

**MOTIVATION AS A FORM OF COORDINATION OF INTERESTS OF MODERN
COMPANIES STAFF AND OWNERS**

*O. V. Gornyak, D.E., Prof., Odessa I. I. Mechnikov National University,
econom_teoriya@onu.edu.ua*

Research methodology. The results are obtained through the use of the following methods: abstraction – while the concept of «modern enterprise» is being defined; logical and historical – while the process of evolution of enterprise and systems of motivation to work are being explored; analysis and synthesis – while the differences between the systems of motivation to work in different organizational forms of the enterprises functioning are being clarified.

Results. It is shown that technical component is not a crucial factor for achieving high results of performance in modern conditions of enterprise development. Instead, creative and highly skilled labor and the employee with his own interests and goals are the major drivers of production. Under such conditions, stimulus and motivation issues are the most important, correct choice of which gives the possibility to coordinate the goals and interests of employees and shareholders. It is established that the organizational structure of a modern enterprise must be multifunctional and contain a corresponding set of compromises.

Novelty. It is found that a modern enterprise is turning into a network and, therefore, becomes the center of interaction and coordination of economic activity. In order to reconcile the interests of employees and owners of the enterprise it is proposed to correlate remuneration for work with relative results of activity, which are automatically adjusted depending on the level of efficiency and are flexible.

Practical value. The use of the proposed mechanisms of motivation in the practice of management of modern enterprises enables to ensure high efficiency under the conditions of instability, uncertainty and contradiction of interests of employees and shareholders.

Keywords: enterprise, staff, employees, owners, network, collaboration, coordination, incentives, motivation.

Literature

1. Baker J. How Should Executives be Paid? // Harvard Bus. Rev. – 1939. – № 18. – P. 94–106
2. Williamson O. E. The Economic Institutions of Capitalism. Firms, Markets, Relational Contracting. New York: The Free Press, 1985. – 450 p.
3. Гальчинський А. Глобальні трансформації: концептуальні альтернативи. Методологічні аспекти. / А. Гальчинський. – К. : Либідь, 2006. – 312 с.
Halchynskyy A. *Hlobalni transformatsii: kontseptualni alternatyvy. Metodolohichni aspekty.* [Global transformations: conceptual alternatives. Methodological aspects] / A. Halchynskyy. – К. : Lybid, 2006. – 312 p.
4. Кастельс М. Информационная эпоха: экономика, общество и культура: Пер. с англ. / М. Кастельс. – М. : ГУВШЭ, 2000. – 458 с.

Kastels M. *Informatsionnaya epokha: ekonomika, obshchestvo i kultura* [Information epoch: economy, society and culture]: Per. s angl. / M. Kastels. – M. : GUVShE, 2000. – 458 p.

5. Marris R. *The Economic Theory of Managerial Capitalism*. – London, 1964. – 347 p.

6. Дж. Марч. Организации / Дж. Марч, Г. Саймон. // *Личность. Культура. Общество*. Вып. 1(21). – С. 252–302.

Dzh. March. *Organizatsii* [Organizations] / Dzh. March, G. Saymon. // *Lichnst. Kultura. Obshchestvo*. Vyp. 1(21). – P. 252–302.

7. Хей Д. Теория организации промышленности. В 2-х томах. / Д. Хей, Д. Моррис – Т. 2. – СПб. : Экономическая школа, 1999. – 592 с.

Khey D. *Teoriya organizatsii promyshlennosti* [Theory industry organization]. V 2-kh tomakh. / D. Khey, D. Morris – Т. 2. – SPb. : Ekonomicheskaya shkola, 1999. – 592 p.

8. Робертс Дж. Современная фирма: структура организации для достижения эффективности и роста / Дж. Робертс. – М. : Издательский дом «Вильямс», 2007. – 352 с.

Roberts Dzh. *Sovremennaya firma: struktura oorganizatsii dlya dostizheniya effektivnosti i rosta* [Modern firm: organization structure for achievement effectivity and growth] / Dzh. Roberts. – M. : Izdatelskiy dom «Viliams», 2007. – 352 p.

9. Cyert R. M., March J. G. *A Behavioral Theory of the Firm*. Prentice-Hall. Englewood Cliffs, 1963. – 332 p.

10. Гейтс Б. Бизнес со скоростью света. / Б. Гейтс. – М., 2001. – 480 с.

Heyts B. *Biznes so skorostyu sveta*. [Business with light capacity] / B. Heyts. – M., 2001. – 480 p.