

average index of transnationalization of the 100 leading TNCs is increasing. Its index was 66.08 % in 2017 and 64.5 % in 2013.

According to the EGR (EuroGroups Register) data, 47,621 multinational enterprises were registered in EU in 2016, which is higher on 24% than in 2013. Among them, approximately, 40,081 multinational groups were registered in EU-28 (their main headquarters are located in EU member states), and the others are from different countries, mainly from Switzerland (2,843), the United States (2,200), Norway (441), Japan (350) and Canada (200). According to the list of 100 largest TNCs in the world, there are 57 European TNCs, including 51 TNCs from the EU-28.

**Conclusion.** Therefore, the international corporations are the most active, direct and important driving force of the processes of economic globalization. The competition of powerful transnational corporations for the markets of raw materials, manufacture and merchandising of their products is an important aspect of modern global economy. TNCs have a great positive influence on the international economy, such as promoting international economic and technological cooperation, increasing the global flow of factors of manufacture, as well as their strengthening and improvement of trade rules.

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## THE US LABOR MOTIVATION EXPERIENCE AND POSSIBILITIES OF ITS APPLICATION AT UKRAINIAN ENTERPRISES

**Introduction.** In Ukraine, the companies do not use tools that include staff motivation, the main emphasis being on the material motivation. Thus, wages and

salaries increase or decrease depending on the success of the market. Domestic enterprises do not yet have an effective motivation model for workers. Boosting staff motivation as one of the key functions of management is a topical issue for Ukraine.

**Review of recent publications.** For many years, numerous domestic and foreign scientists have been trying to address problems of personnel management. There is a large number of works used both in the formation of the theoretical basis and in the practical implementation of labour motivation techniques. The issues of personnel management have been of particular interest to Garry Dessler [1], Northcote Parkinson [2], Dan Kennedy [3], Lyudmila Balabanova and others.

**Objectives of the paper** are to analyze the US experience of labour motivation and to determine the possibilities for its use in modern economic conditions in Ukraine.

**Results of the research.** The problem of staff motivation is understood much wider overseas than in Ukraine. In our country, a person is traditionally assumed to work exclusively for the sake of money. Of course, the issue of salary must be of primary importance, but in addition to the financial side, abroad, non-material incentives to motivate staff prevail. Such incentives as free training, free trips, gifts for progress, bonuses, honoring employees for specific accomplishments, for example, employee of the month distinction etc. encourage people to unite and to act in support of a particular group or idea. Western HR managers come to the understanding that employees are the main value of the company and, their good performance should be rewarded, because the success of the entire enterprise depends on the ability of the team to work efficiently.

In each country, the methods of personnel motivation have their own specifics. Special recognition today has been achieved in the field of work motivation at US companies, the individual methods and forms of which are studied and applied throughout the world.

In the United States, there are two main areas in the promotion of personnel. The first one is building trust between manager and subordinates, which is achieved by establishing common values through high-quality, efficient work and continuous professional development. In this case, employees, if possible, can choose the type of work that suits them best. In addition, managers can involve employees into making decisions on company's activity. Today, almost 25% of American firms with more than 500 employees have their own works councils or joint committees of workers and administration. They solve mainly production problems, as well as perform informational and consulting functions [4].

The second direction of staff motivation refers to the cultivation of an individualistic culture in the workplace to promote creativity and innovation, boost employee engagement and motivate people to their best. US companies take into account the opinion of each employee and the staff members at all levels are delegated additional authority in the management of production, distribution of profits, trust in the preparation of projects, which makes employees feel that they are all treated equally and their contribution is valued by company management.

The abovementioned directions of personnel incentives are used by such multinationals as IMB, P&G, PWC encouraging and supporting enthusiasm, innovation and invention, which allows them to benefit from innovation. At the same time, IMB Corporation offers a wide range of programs and courses that give talented employees the opportunity to improve their qualifications and allows them to build their career within the company [5].

An important feature of US job promotion methods is the widespread use of teambuilding and moral support. Teambuilding involves the organization of corporate events, country trips and sightseeing tours at the expense of the company, which makes it possible to rally the team and prepare for work in the team. Moral support manifests in the form of praising employees for their performance, giving them special awards etc.

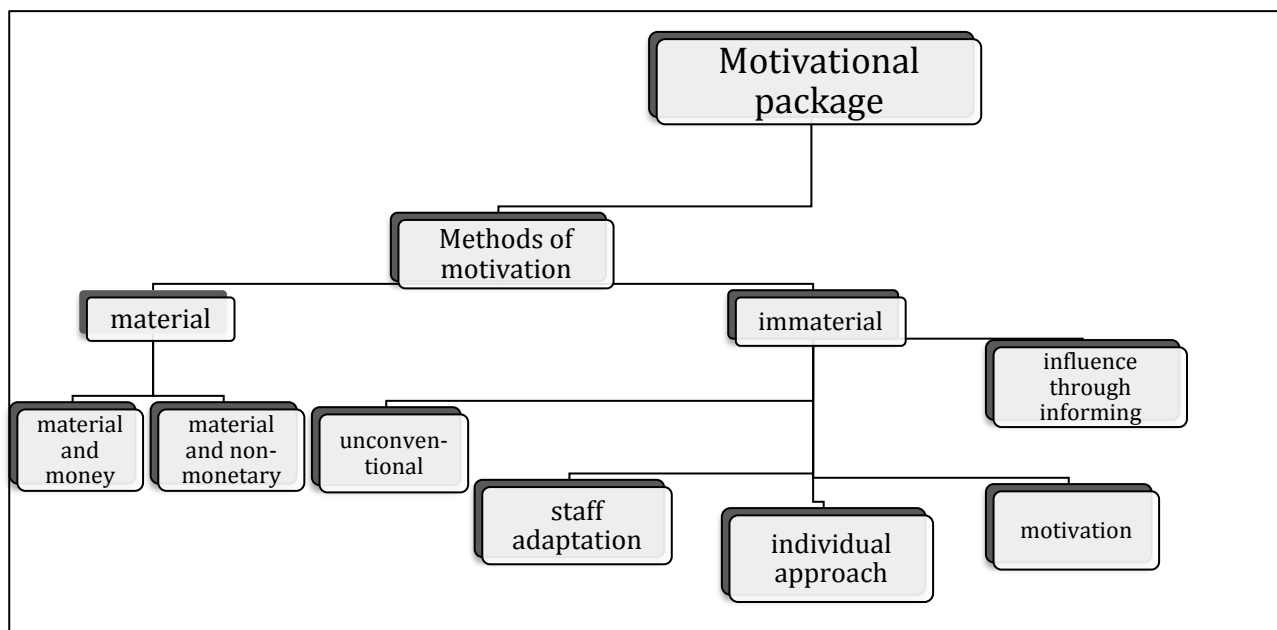


Fig.1 Structure of the motivational package

*Source: created by the author based on [2]*

Active integration of these methods of labor stimulation into the personnel management system resulted in a low employee turnover.

Taking into account the international experience of using motivation methods, we can recommend that large companies have experts in psychology or HR management to study employees' core values and internal motives for work to reveal their real needs. They also should provide clear parameters and transparent criteria for staff assessment, integrate corporate culture, which would be followed by both employees and management; delegate the powers and responsibilities thus allowing employees to take part in the decision-making process.

**Conclusion.** Overall, the study evidences that in Ukraine the level of employee motivation lags behind that of advanced economies, which negatively affects the state of domestic economy. In forming and implementing a model of motivation, domestic management should focus on the experience of highly developed countries, including

the United States. An analysis of the experience of labor motivation in the United States suggests the feasibility of introducing such methods and motivational tools at domestic enterprises that would allow taking into account all categories of workers' needs.

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