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MOTIVATIONAL BASIS FOR ENSURING THE INTEGRITY OF SOCIO-ECONOMIC SYSTEMS

The article considers the motivational principles of ensuring the systemic integrity of socio-economic systems. The purpose of the article is to explore the motivational principles of ensuring the systemic integrity of socio-economic systems, to determine the criteria of motivation for socio-economic interaction of their participants. Emphasis is placed on the fact that human behavior depends on the environment. The concept of habitus as an unconscious motivating structure that depends on the social environment is considered. It is emphasized that the individual perception of the environment is largely determined by the type of generation of participants in the socio-economic system. People of a certain age tend to share a special set of beliefs, relationships, values and patterns of behavior, because they grew up in the same historical conditions. Leaders of socio-economic systems when developing and implementing a mechanism of motivation should take into account the importance of each of the studied criteria of integrity, based on the share of representatives of generations X, Y, Z in the socio-economic system. It is concluded that there are three motivational areas that require constant monitoring and adjustment, namely: motivational basis, information support, organizational support. That is, the cost of resources that can lead to increased integrity of socio-economic systems should not increase more than the result.

Key words: motivation, habitation, socio-economic system, generation X, Y, Z, integrity of socio-economic system.

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МОТИВАЦІЙНЕ ПІДГРУНТЯ ЗАБЕЗПЕЧЕННЯ ЦІЛІСНОСТІ СОЦІАЛЬНО-ЕКОНОМІЧНИХ СИСТЕМ

У статті розглядаються мотиваційні принципи забезпечення системної цілісності соціально-економічних систем. Метою статті є вивчення мотиваційних принципів забезпечення системної цілісності соціально-економічних систем, визначити критерії мотивації соціально-економічної взаємодії своїх учасників. Акцент робиться на те, що поведінка людини залежить від навколишнього середовища. Розглянуто поняття *Habitus* як несвідомої мотивувальної структури, яка залежить від соціального середовища. Підкреслюється, що індивідуальне сприйняття навколишнього середовища багато в чому визначається типом генерації учасників соціально-економічної системи. Люди певного віку, як правило, поділяють особливий набір вірувань, відносин, цінностей та моделей поведінки, оскільки вони виростили в тих самих історичних умовах. Лідери соціально-економічних систем при розробці та впровадженні механізму мотивації повинні враховувати важливість кожного з вивчених критеріїв цілісності, виходячи з частки представників поколінь *X*, *Y*, *Z* у соціально-економічній системі. Зроблено висновок, що існує три мотиваційні сфери, які потребують постійного моніторингу та коригування, а саме: мотиваційна база, інформаційна підтримка, організаційна підтримка. Тобто вартість ресурсів, які можуть призвести до збільшення цілісності соціально-економічних систем, не повинна збільшуватися більше, ніж результат.

Ключові слова: мотивація, проживання, соціально-економічна система, покоління *x*, *y*, *z*, цілісність соціально-економічної системи.

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МОТИВАЦИОННОЕ ОСНОВАНИЕ ОБЕСПЕЧЕНИЯ ЦЕЛОСТНОСТИ СОЦИАЛЬНО-ЭКОНОМИЧЕСКИХ СИСТЕМ

В статье рассматриваются мотивационные принципы обеспечения системной целостности социально-экономических систем. Целью статьи является изучение мотивационных принципов обеспечения системной целостности социально-экономических систем, чтобы определить критерии мотивации для социально-экономического взаимодействия их участников. Упор на том, что человеческое поведение зависит от окружающей среды. Рассмотрена концепция привычки как бессознательная мотивация структуры, которая зависит от социальной среды. Подчеркивается, что отдельное восприятие окружающей среды в значительной степени определяется типом генерации участников в социально-экономической системе. Люди определенного возраста, как правило, имеют особый набор убеждений, отношений, ценностей и моделей поведения, потому что они выросли в одних и тех же исторических условиях. Лидеры социально-экономических систем при разработке и внедрении механизма мотивации должны учитывать важность каждого из исследованных критериев целостности на основе доли представителей поколений *X*, *Y*, *Z* в социально-экономической системе. Вывод, что есть три мотивационных района, которые требуют постоянного мониторинга и корректировки, а именно: мотивационная база, информационная поддержка, организационная поддержка. То есть стоимость ресурсов, которые могут привести к повышению целостности социально-экономических систем, не должны увеличиваться больше, чем результат.

Ключевые слова: мотивация, обычаи, социально-экономическая система, поколение *x*, *y*, *z*, целостность социально-экономической системы.

Problem Statement

In the modern scientific literature, various areas of the theory of motivation are widely developed, but all of them mostly relate to a specific object - labor, as labor activity. At the same time, modern challenges require a wider range of objects of motivation, in particular - the motivation associated with the formation of certain behaviors in relation to social and economic interaction. Therefore, considering modern approaches in the field of motivation, it is expedient to focus on motivation for such behavior that would contribute to ensuring the systemic integrity of socio-economic systems through appropriate interaction.

Analysis of the latest researches and publications

A number of scholars, even considering the motivation to improve individual performance, directly or indirectly considered the issues of interaction and gave them a certain managerial content in their conclusions.

Thus, E. Mayo in his work "Problems of humanity of industrial civilization" [1] noted that increasing the motivation of staff is associated with such factors as: education of employees, parity management, group decisions, humanization of labor. These factors largely resonate with such criteria as, respectively: educational level, stable relationships, growth of social capital, decent work. It should be noted that these criteria are in the plane of social interests, which for its time (1946) was a revolutionary scientific conclusion.

Also a revolutionary conclusion for his time (1971) was the opinion of W. Skinner on the dependence of human behavior on the environment [2]. Today, this opinion is not in doubt, because in the era of the knowledge economy, the environment, which should be considered not only as a physical environment but also as an information environment, affect a person not only during work, but also while abroad. enterprises, forming certain behavioral stereotypes. Behavioral stereotypes, in turn, determine the relationship between labor and social interests.

The idea of the dependence of human behavior on the environment is confirmed by the concept of habitus. The concept of habitus is most closely associated with the theory of French scientist Pierre Bourdieu. According to P. Bourdieu, habitus is "a system of strong acquired tendencies, structured structures designed to function as principles that generate and organize practices and ideas that are objectively adapted to achieve certain results, but do not involve a conscious focus on these results. and do not require special skills"[3].

Goal Setting

Investigate the motivational principles and basic approaches to ensure the systemic integrity of socio-economic systems.

Presentation of research material

The concept of habitus generally came from botany, where subspecies of one plant species differ in constitution depending on the environment in which they grow. The same thing happens to people depending on the social environment in which they develop: they acquire a different constitution, but this constitution is not so much external as internal. They develop in different dispositions, with different abilities and willingness to respond spontaneously to emerging situations. Habitus is presented as an unconscious motivating structure. A structure that, on the one hand, structures human activity, and on the other - is structured by social relations, the past experience of the agent. Habitus allows us to understand how "behavior can be goal-oriented without being consciously directed to that goal, which is directed to that goal" [4].

Due to habitus, the structure governs individual practices - acquired social skills impose on individuals (agents) certain ways of perceiving reality and behavior. It acts as the ability to freely develop in practice the assimilation of patterns of perception, thought, communication, action. Habitus, developing schemes and models, serves the practices of everyday interaction. Socio-economic systems, which to some extent should be considered as structures and which are based on rules, do not depend on the will and consciousness of people and determine the values, motivations and actions of individuals. That is, the participant of the socio-economic system does not use the habitus consciously and is not aware of its existence. In this "habitus" is similar to the concept of "stereotype". The difference is that a stereotype means a persistent behavioral response to a particular individual stimulus of a physical or psychological nature. And habitus determines human behavior depending on the analysis of many environmental factors.

Pierre Bourdieu believed that the collective class habitus of people guide their motivation, attitude, expectations and actions. There is a high probability that individuals who are in the same social environment have similar habitus. But this conclusion should be applied very carefully, because being in the same social environment should be considered taking into account the time parameter. That is, if the participants of the socio-economic system are in a certain environment for some time, it does not mean that they have formed their habitus in this environment. As a rule, before getting into a certain social environment, each person goes through an individual trajectory of personal habitus formation. In addition, the period of formation of a certain habitus depends not only on the time spent in a certain environment, but also on a certain individual perception.

In our opinion, the individual perception of the environment is largely determined by the type of generation of participants in the socio-economic system.

In 1991, William Strauss and Neil Howe published the book *Generations*, which promoted the idea that people of a certain age tend to share a particular set of beliefs, relationships, values, and patterns of behavior

because they grew up in the same historical environment. In this case, the generation should not be considered absolutely everyone who was born in a certain period. Generation is the core of people of a certain age who have been subjected to massive treatment by fashion trends of their time.

A generation is a group of contemporaries who have a certain general memory, formed during the years of early socialization (12-16 years) under the influence of cultural and historical events. Not all people can be in the range of trends, and therefore not all can call themselves a generation of a certain species. However, given that trend processing takes place in the cities with the highest concentration of people, as a rule, the division into generations has signs of urbanization. Because it is the large settlements of people that are most permeated by the influence of the media, the waves of history and culture. Those who shape certain cultural or historical trends speak in terms of universal values.

Generation Z are people who are 23-24 years old. Other generations, older in age. Generational approaches are divided into universalist and particular approaches. The difference is in the different approach to life values. The universalist approach promotes universal life values, and vice versa the particular approach promotes individual-particular values.

Generations generally differ in cultural and historical trends, age, which only partially determines belonging to a generation. Each generation seeks to rebuild from the other. Researcher Mannheim called this trend a "drama of youth" and explained the following. In the "formative years" a person experiences the life drama of socialization, associated with the need to adapt to society without losing contact with fashion (novelties of the time). Therefore, the problems of young people are due to a different set of contradictions than the older generations.

For Generation Y (born 1980-1995 (2000)) the socio-cultural aspect of the formation was due to the following trends:

- the collapse of the Soviet way of life and the "cult" of the Western way of life;
- the emergence of digital technologies: the Internet and mobile phones;
- rock, pop music and fantasy style.

Generation Y became the creators of a new post-Soviet reality, whose life strategy is based on paradoxical values: on the one hand, they seek to influence the masses, and on the other - they seek individual freedom. A feature of Generation X is the commitment to the value of "power", in contrast to Generation Y, who do not welcome the value of "power" and give it almost voluntarily to the X. "Xi" measure success by the achieved status and material prosperity, they are characterized by such characteristics as: responsibility, desire for stability, hard work; attention to social guarantees. They are independent, perceive life as a constant struggle, prefer fundamental education and vertical career development, responsible and conscientious workers who recognize authority.

For Generation Z, the socio-cultural aspect of the formation was due to the following trends:

- weakening of social dynamics;
- the emergence of social networks, YouTube, smartphones;
- consumer welfare;
- oversaturation with images and ideas of cultural space.

Representatives of Generation Z are characterized by the desire to get everything at once and live to their satisfaction, creativity and inflated expectations for salary. They are not bound by restrictions, they are sure that nothing is impossible, they have a high level of awareness and work with new technologies.

"Zetas" develop horizontally and often in several professional fields. Their goal is interesting tasks, not prestigious positions. They are not ambitious, they are afraid of stress, open conflicts. But from the point of view of production activity, this means that the values inherent in generation Z, although present, but their expression is extremely weak. That is, the leaders of socio-economic systems need to use the emotional potential to increase the perception of generation Z representatives of life values of social and labor nature. Although the peculiarity of this generation is the ability to communicate, but these communications do not have a purpose. Communications are used by representatives of Generation Z mostly to mark their existence for others.

It is the "Zetas" who shape modern trends and needs. They will not step in that direction, work in a rigid hierarchy, wait for years for encouragement and feedback from management, engage in routine work without understanding the ultimate goal. Representatives of Generation Z will easily change their place of work and go to work elsewhere, so the leaders of socio-economic systems must not miss the moment and change their leadership style in a timely manner.

Despite the differences between generations Y and Z between them, there are common features:

- creativity;
- communication;
- search for deep meanings;
- non-acceptance of external social control;
- extreme individualism.

Thus, managers of socio-economic systems when developing and implementing a mechanism of motivation should take into account the importance of each of the studied criteria of integrity, based on the share of representatives of generations X, Y, Z in the socio-economic system.

Accepting the theory of generations, leaders must motivate teams to abandon the radical reconstruction of one generation from another.

In continuation of the study of theories of motivation, which would be relevant to the problems of ensuring the integrity of socio-economic systems, it is worth noting the work of R. Likert "The Human Organization" [5], where among other factors influencing motivation was considered subjective perception of one's place in the organization, the presence of leadership, organizational and communicative qualities.

It should be noted that R. Likert was ahead of his time, focusing on the factors that have become especially important in the context of digitalization. It is the subjective perception of a person's place in the organization is formed under the influence of both their own experience and the experience of other employees, information about which becomes available through social networks, media, the Internet, etc.

Speaking of integrity, as the coherence of the interests of participants in socio-economic systems, it is appropriate to mention the concept of organizational development and organizational culture. E. Shane. Thus, E. Shane in his work "Organizational culture and leadership" argues that each new group or organization must have an acceptable to all its members the concept of solving the main problem of its existence [6, p. 66]. Continuing the idea of the holistic existence of the organization, E. Shane also notes: "The group can not achieve the goals if it lacks consensus on the means to be used to achieve the goals" [6, p. 70]. Thus, the researcher emphasized the need to motivate team members for consistency both in relation to the goals of the organization and in relation to the means of achieving these goals.

Conclusions

Having considered all these scientific approaches to motivate the coordinated interaction of participants in socio-economic systems, we can conclude that there are three areas that require constant monitoring and adjustment. These are such areas as: motivational basis, information support, organizational support.

Each direction has a specific purpose:

- motivational basis is designed to create a motivational basis based on goals, objectives, principles, methods;

- information support is designed to create an information basis based on assessments of the consistency of social and economic interests of participants in socio-economic systems;

- organizational support allows to develop practical recommendations for ensuring the systemic integrity of socio-economic systems on the basis of levers / interests and criteria.

It is important to adhere to the principle of cost-effectiveness of motivational measures. Any motivational measures require time and other resources, which should not exaggerate the desired result [7, 8, 9]. That is, the cost of resources that can lead to increased integrity of socio-economic systems should not increase more than the result.

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