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PROBLEMS OF MANAGEMENT IN THE CONDITIONS OF THE FORMATION OF THE MODERN ECONOMIC SPACE

In modern Ukraine, many domestic industrial enterprises are trying to implement new management models in order to ensure the necessary level of effective activity. In the conditions of the deterioration of the economic situation, the management personnel of enterprises face the task of creating such management mechanisms that will be able to ensure the maximum efficiency of production as a whole. Undoubtedly, this task is complex, and to solve it, it is necessary to implement a whole series of measures aimed at optimizing all managerial, economic, and motivational processes of the enterprise's functioning.

The effectiveness of enterprise management in the conditions of the development of market relations largely depends on the state and effectiveness of the systems of motivation and stimulation of the work of their employees. As a result, an increasing number of managers understand the growing importance of the motivational component, without which no enterprise can fully realize its development potential, both in tactical and strategic aspects.

In the field of social and labour relations, changes are taking place most acutely, and the management of the processes of consolidation of labour activity of personnel, ensuring the compatibility of the interests and goals of individual employees and the enterprise as a whole, and the effectiveness of motivation and stimulation systems are not given due attention. Meanwhile, the formation and development of an effective motivational system at the enterprise will allow to significantly reduce the level of conflict in the team, harmonize relations in the "employee-manager" and "employee-employee" systems, and really increase the level of self-organization and self-management, and, therefore, productivity and quality labour [1].

The acuteness of the problem of increasing work motivation, as a function of management, is quite noticeable among the employees of the main production – personnel who are directly related to the creation of the final product, from which the income of the enterprise is formed in the future. Especially if we take into account the strengthening of competition on the market in the conditions of European integration.

In such environment, the task of theoretical substantiation and the development of methodological and scientific-practical recommendations for the formation of a high-quality motivational mechanism for the management personnel of industrial enterprises seems to be extremely urgent, since the existing systems of material labour incentives have lost their functions, and there is no question of non-material incentive systems in practice [2]. Foreign experience shows that all countries with a developed market economy have already thoroughly formed systems of adequate remuneration of employees for their work, which creates the real wealth of one or another country. Comparing the financial incentive systems of our country and foreign countries, one can see many differences:

- our country is characterized by a large differentiation of the wages of workers and managers of enterprises, and the limit of the gap between their levels has not been established;
- often the salary level is not connected with work results;
- there is no clear system for assessing the individual contribution of each employee;
- there is no direct dependence of the salary level on qualified employees, availability of education, level of responsibility [3].

In the United States, a student who enters college and wishes to acquire a certain specialty knows in advance what salary level he can claim at the time of entering a job, and therefore has a material stimulus-reaction to obtaining an education. The same applies to a young specialist who wants to make a career in his specialty in some company. The situation, which is so characteristic of modern Ukraine, when a young girl who has just finished school, got a job as a secretary in a bank, receives several times more than a candidate of sciences with experience, is fundamentally excluded in developed countries [3].

But, despite the fact that the world already has a lot of experience and a huge number of means of material stimulation, we cannot apply it in our country without changes and additions, because our people are very different from others in their mentality, and our conditions are specific. For many years, collectivism existed in Ukraine, so now it is difficult for people to switch to individual work, therefore, it is difficult to interest them by means of personal stimulation. Due to political and economic instability in the country, the population has pessimistic expectations, mistrust of various securities develops, therefore such a prospect as obtaining dividends in the future or participation in the company's profits does not suit them. They prefer cash and now.

However, although work in our country today is considered only as a means of earning, it can be predicted that the need for money will grow to a certain limit, depending on the standard of living, after which money will become a condition for a normal psychological state, preservation of human dignity. In this case, other groups of needs related to the need for creativity, achievement, and others can act as dominant. Therefore, it is very important for the manager to be able to recognize the most effective methods of stimulation so that the staff does not lose interest in work.

With the development of business and entrepreneurship, the importance of such motives as independence, independence in work, the desire to more fully realize one's abilities and skills, and to participate in production management increases. As a result of further reforming of economic relations, increasing the competitiveness of productive forces and adaptability of workers to the market environment, the influence of motives related to retention of work, striving for self-realization and self-improvement will increase.

Thus, relying on foreign experience and taking into account the peculiarities of Ukraine, it is advisable to create such a system of material incentives at the enterprise, which would be effective and contribute to the exit from the crisis. In the process of motivation, a wide range of motives and rewards (economic, psychological, social) should be used, taking into account the financial condition of the enterprise, the professional, educational, and age composition of employees. The combination and purposeful application of all motivational approaches and factors in modern conditions will contribute to the achievement of a high motivational effect, self-realization of each employee, and ultimately to the improvement of the economic situation in the country.

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