create a set of measures for the motivation of management personnel, including the establishment of an effective organizational culture, where it is take the main place. So, there is extremely important the

issues of formation and implementation of incentive systems managers at domestic enterprises as the most important catalyst that can increase the rate of economic activity contribute to the achievement of personal and organizational goals.

The interaction of organizational culture and work motivation is determined by their total focus of labor behavior. But the important fact is that in economic science a holistic concept had not yet developed that integrates the provisions of the theories of organizational culture and motivation of the personnel in the quality management system in a logically interconnected, unified knowledge system about the principles of social regulation of labor behavior.

An important step in the research of the motivational functions of organizational culture belongs to the foreign scientists, such as S. Adams, V. Vroom, E. Lawler, A. Maslow, L. Porter, A. I. Prigozhin, T. A. Salamanda, V. A. Spivak, S. V. Shekshnya, and others. Some works of domestic scientists are dedicated to thorough research of some aspects of the relationship of organizational culture and motivation, as well as D. P. Bohinya, A. A. Grishnov, V. M. Danyuk, E. M. Libanova, A. M. Kolota, V. M. Petuh.

According to S. Robbins, an organizational culture defines the way of the company, i.e. forms some features that emphasize its uniqueness; influences the distribution of organizational identity; promotes growth in the level of consciousness and contains the controls that determine the behavior of employees [6, p. 248]. So, the culture helps to retain the integrity of the company through the establishment of acceptable standards of thinking and behavior.

An organizational culture is the glue that unites and activates the personnel of the enterprise to address issues of quality improvement and continuous improvement. It is culture that plays a significant role in ensuring the effective management of staff and is seen as a powerful strategic tool to Orient all employees on organizational goals, encourage initiative, to ensure dedication, to reach an understanding. Thanks to the culture as the basis of the motivational mechanism for the identification of strategic thinking staff, resulting in improved quality and competitiveness of products on the national and international markets [7].

So, from the one side, the organizational culture embodies the system of personnel motivation and from another side corresponds to the enterprise's strategy. The culture allows to us to focus all units on common goals, mobilize the initiative of employees of creative attitude to work, and to identify and strengthen competitive advantage.

An organizational culture on ways to improve the efficiency and quality of its results by its nature and essence of the company's is a tool which allows to direct the efforts and capabilities of all departments of the organization and its members to achieve common

goals on the principles of mutual understanding, co-creation and mutual complement [8].

There are needs and values, which lead to certain actions in the basis of motivation mechanism of staff conduct, therefore, the organizational culture can shape the motivational field, which will unite employees around company goals, will be encouraged to work creatively and effectively both for its own benefit and the benefit of the company [9, p. 89].

Especially important means of influence on working behavior of employees are the methods of promotion, opportunities for professional and career growth, enhanced job satisfaction. So, for example, V. V. Usacheva argues that "organizational culture and system of work with personnel perform for each other internal factors of influence, because changes of organizational culture change necessitate a corresponding change in personnel work from the one hand. On the other, areas of work with staff to strengthen and develop organizational culture, in turn, receive it as a basis for its further improvement" [11, p. 7].

Thus, according to V. Usacheva "...the importance of purposeful introduction of modern methods of work with personnel at Ukrainian enterprises that provide a higher level of coordination of interaction of employees of enterprises..." [11, p. 11].

Motivation is the process of purposeful develop employee interest in the work and its results. The process of formation, obtaining and maintaining the required level of product quality is closely linked to the needs of personnel involved in the process of creating products. The incentives of workers to domestic enterprises in the quality management systems are insufficient: awards, often don't reflect the employer's contribution to ensuring product quality, and among the stimulus dominated by fines for the appearance of the goods of improper quality (or defective) [12].

Z. K. Samaybekova wrote that an interaction of organizational culture motivation of staff, identifies the following measures to improve the level of organizational culture: improvement of the system of remuneration, promotion, incentive systems [13, p. 12]. Building a system of motivation based on the organizational culture of the company, approval of traditional (tangible and intangible) funds incentives with specific tools – the values, norms, mission companies not only have a significant impact on the economic results of the company, but help run the internal mechanism of motivation – motivation in the work itself, which ultimately ensures the quality of working life.

Mission, goals and strategic priorities of the company can effectively be performed only in the context of value-oriented management. American scientists N. Huzlead, W. Becker and G. Beattie notice "...strategic thinking (...the degree of understanding by staff of the strategy of the firm, the understanding of the strategy and the level of availability of relevant competences

and the desire to implement this strategy)... has a significant impact on the quality of the strategy" [14, p. 141].

As noted by O. V. Harchishina, the motivating function of organizational culture is very closely linked to the mechanism of implementation of management decisions, therefore, it also provides the impact of culture on the success of the company. Motivational function reflects the practical value of the concept of organizational culture as it indicates the possibility of achieving a particular economic result, and therefore creates conditions for quantitative measurement of indicators that illustrate the effectiveness of the organizational culture [15, p. 152]. Generally, the quality management system of labor at the enterprise - is a set of actions and activities to improve the functions of planning, organizing and controlling the process of improving the quality of work and staff motivation to implement it with the aim of increasing the efficiency and competitiveness of the enterprise [16]. Thus, for any enterprise is necessary to develop and implement a clear system of quality management of labor that will ensure its competitiveness [17].

So then, the motivational function of the organizational culture becomes as a standard focus, the effectiveness of the company, offers the opportunity to build long-term results achieved, to ensure the quality of work life of staff. The multiple using of complex of values and goals management, as well as traditional means of motivation, and specific funds of the organizational culture is important for realization of motivational function.

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Максименко І. О., Узун М. В. Мотиваційний аспект організаційної культури в системі управління якістю на підприємстві

Стаття присвячена аналізу кола питань, пов'язаних із розглядом впливу організаційної культури на ефективність мотиваційного механізму в процесі стратегічного управління підприємством. Розглянуто особливості тісного взаємозв'язку в ланцюгу організаційна культура–мотивація–ефективність діяльності компанії. Встановлено, що високий рівень організаційної культури виступає ключовим фактором довгострокового успіху підприємства, за рахунок впливу на мотивацію трудової діяльності персоналу. Визначена залежність готовності компаній здійснювати масштабні перетворення з впровадження стратегій підвищення якості продукції від їх цілей та організаційних цінностей працівників. Обґрунтовано необхідність створення дієвого, адаптивного до нових вимог, механізму мотивації праці персоналу як важливої умови ефектної діяльності компанії. В ході дослідження виявлено вплив мотивації працівників на якість продукції. Встановлено, що організаційна культура поєднує мотивацію персоналу і стратегію підприємства. Запропоновано комплекс напрямків щодо формування ефективної організаційної культури як чинника мотивації персоналу в системі управління якістю на підприємстві.

Ключові слова: організаційна культура, мотивація персоналу, система управління якістю.

Максименко И. А., Узун М. В. Мотивационный аспект организационной культуры в системе управления качеством на предприятии

Статья посвящена анализу круга вопросов, связанных с рассмотрением влияния организационной культуры на эффективность мотивационного механизма в процессе стратегического управления предприятием. Рассмотрены особенности тесной взаимосвязи в цепи организационная культура–мотивация–эффективность деятельности компании. Установлено, что высокий уровень организационной культуры выступает ключевым фактором долгосрочного успеха предприятия, за счет влияния на мотивацию трудовой деятельности персонала. Определена зависимость готовности компаний осуществлять масштабные преобразования внедрения стратегий повышения качества продукции от их целей и организационных ценностей

работников. Обоснована необходимость создания действенного, адаптивного к новым требованиям, механизма мотивации труда персонала как важного условия эффективной деятельности компании. В ходе исследования выявлено влияние мотивации работников на качество продукции. Установлено, что организационная культура объединяет мотивацию персонала и стратегию предприятия. Предложен комплекс направлений по формированию эффективной организационной культуры как фактора мотивации персонала в системе управления качеством на предприятии.

Ключевые слова: организационная культура, мотивация персонала, система управления качеством.

Maksymenko I. O., Uzun M. V. Motivational Aspect of Organizational Culture in the Quality Management System at the Enterprise

The article is devoted to the analysis of the range of issues associated with the review of the impact of organizational culture on the effectiveness of motivational mechanism of strategic management. Describes the features of the close link in the chain of organizational culture–motivation–efficiency of the company. It is established that a high level of organizational culture is a key factor in the long-term success of the enterprise, due to the influence on motivation of labor activity of the personnel. It's determined a dependence of the willingness of companies to implement large-scale transformations of the implementation of strategies to improve product quality from their organizational goals and values employees. It's grounded the necessity of creation of effective, adaptive to new requirements, the mechanism of motivation of the personnel, as an important condition of effective activity of the company. The study revealed the influence of employee motivation on product quality. It is established that organizational culture unites staff motivation and strategy of the company. Authors propose a complex of directions for the formation of an effective organizational culture as a factor of motivation of the personnel in the quality management system at the enterprise.

Key words: organizational culture, personnel motivation, quality management system.

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