

1.8. Motivative approach to managing a social sphere

The social sphere is constantly changing. It is generated by the objective need of society in the continuous reproduction of the subjects of the social process, which consists of branches of socio-cultural (science, education, culture, art, health care, physical culture, sports, social protection) and material directions (housing and communal services, catering, communications, transport, telecommunications). The main purpose of the social sphere is to provide opportunities for realization of specific conditions of everyday life (labor, life, leisure); access to socio-cultural values and services (education, information, literature, art, health care, social protection, etc.); security guarantees, etc. As it is correctly noted by A.M. Kolot, the social sphere is not only costs, but also the institution that shapes the preconditions for potential economic growth [1, p.199].

Different concepts are being developed in the social sphere now. Each of them develops a certain strategy for the development of the industry. But at the same time, all these industries - parts of one sphere. With the expansion of financing health care, education, culture, social needs at the expense of non-inflationary sources, the aggregate demand in a society grows, which, with the appropriate mechanism of implementation, can be an important factor in economic growth.

Realizing that the development of the social sphere will contribute to the growth of payment demand, structural changes in society, this will make it possible to make adjustments to the program of economic development, while changing the social standards in the direction of their significant growth. In this regard, one of the conceptual tasks for today in Ukraine is the creation of a toolkit for managing the social sphere, in particular, the development of the foundations of the motivational approach to managing it, because the effectiveness of the social institutions depends to a large extent on the productivity of workers, on how qualitative there will be the services provided by them.

Study of the problem of motivation is the subject of research of many foreign and domestic scientists. Significant contributions to the development of the concept of the evolution of types, methods and mechanisms of the system of motivation have been contributed by the works of foreign scientists, such as S.Adams, R.Arkwright, C.Babbage, D.Boddi, B.Weiner, H.Herzberg, K.Levin, F.Lutens, A.Maslow, M.Meskon, A.Smith, F.Tayloe, D.Watt and others. Among the domestic scientists, problems of motivation are dealt with by D. Bogynia, G. Dmytrenko, A. Kolot, M.V. Semykina et al. The social sphere, its management is the subject of research of L.I.Didkivska,

L.S.Golovko, T.V.Yuriev, O.I.Zorina and other scholars. Despite the great interest of researchers in motivation issues, social management, there is the need for clarification and adjustment of approaches to social sector management, in particular, through motivational processes.

In the scientific literature, the concept of motivation as a process of influence on a person in order to motivate it in certain motifs has found wide coverage. Most scholars interpret motivation as a set of motives; a set of external and internal forces aimed at achieving certain goals; activities aimed at satisfying needs (Table 1). Motives determine the actions to eliminate the needs, they motivate the activity. N. Dyshlyuk confirms the primacy of needs in the event of motives. [2, p.9]. V. Shynkarenko and O. Kryvoruchko have a slightly different point of view on this. In their opinion, under certain conditions "... the basis of motivation can be as interests, value orientations, social expectations, target guides, and administrative incentives. However, only part of the stimulus, having passed through the prism of needs and values orientations, become motives "[3, 26].

Table 1

Features of the treatment of the term "motivation" by scientists

Author, year	The content of the concept	Features of the interpretation
Vilhansky O.S., Naumov A.I., 1996	process of influence on a person in order to motivate it to certain actions by inducing certain motives in it [4, p.101]	motivation as a set of motives
Belyaeva I.F., 1992	set of motives influencing human behavior, inducing it to work [5, p.73]	
Kolot A.M., 2002	the aggregate of internal and external driving forces that encourage a person to work, determine the behavior, forms of activity, give this activity orientation, focused on the achievement of personal goals and objectives of the organization ... this set of all the motives that have an impact on human behavior [6, c .17]	motivation as a set of external and internal forces that are aimed at achieving certain goals
Zhylin O.I., 2005	the set of internal and external driving forces that motivate a person to work, set the boundaries and forms of activity and give this activity an orientation aimed at achieving a certain goal [7]	
Bogynia D.P., 2002	the subjective side of activity, represented by a wide range of needs, desires, feelings, interests [8, p.5]	motivation as an activity aimed at meeting needs

Source: compiled by the author

Labor motivation of employees of the social sphere is formed on the basis of internal motivation of the individual and is directly related to the conditions, content and the regime of labor. Factors of labor motivation are: a variety of economic standards and benefits; level and fair distribution of revenues in the team; filling of work with creative content and the opportunity for the initiative to appear; free time incentive (providing for active work of additional leave and weekend, reducing the length of the working day due to high productivity, organization of flexible work schedules, etc.).

The status motivation is consistent with the needs to achieve the goals and self-fulfillment of the individual. The effective factors of this group of motivation is the ability to make decisions on forms and methods of work independently; the right to control the quality and quantity of work performed; the possibility to make suggestions on the directions of improving the work of the team, personal work, etc.

Table 2

Use of the category "personal needs" when determining the motivation of activity

Concept	Author, year	Meaning of the concept	Use of the category "personal needs"
Motivation of labor activity	Chervinska L.P., 1998	complex, relatively stable, due to certain personal-close properties of a person process, caused by the need to meet its needs in accordance with external stimulating conditions [11, p.43]	needs play a major role in shaping the motivation of work
Socio-economic motivation	Semykina M.V., 2004	dynamic process of formation of interrelated and mutually conditioned social and economic motives of certain labor behavior of people, which are the impetus for effective labor activity, aimed at achieving individual and collective goals [9, p. 8]	is based on the socio-economic needs of man, aimed at achieving competitive advantages in the development of manpower and results of labor and ensuring, on this basis, better meeting actual needs, obtaining the necessary material and spiritual goods
Motivation of labor	Kychko I.I., 2010	a set of circumstances that motivate people to work [10, p.66]	an incentive is the availability of needs (social, material, spiritual), insufficient level of satisfaction

Source: compiled by the author

Methods of administrative motivation of social workers may be rules for the implementation of work with appropriate sanctions in case of violation of labor discipline. This form of motivation involves measures for compliance with discipline by employees, the application of specific disciplinary measures (remarks, reprimands, dismissals, etc.).

The most voluminous component of social methods of motivation is the methods of managing processes in the middle of the group. These include: methods of activation (exchange of experience, competitions, moral stimulation); methods of social valuation (harmonization of social relations through the introduction of certain norms); regulation (use of contracts, obligations, establishment of the order of distribution of certain benefits).

In our view, the motivation of labor is a process that can not only be part of psychological methods of motivation, since it involves complex economic relationships.

Social motivation involves maintaining the health of workers and their families, the opportunity to work in accordance with their own interests and aptitudes and professional training, a sense of confidence in the future (in the near future and after retirement); creative atmosphere in the team, creation of opportunities for accumulation and growth of savings and welfare of workers and their families.

Increasing the effectiveness of labor motivation can be linked to the further expansion of the capacity of the social partnership system, which is based on the union of representatives of employers, state and wage workers. The objective of the social partnership is to find compromises in the adoption and approval of decisions on the stabilization of social and labor relations.

Creation of favorable and safe living conditions and labor of the country's population, increase of the motivation of its labor activity, social partnership, establishment of minimum wages, income regulation, their indexation, establishment of social guarantees is a far incomplete list of tasks of the state in the field of regulation of social sphere due to motivational factors.

If the motives are formed on the basis of the specific needs of the individual, then, influencing certain needs, can to some extent form the necessary motivation for development at this stage, although in the scientific literature there is a statement that the needs, motives, and desires can not be formulated that it responds to attempts to direct influence imitation and passivity.

Today, the Ukrainian social institutions can offer a system of motivation for labor, which should be based on a combination of elements of material and non-material motivation, in particular: payment of a bonus, increase of wages, privileges; disclosure of employee ratings by results of work, etc.

The general directions of moral and material motivation of the staff can be applied based on the assessment of employees' performance on a monthly, quarterly or annual basis, and may vary depending on the institution's activities, the wishes of managers and employees.

In any organization, or even in society, each person has different priorities and needs.

Therefore, there is a need to consider material and non-material motivation, depending on what type of motivation will be more effective for the employee to increase its labor performance.

The main material incentive for work is wages. Correct organization of wages must meet certain conditions: depending on the quality and value of labor input, working conditions and specific features of the institution's activities, efficiency of activities; to provide a faster growth rate of labor productivity at the rate of wage growth.

Today, wages do not properly fulfill their core functions of personnel management. The modern worker does not have the necessary resources to meet a wide range of needs. The problem of restoring the incentive function of wages is acute, because its level is extremely low, which provokes the destruction of internal motivational installations of workers.

When introducing the directions of non-material remuneration of employees, attention should be paid to the whole complex of status, labor and moral motives. An effective system of moral stimulation is an integral part of organizational culture. Intangible motivation encourages employees to achieve the best results in the long run, allowing them to maximally open up and realize their labor potential.

To create an effective system of motivation, it is important to develop motivational programs.

To this end, it is expedient to study the needs and motives of employees, involve staff in the development of these programs, pay attention to the achievement of collective tasks. Also, for the effective management of the motivation system, motivation monitoring is required, which is to continuously monitor and control the state of the motivation of

work, to meet the needs of employees for the purpose of their operational diagnosis and assessment in the dynamics.

Today, there is the transition to a decentralized social sector management system. Local government, public associations, which have their own funds of financial resources, are becoming more and more important. Resources for them may come from local budgets, revenue from enterprises, etc. Bodies of executive authorities may provide such associations with the right to determine the directions of development of the social sphere or its separate subsystems in the region, to formulate its own policy, to develop and finance targeted programs. When developing programs it is important to involve not only managers but also experts, the public, sponsors.

Significant influence on the state of the social sphere, its management have economic, demographic and motivational factors. That is, the state of the social sphere and its management are largely determined by decisions of previous years, economic and demographic trends, and the state of motivation in social institutions.

When characterizing the system of management of the social sphere vertically, it becomes necessary to determine the levels of the system and the hierarchy between them. The organizational structure of the motivation management of the personnel of the social sphere institutions should be constructed taking into account the state, local and grass-roots levels (Fig. 2).

At each level, the effectiveness of management must be determined. This goal is consistent with living standards, which are general indicators of social development.

In the management of the social sphere, taking into account the motivational approach, it is necessary: to monitor the motivational processes taking place in the institutions of the social sphere; to forecast further development of events, to trace possible variants of change of material and non-material motivation; to develop concepts and proposals for improving the functioning of the social sphere in general.

The complexity of managing motivational processes in the social sphere lies in the fact that there is a constant change in the deterministic and stochastic methods of management. It also complicates the management of social processes that they all have two interrelated aspects [12]:

The first is objective, which consists in changing the objective characteristics of such processes, for example, parameters of social structure, working conditions, level of education, demographic composition of groups, level of wages, etc.

The second - subjective, is to change the motives to activity, life values, goals.

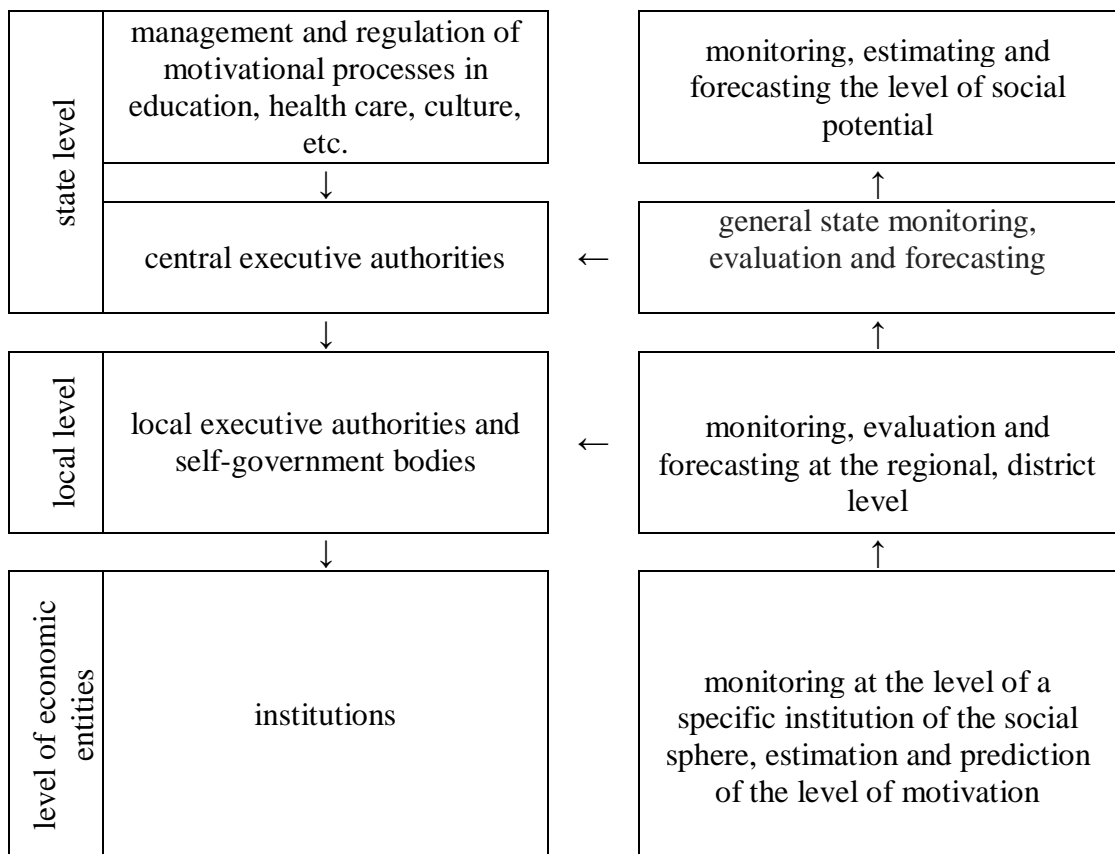


Fig. 2 Scheme of social sphere management

The search for new methods for managing the motivation of social workers should be considered in terms of the effectiveness of the use of funds. As you know, the higher the cost of social needs, the more difficult it is to ensure economic growth, because high social payments are accompanied by high taxes [13]. Therefore, the social sphere can be an important factor in the development of the economy only with the effective use of funds, which determines the need to track the elements of funding under the following scheme: allocation of funds - allocation of resources by industries and funds managers - control.

Consequently, the main objective of the management of motivation in social service institutions is that the motivational goals of each employee coincide with the interests of the institutions and ultimately lead to an increase in the welfare of the workers and the quality of services they provide. A well-planned system of motivation can significantly improve the efficiency of staff, improve customer service, without much

material material costs for staff. In order to get the most out of the use of methods of motivation and increase the level of productivity, it is necessary to use them in a complex.

In determining the effectiveness of management of social institutions, in particular in the context of the motivational approach, it is necessary to take into account both economic and social aspects [14, p. 394]. The social effect of the functioning of the social sphere is to meet the needs of society in the social benefits (education, culture, medicine, etc.), economic - manifests itself with increasing national income. The economic effect is due to the fact that the production of the social sphere through the reproduction of skilled labor, maintaining health affects the country's economic growth, its national wealth.

The effectiveness of the social sphere for a certain period can be characterized by those indicators, which are determined by socio-economic factors, in particular mortality rates, fertility.

As you know, the mortality rate is influenced in addition to endogenous factors, caused by diseases and natural aging, and exogenous, caused by external influence on the body. Exogenous causes of mortality are also socio-economic conditions of life, because the latter can cause both emotional and physiological changes in the body. Fertility is a process that is determined by the needs of a person, but is also determined by economic factors.

Efficiency of social activity of the state is determined taking into account economic indicators. If the subsistence minimum in Ukraine is well ahead of both the minimum wage and the average monthly unemployment benefit, this is evidence of ineffective social policy.

The effectiveness of social management is evaluated at the macro level. The assessment criteria should be the increase (decrease) of the population of the country as a result of exogenous factors; quantitative indicators characterizing the level of education among different social groups; quantitative and qualitative indicators of provided medical, cultural services. The above indicators must be consistent with the level of GDP. With a significant increase in expenditures for socially sustainable GDP, we must state only the results of the government's redistributive policy, not its effectiveness.

Harmful in terms of practical use in the future is the transfer of the essence of the effectiveness of social policy from the macroeconomic plane to understanding it as the provision of specific social benefits for a specific social order.

The effectiveness of management of the social sphere is assessed not only by the extent of solving social problems directly, but also by the degree of integration of social policy into the mechanism of economic growth.

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1.9. Transformation of the role of price departments markets in the modern economic processes

The securities market is a complex part of the economy characterized by non-linearity and evolutionary character of development. Today, the attention is focused on its ability to return to the equilibrium in the short and medium term, as well as the need to develop mechanisms for managing financial flows and "bubbles" in the securities markets. Therefore, there is a need to use the theory of systems and such system-wide characteristics of the securities market:

1) structuring - the presence of a complex internal architectonics of interconnected elements (market segments);

2) integrity - the mediation of the functioning of the market with a number of inextricable interconnections (contractual relations, risk management, prudential supervision, etc.);

3) emergence (nonadditiveness) - the functioning on its own laws, which is not a simple sum of market participants and relations between them;

4) limitation - the separation of its system function from the functioning of the economy;

5) hierarchy - the belonging to the financial system and the financial market of the country;

6) territorial segmentation - the dependence of supply and demand on financial services from the territory covering the sector;

7) motivation - the ensuring of the creation of a homogeneous and transparent global economic space, increasing the competitiveness and efficiency of a single market participant;

8) dynamism - the flow of financial resources from one sphere to another; rapid response to the endogenous changes;

9) state of affairs - the correspondence of the number of securities of demand, the coincidence in the space of emissions and placement to be carried out in the same place or at a distance;

10) subjectivity - the personal contacts of market participants complying with the certain requirements regarding norms, financial monitoring, professional qualification, ethical, cultural qualities, etc.;