

## THE THEORETICAL BASIS OF THE SYSTEM OF STAFF MOTIVATION AT THE ENTERPRISES OF SOCIAL AND CULTURAL SERVICE AND TOURISM

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**Introduction.** Staff is the driving force of productive activity and development of any enterprise. Companies need to have qualified staff who have high intellectual and professional abilities. For employees to work with maximum efficiency, timely and efficiently perform their tasks, direct their efforts to achieve common goals, it is necessary to motivate them properly.

Staff motivation is a determining factor in increasing their productivity, it is a key element of business success. Motivation in a broad sense is the means that forces a person to go to work with enthusiasm, to perform their duties in good faith, to work for the common good of the enterprise, to make efforts to obtain a positive result. A motivated staff is the main asset of the company and its profitable resource.

At the enterprises of social and cultural service and tourism the staff plays a significant role, even bigger than at the enterprises with other types of economic activity. In the field of tourism, staff has a central role, because employees constantly interact with customers, advise them on various issues, help in choosing a service and more. Therefore, the motivation of staff at the enterprises of socio-cultural service and tourism needs special attention.

**Analysis of recent research sources and publications.** In the scientific literature, to the phenomenon of staff motivation is devoted a large number of works by domestic and foreign researchers. For the last hundred years, motivation has been considered by scientists in various fields in management, economics, philosophy, sociology, human physiology and sociology. This confirms the importance of motivation for both staff and the company. It is believed that the concept of motivation was first introduced into general scientific circulation by A. Schopenhauer in the early twentieth century in the scientific article "Four principles of sufficient cause" [1]. Significant fundamental research on motivation belongs to foreign scholars: E. Donoho [2], D. McClelland [3], D. Pink [4], J. Bentham, F. Taylor, A. Maslow, D. McGregor, J.S. Adams, L. Porter, E. Lawler, W. Ouchy [5]. Among domestic scientists, attention to the of motivation was paid by N.V. Bakalo [6, 7], O.E. Kuzmin [8], A.M. Kolot [5, 9], B.A. Karpinskyi [10], K.A. Kulipanov [11], F.Sh. Urmanov [12], A.S. Ustilovska [13], I.V. Chernysh [14], V.I. Chobitok [15] and others.

Despite more than a century of various studies of motivation, some aspects of its motivation, in particular the peculiarities of staff motivation in enterprises with different types of economic activity, still remain debatable. Therefore, **the article aims** to study the content of the concept of "motivation", to clarify the nature and features of staff motivation in enterprises of socio-cultural services and tourism.

**Main material and results.** The study of the peculiarities of staff motivation in enterprises of socio-cultural services and tourism should be based on the accepted content of this concept, for which a morphological analysis of the content of the concept of "motivation", the results of which are given in table 1.

**Table 1**

**Morphological analysis of the concept of "motivation"**

Author, source	Defining the meaning of "motivation"	Key definition
E. Donoho [2]	management activity of the top management of the enterprise through which influence on the staff is realized for activation of their labour activity for the qualitative performance of the set tasks	management activities
O.E. Kuzmin [8]	a type of management activity that provides a process of motivating yourself and other employees to activities aimed at achieving staff goals and goals of the organization	
A.M. Chisel [5]	a process that initiates, directs and supports purposeful staff behaviour	process
B.A. Karpinskyi [10]	the process of motivating oneself and others to work to achieve personal goals and the goals of the organization	
K.A. Kulipanov [11]	the process carried out by managers and is to identify the forces (motives) and develop incentives that motivate individuals to take action to achieve personal goals and goals of the organization	
F.Sh. Urmanov [12]	one of the most effective management tools that allow you to influence the effectiveness of staff in the context of their job responsibilities	tool
D. McClelland [3]	a tool to influence the work behaviour of staff to obtain the desired results from their work	
A.S. Ustilovska [13]	the driving force that stimulates staff to work effectively to achieve their goals and obtain tangible and intangible benefits	driving force
A.V. Kalinichenko [16]	a set of internal and external driving forces that motivate a person to work, determine the type of his behaviour, focus on achieving goals	
V.Yu. Lisak [17]	a set of interrelated measures that encourage the employee or team to achieve individual and common goals of the enterprise	set of measures
T. Libus [18]	a set of measures that are designed to motivate the workforce of the enterprise to highly productive activities and achieve short-term and long-term goals	
V.I. Chobitok [15]	a set of measures to motivate staff to achieve the goals of the enterprise by taking into account the individual needs of employees and bringing them into line with the goals of the enterprise	

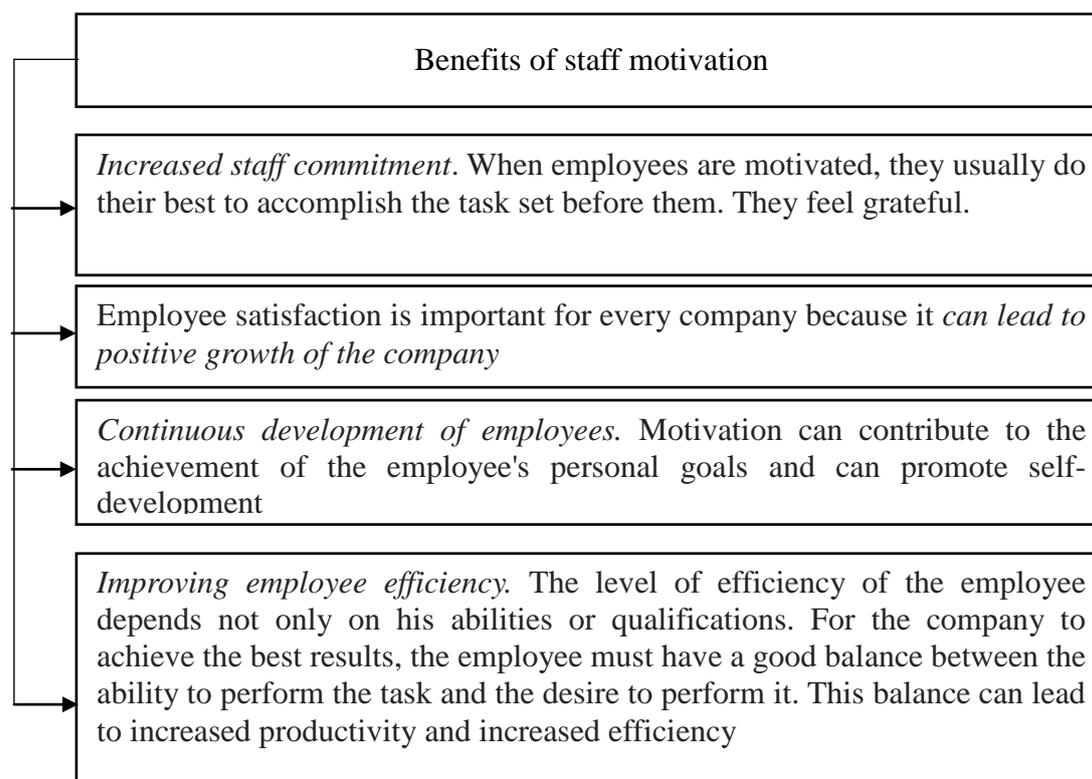
As you can see, scientists consider the meaning of the concept of "motivation" from different positions, focusing on its individual aspects. So, E. Donokho and O. Kuzmin consider motivation as a managerial activity; A.M. Chisel, B.A. Karpinskyi and K.A. Kulipanov – as a certain process; F.Sh. Urmanov, D. McClelland – as a tool to influence staff behaviour; A.S. Ustilovska and A.V. Kalinichenko – as a driving force that motivates a person to work, and T. Libus, V.I. Chobitok defined it as a set of measures to motivate staff to take action. All the considered approaches have the right to exist, and their diversity is explained by the versatility and importance of the concept of "motivation".

Based on the results of the analysis, the own interpretation of the content of the concept of "motivation" was formulated, which served as the basis of the study. Features of staff motivation at the enterprises of social and cultural service and tourism: motivation should be considered as a tool to encourage staff to work effectively and efficiently, which allows you to create a favourable motivational environment in which the needs of both the enterprise and its employees are met.

The motivational environment at the enterprises of social and cultural service and tourism allows not only to encourage their employees to effective and efficient work, balance the interests of employees and the company, but also helps companies attract and retain the best employees. With the help of motivation, the staff not only becomes more loyal to the company but also works much more productively. Thus, according to research published by the international consulting company PricewaterhouseCoopers, the productivity of motivated employees is 57% higher. The profit of such enterprises has increased significantly compared to its competitors, who did not pay attention to staff motivation [19]. From this, it follows a logical conclusion:

when employees feel they are belonging to the enterprise, they work harder (create innovative products and exceed customer expectations). All this, of course, has a positive effect on the profitability of the enterprise.

Fig. 1 provides several key benefits that give companies the motivation of their employees.



**Fig. 1. The benefits of motivating the staff of the enterprise**

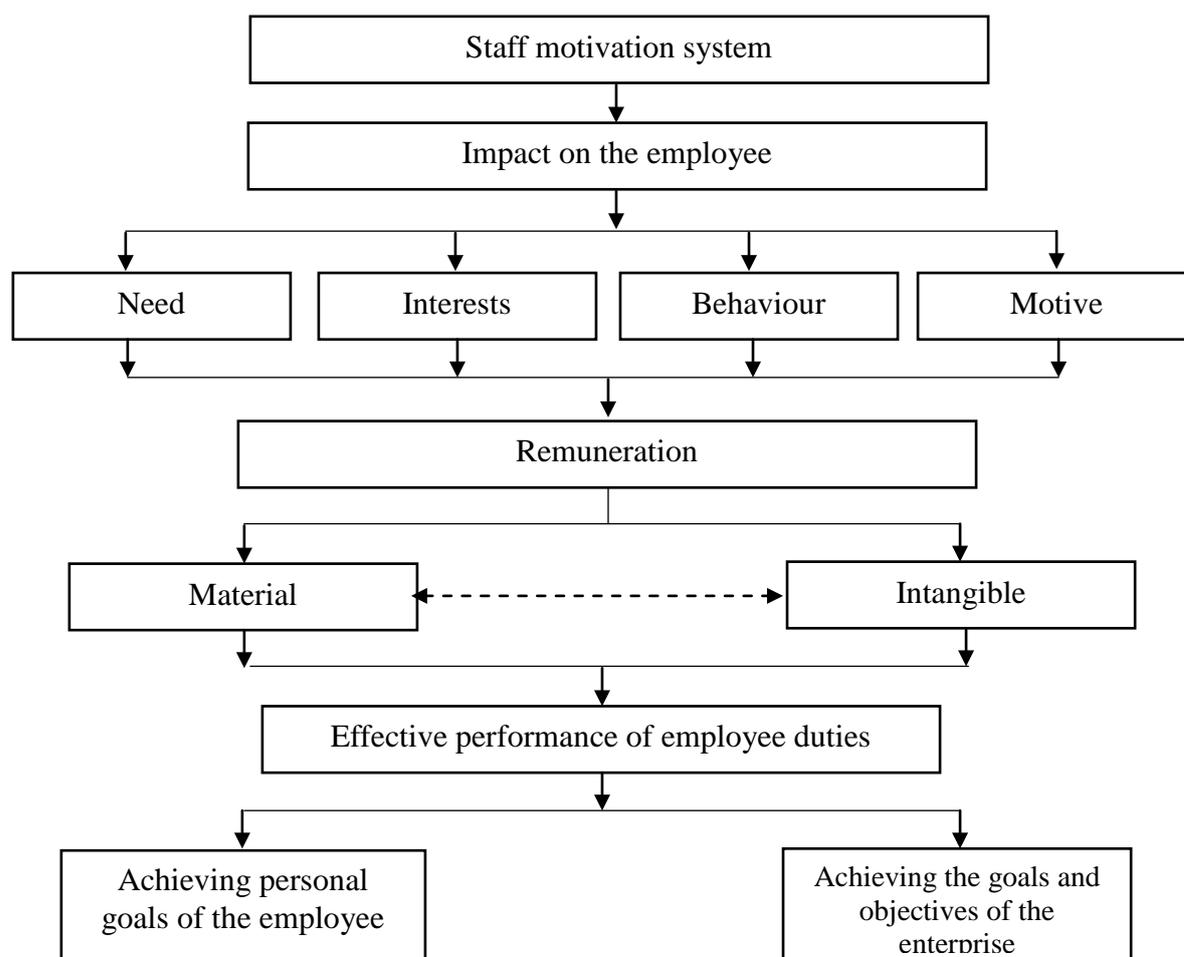
Ultimately, proper motivation of employees leads to an increase in enterprise profits due to increased staff productivity, more economical use of resources and more. The motivation of employees, carried out on a systemic basis, is an important lever of influence on the behaviour of staff, which significantly affects the final results of the enterprise. After all, according to a study by analysts at Harvard Business School, only 10% of employees work well all the time, while the other 90% of staff need proper motivation [20]. And it is through motivation that companies can influence employee behaviour and productivity.

The motivation of the enterprise staff ensures the performance of the following tasks:

- motivating employees to behave properly;
- uniting staff to achieve common goals;
- increasing employee productivity;
- creating a direct link between pay and staff performance;
- retaining the most qualified staff, as well as attracting the best employees (from among those available on the labour market);
- improving the socio-psychological climate in the team.

In enterprises with any type of activity, an appropriate system of motivation must be created. When creating it, an important task is to ensure the balance of interests of staff, owners and managers of the enterprise, which requires analysis and consideration of the needs, interests, behaviour and motives of employees. To solve this problem, the scientific literature describes the relevant models, one of which is the implementation model motivation systems by influencing the needs of staff by V.I. Chobitok [15], fig. 2.

In this model, the basis of the motivation system is to identify the needs and interests of the company's staff. Only if they are studied and further taken into account, it is possible to create a quality system of motivation of the company's staff. This system takes into account the interests of employees at all levels of the staff hierarchy. However, the system of motivation of employees is dynamic, because over time the interests, needs and preferences of employees, their perceptions of the work performed, its importance in their lives.



**Fig. 2. Model of implementation of motivation system due to the impact on staffing needs [15]**

The system of motivation of employees of socio-cultural services and tourism should have a theoretical basis, which is in the form of provisions of theories of motivation. Most of the considered theories of motivation were created a long time ago, but have not lost their relevance today. Fig. 3 provides a grouping of the main theories of staff motivation, the provisions of which can be used as a basis for the system of staff motivation in enterprises of socio-cultural services and tourism.

One of the simplest (but this does not mean that ineffective) theories of motivation is the theory by J. Bentham's "whip and gingerbread": if you complete the task, the employee will receive a reward that is "gingerbread", and in violation of the rules, failure to meet deadlines or operations, reduced productivity, the employee is subject to penalties, which is a "whip". The theory of "whip and gingerbread" is one of the oldest, and is still used (and not without success) in modern enterprises. However, given the peculiarities of socio-cultural services and tourism and the requirements for their staff, the use of the theory of "whip and gingerbread" is considered insufficient to create a system of employee motivation and, accordingly, to create a favourable motivational environment.

It is also hardly expedient to use as a theoretical basis for the system of employee motivation in enterprises of socio-cultural service and tourism F. Taylor's theory of "scientific management" in which the remuneration of each employee depends on the number of products produced by him. This theory should be used in building a system of motivation in enterprises with other economic activities, because the employee receives a higher reward if he worked in good faith and produced overtime products, but provided the appropriate technical equipment of his workplace.

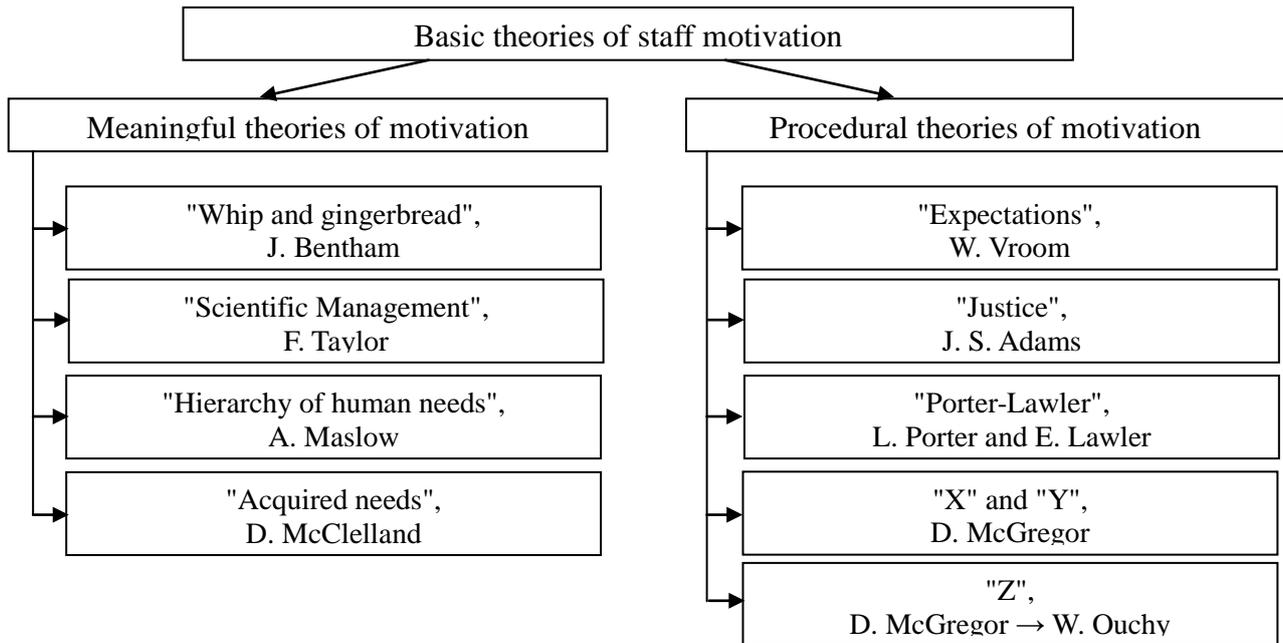


Fig. 3. Grouping of basic theories of staff motivation

A. Maslow's theory of human needs is suitable for the creation of the system of motivation of workers at the enterprises of social and cultural service and tourism according to which needs of people are presented in the form of a hierarchical pyramid (fig. 4).

According to Maslow's hierarchical pyramid, only the satisfaction of lower-level needs motivates a person to meet higher-level needs. However, such a theory practically does not take into account the individual characteristics of a person for one employee in the first place maybe self-esteem and confidence, and for another – safety in the form of job stability. That is why only some and the most general provisions A. Maslow's theory can be used in the formation of the theoretical basis of the system of motivation of employees in the enterprises of socio-cultural service and tourism.

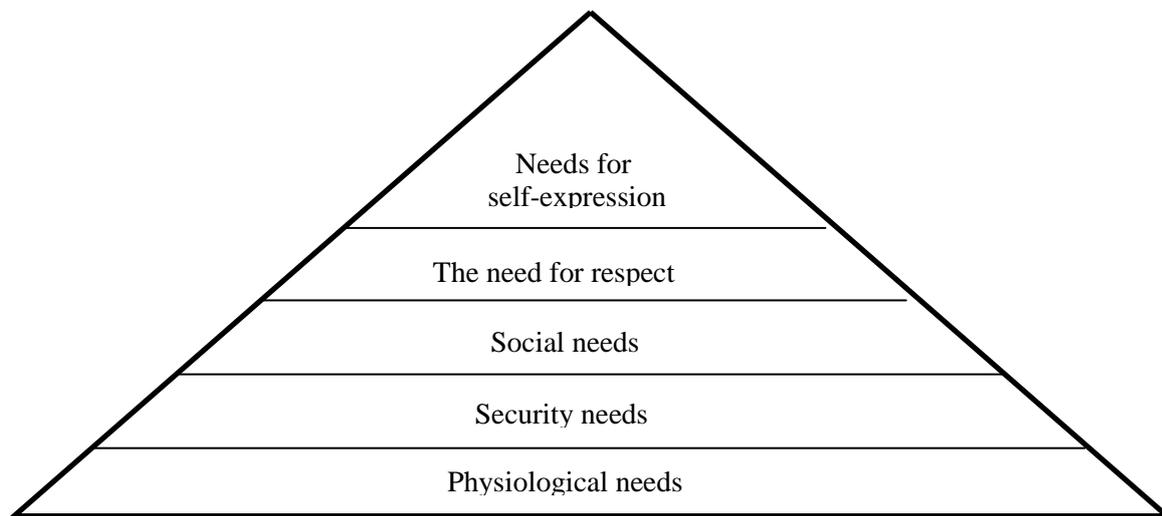


Fig. 4. Maslow's pyramid of human needs [5]

Much more suitable for the formation of the theoretical basis of the system of motivation of employees in the enterprises of socio-cultural service and tourism are theories of motivation, in which attention is focused on the needs of a high-level employee. These include the motivation theory of David McClelland, who considered high-level needs to be the desire for success, recognition and power. According to this theory, the personal results of the employee's work, the opportunity to influence his key decisions of the enterprise, his place in it come to the fore.

Informing the theoretical basis of the system of motivation of employees in enterprises of socio-cultural service and tourism, it is also advisable to rely on the provisions of a set of theories of motivation, which are combined into a group of procedural theories: V. Vroom's theory of expectations, J.S. Adams, the theory or model by L. Porter–E. Lawler, the theory by D. McGregor.

V. Vroom's theory of expectations assumes that a person's motivation requires not only the satisfaction of his needs but also taking into account the type of behaviour of the employee, manager and employee who develops the motivation system. According to the theory of justice by J.S. Adams, effectiveness of motivation is assessed not through the prism of the employee's satisfied needs, but by comparing his remuneration with the remuneration of other employees who perform similar work. Accordingly, if two employees have performed the same amount of work, they should receive identical remuneration. Under other conditions, this factor will be assessed as demotivation. However, the provisions of this theory do not take into account the importance for enterprises of socio-cultural service and tourism features of staff's work – the quality of work performed (is a complex indicator), results of their work and timing.

In the model by L. Porter–E. Lawler combined elements of two previous theories: borrowed from the theory of expectations self-assessment of the employee's efforts and expected remuneration;

from the theory of justice borrowed the employee's assessment of the fairness of receiving remuneration by him and his colleagues (this depends on the degree of employee satisfaction).

To some extent echoes the model by L. Porter–E. Lawler, theory by D. McGregor, known as the theory of "X" and "Y".

The provisions of Theory "X" state that staff has an innate tendency to avoid work and therefore require strict management control. Based on this, the main motivator is money, the main style of leadership – authoritarian. According to this theory, the company's management should not trust employees, to exercise almost total control not only of results but also of processes.

The provisions of Theory "Y" states that the staff has internal incentives, seeks recognition and responsibility, it is important for him to be involved in management decisions, career growth, comprehensive trust from senior management. It is believed that employees enjoy their duties and strive to perform them as best they can. Priority among motivating factors is the possibility of employee development, satisfaction with working conditions, rather than monetary reward.

D. McGregor's theory consists of two opposing theories. Obviously, as always, the truth is in the middle. Therefore, the theoretical basis for creating a system of motivation of employees in socio-cultural services and tourism should take into account the provisions of both theory "X" and theory "Y": the importance of remuneration for work performed by the employee, the need to control his actions by management the employee has a sense of involvement in the activities of the enterprise and its management, getting pleasure from the work performed.

There is information that D. McGregor also worked on the theory of "Z", which was to justify the feasibility of combining the personal goals of employees with the goals of the enterprise. However, D. McGregor did not have time to fully develop and publish this theory. But the concepts of this theory had continued to develop by D. McGregor's student W. Ouchy. He identified, in theory, such key motivating factors for employees as helping employees in difficult family situations, involvement in decision-making, the delegation of authority, creating an atmosphere of trust, providing career opportunities, etc.

Thus, the variety of theories of motivation is due to the scale of research conducted by scientists on this issue. Each theory has the right to exist, but when the theoretical basis of the system of motivation of employees in enterprises with a particular type of economic activity will be forming, it is advisable using a symbiotic approach, according to which have selected individual provisions from theories of motivation (Table 2).

An important condition for the validity of the result – a symbiosis of theories of motivation theories – is the consistency of selected concepts, their complementarity (mutual correspondence of provisions, which ensures the formation of ties between them and thus – a fuller picture of the motivation system than the provisions of a single theory).

Table 2

**Symbiosis of the provisions of motivation theories as a theoretical basis of the motivation system employees at the enterprises of social and cultural service and tourism**

Motivation theory	Provisions included in the theoretical basis
J. Bentham's theory of "whip and gingerbread"	Mandatory remuneration for quality performance of tasks (or functional responsibilities) and the inevitability of punishment for failure to meet deadlines, their incomplete or poor performance (especially if it negatively affected the results of the enterprise or contributed to the deterioration of its business reputation)
A. Maslow's theory of human needs	Taking into account the importance and significance of the individual needs of the employee for each level of the pyramid
Procedural theories of motivation	Taking into account the type of employee behaviour, propensity for leadership, its compliance with the style of leadership in the enterprise Fair distribution of remuneration for work performed
D. McGregor's theory (theory "X" and "Y")	Understanding that not every type of work brings satisfaction to the employee The need to use coercion in certain types of work Constant control over the implementation of tasks and functional responsibilities (quality, timeliness, etc.) Taking into account the individual characteristics of the employee in the distribution of tasks and functional responsibilities and, accordingly, in the promotion of work results Balancing individual needs and motives of the behaviour of employees with the interests of the enterprise Encouraging the employee to use his intellectual capital in the interests of the enterprise
Theory "Z" by V. Ouchi	Assistance to employees in case of a difficult family situation Creating an atmosphere of trust, providing opportunities for career growth

In the formation of the theoretical basis of the system of motivation of employees in enterprises of socio-cultural services and tourism, an important requirement for the symbiosis of theories of motivation is the focus on balancing individual needs and motives of employees with the interests of the enterprise.

**Conclusions.** The basis of productive work of the staff at the enterprise with any kind of economic activity is the motivation of its staff. It includes a set of various measures that motivate staff to perform tasks, get the best results, work using the skills available to employees. Without proper motivation, even the most qualified staff will not work at full capacity, and the results of their work will continue to decline.

The motivation of the staff of the enterprise should be carried out on a systemic basis, i.e. not separate and separate measures of motivation of the staff to the qualitative performance of the set tasks, and the measures combined within the corresponding system are necessary.

The system of motivation of the staff of the enterprise should be based on a certain theoretical foundation, the basis of which is laid by the provisions of the developed theories of motivation.

According to the results of the analysis of the most common theories of motivation, a symbiosis of their provisions is highlighted, which forms the theoretical basis of the system of motivation of employees at enterprises of socio-cultural service and tourism.

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**Блоусова Анастасія Юріївна**, кандидат економічних наук, доцент. **Бородавка Валерія Валеріївна. Нуркевич Крістіна Владиславівна**. Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Теоретична база системи мотивації персоналу на підприємствах соціально-культурного сервісу та туризму**. Поглиблено проаналізовано наукову літературу й систематизовано поняття «мотивація», з'ясовано сутність і значення мотивації персоналу на підприємствах соціально-культурного сервісу та туризму. Визначено, що поняття «мотивація» науковці розглядають з різних точок зору, концентруючись на окремих його аспектах. На основі проведеного дослідження надано власну інтерпретацію поняття «мотивація»: інструмент заохочення персоналу до вискоєфективної праці через створення сприятливого середовища, яке забезпечує задоволення їх потреб. Наведено ключові переваги, які надає мотивація персоналу підприємствам: підвищена прихильність персоналу може привести до зростання потенціалу підприємства, постійний розвиток співробітників, підвищення ефективності співробітників. Зазначено завдання, виконання яких забезпечує мотивація персоналу. Коли співробітники мотивовані, вони, як правило, роблять усе

можливе. Розглянуто модель впровадження системи мотивації за рахунок впливу на потреби персоналу. Досліджено теорії мотивації, котрі можуть виступати базою для побудови ефективної системи мотивації на підприємствах соціально-культурного сервісу та туризму, наведено їх схематичне групування. У формуванні теоретичної бази системи мотивації працівників на підприємствах соціально-культурного сервісу й туризму розглянуто положення сукупності теорій мотивації: Дж. Бентхема, Ф. Тейлора, А. Маслоу, Д. Макклелланда, В. Врума, Дж.С. Адамса, Л. Портера – Е. Лоулера, Д. МакГрегора, В. Оучі. У формуванні теоретичної бази системи мотивації працівників на підприємствах соціально-культурного сервісу та туризму важливою вимогою до симбіозу положень теорій мотивації є орієнтація на збалансування індивідуальних потреб і мотивів поведінки працівників з інтересами підприємства. За результатами аналізу найпоширеніших теорій мотивації виділено симбіоз їхніх положень, який утворює теоретичну базу системи мотивації працівників на підприємствах соціально-культурного сервісу та туризму.

**Ключові слова:** мотивація, персонал, мотивація персоналу, підприємства соціально-культурного сервісу та туризму, система мотивації, теорії мотивації.

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**Bilousova Anastasiia**, PhD (Economics). **Borodavka Valeriia**. **Nurkevych Kristina**. National University «Yuri Kondratyuk Poltava Polytechnic». **The Theoretical Basis of the System of Staff Motivation at the Enterprises of Social and Cultural Service and Tourism**. The purpose of the article is an in-depth analysis of the scientific literature and systematization of the concept of "motivation", clarifying the nature and significance of staff motivation in enterprises of socio-cultural services and tourism. On the basis of the conducted research the own interpretation of the concept "motivation" is given. The key benefits provided by staff motivation to enterprises are presented. Theories of motivation, which can serve as a basis for building an effective system of motivation in the enterprises of socio-cultural service and tourism, are studied, their schematic grouping is given. According to the results of the analysis of the most common theories of motivation, a symbiosis of their provisions is highlighted, which forms the theoretical basis of the system of staff motivation at the enterprises of socio-cultural service and tourism.

**Keywords:** motivation, staff, staff motivation, enterprises of socio-cultural service and tourism, the motivation system, the motivation theory.