

## СЕКЦІЯ 2

### АНАЛІТИЧНЕ ЗАБЕЗПЕЧЕННЯ ДІЯЛЬНОСТІ ТА РОЗВИТКУ СУБ'ЄКТІВ ЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ

Керівник секції – канд. екон. наук, доцент Валерія ЄСІНА  
Секретар секції – канд. екон. наук, доцент Олександр КОЮДА

### THE ANALYSIS OF THEORETICAL ASPECTS OF STAFF MOTIVATION'S BASIC THEORIES

*KOIUDA Oleksandr,*  
*Candidate of Economic Sciences, PhD,*  
*O. M. Beketov National University of*  
*Urban Economy in Kharkiv*  
*KOIUDA Anastasiia,*  
*student of*  
*Simon Kuznets Kharkiv National University of Economics*

Motivation is a complex, relatively stable process, driven by certain personal characteristics of a person and the need to meet his or her needs. It is a set of external and internal forces that motivate people to work and make their activities focused on achieving the company's goals. Therefore, motivation is the process of encouraging people to work efficiently by the administration or production management body, associated with meeting people's needs for material or social benefits.

The process of motivating employees is closely linked to an understanding of the theoretical aspects of human psychology and the fundamentals of personal motivation. There are several models of motivation based on the research of such scientists as Herzberg, Maslow, Vroom, and Alderfer.

Maslow's theory defines 5 main groups of human needs that are directly related to the ways of influencing them. The essence of this particular distribution of needs is that as soon as a person satisfies one stage, he or she moves on to the next. And vice versa - satisfaction with the needs at the top of the pyramid will not make sense without satisfaction of the lowest (according to the pyramid) needs. The hierarchy of needs proposed by A. Maslow allows the manager to understand better the motives of the employee whose activities he or she must manage. And understanding the motives, in turn, allows the more effective process of employee motivation.

Herzberg's two-factor theory of motivation was developed in 1959 by Frederick Herzberg and his colleagues. According to the results of this study, it was found that employees' job satisfaction is influenced by internal factors, i.e. those related to the content of work. He pointed out that these factors have a powerful motivational impact on human behaviour and contribute to productive work.

However, when there are no intrinsic factors, it does not cause too much dissatisfaction. F. Herzberg called these factors "convenience factors", but they are mostly called motivating factors or "motivators": success, promotion, recognition and approval of work results, a high degree of responsibility for the work being done, opportunities for creativity and business.

If these needs are fulfilled, then, according to F. Herzberg, a person experiences satisfaction and it plays a motivational role. Motivation is influenced not only by internal movements that directly affect an individual employee, but also by the company's policy in general.

One more of the most well-known approaches to motivation is the expectancy theory, which was developed by Vroom, L. Porter and E. Lawler. According to Vroom, motivation is the final result of the interaction of three factors: how much an individual wants to be rewarded, and his or her assessment of the possibility that the efforts made will lead to a result in the form of successful completion of the work task, and that the achievement of the goal will be adequately rewarded.

Alderfer's theory resembles Maslow's pyramid but has fewer groups of needs. The first group is the need for existence, which includes physiological needs and personal safety. The second group reflects the social nature of a person, the desire to be a member of a group, to have friends, enemies, superiors and subordinates. The third group includes the desire for development, introspection, and self-improvement.

According to this theory, if efforts aimed at satisfying needs of any level are constantly unsuccessful, a person may return to behaviour that satisfies simpler needs in terms of their satisfaction. An employee who is unable to satisfy his or her personal and professional growth needs may stop on doing his or her job only as much as necessary in order not to lose his or her job and to satisfy social needs, i.e. lower-level needs.

## **СТРУКТУРНО-ФУНКЦІОНАЛЬНЕ МОДЕЛЮВАННЯ ПРОЦЕСУ УПРАВЛІННЯ ФІНАНСОВИМИ РИЗИКАМИ ПІДПРИЄМСТВА**

***БЕРЕСТ Марина Миколаївна***

*канд. екон. наук, доцент кафедри фінансів*

*Харківський національний економічний університет імені С. Кузнеця*

У процесі функціонування підприємства постійно мають справу з фінансовими ризиками, що виникають у зовнішньому середовищі або утворюються через низьку внутрішню ефективність фінансового менеджменту. Управління цими ризиками багато в чому визначає стратегію ведення господарської діяльності в цілому. У даному зв'язку актуальним уявляється дослідження сучасних методів удосконалення процесу управління фінансовими ризиками в діяльності суб'єктів господарювання.

Одним із методів запровадження аналізу бізнес-процесів на підприємстві є застосування методу структурно-функціонального