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COMMON EUROPEAN SYSTEM OF VALUES AS THE BASIS OF THE AGRICULTURAL ENTERPRISES STAFF MOTIVATION

The main problems related to the formation of the European system of values as the basis of agricultural enterprises staff motivation are examined. Considerable attention is paid to the study of base inherent values of Europeans and Ukrainians, of the basic development factors of rural areas in Ukraine and the EU's countries.

The article presents a study of the concept of European values. The main problems that are associated with the formation of the European system of values as the basis of motivation of personnel of agricultural enterprises. Special attention is paid to the study of the basic values that are inherent to the Europeans and the Ukrainians, key factors of development of rural territories of Ukraine and the EU.

The expediency of introduction of the man-centered model of shared European values, the benefits of which determined the following: investments in human capital; government support of rural youth; providing preferential loans; free training; financing the purchase of means of production on terms of financial leasing; consulting services; payments to producers in using environmentally sound production methods; support activities in the field of culture, the streamlining of land and improve the landscape, which is a prerequisite for the formation of effective system of motivation of personnel of domestic agricultural enterprises.

Key words: *integration, rural areas, the European system of values, agricultural policy.*

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ЗАГАЛЬНОЄВРОПЕЙСЬКА СИСТЕМА ЦІННОСТЕЙ ЯК ОСНОВА МОТИВАЦІЇ ПЕРСОНАЛУ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

У статті здійснено дослідження поняття «загальноєвропейські цінності». Розглянуто основні проблеми, які пов'язані з формуванням загальноєвропейської системи цінностей як основи мотивації персоналу сільськогосподарських підприємств. Обґрунтовано доцільність упровадження людиноцентричної моделі загальноєвропейських цінностей.

Ключові слова: *інтеграція, сільська місцевість, Європейська система цінностей, сільськогосподарська політика.*

Introduction and review of literature. The prospects of Ukraine's integration in the global and European space presuppose the activation of using a complex of

instruments, mechanisms, factors aimed to form the socially oriented system of agrarian development. The special attention in such system must be paid to the formation of a new ideology of rural areas development, which will be able to overcome uncertainty of rural population in future, to change the attitude of state toward farmers, to revive their trust to the government, to improve a psychological climate within rural community. In such a context it is interesting to consider the experience of the EU's countries, in which the Strategy of rural areas development of the EU and reforms of CAP are based on the European system of values, which provide not only the high living standard, improvement of working conditions quality and staff motivation, but also guarantee the social protection for the people in Europe. This question is lately investigated by N. Amelchenko [1], V. Borshchevskyi [2], V. Mahun, M. Rudnev [4] and others.

The purpose of the article is a theoretical and methodological study of European values through the prism of scientific research and justification of the directions of implementation of European priorities in the process of formation of national system of motivation of agricultural enterprises personnel.

Results and discussion. The development of integration processes on the European level is a modern symptom of progressive changes and opportunities for the revival of agriculture. The modern system of motivation of personnel of agricultural enterprises is insufficient and ineffective. Given this, it is important to study the conceptual approach to the formation of a man-centered model, based on common European values and is aimed at meeting the personalized needs of the individual in accordance with the moral, spiritual, cultural, educational preferences, achieve a high quality of working life.

As aptly argues Hofstede, values are the deepest level among the levers of decision-making, because they determine the ideological beliefs of the individual and the motivation for his behavior [5]. The core European values are fundamental liberal rights and freedoms, democratic principles of government, as well as legal and social state [1, p. 1].

In article 2 of the draft Constitution of 2005, defined «the Union is founded on values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights. These values are common to member countries of the community and is characterized by pluralism, tolerance, justice and non-discrimination» [3, p. 39].

An important step towards developing value foundations of the EU was the adoption of the «Charter of fundamental rights of the EU» in 2007, according to which the rights and freedoms of citizens appeared as values of all member countries of the European Union [1, p. 9].

Among the base values modern Europeans distinguish personal achievements (self-realization), equality in access to the economic, cultural and social benefits for all citizens, democratic political equality of all people before the law. So, in particular, among the EU member states, including Ukraine, there was conducted a research of the population value portrait as a part of the international project the

«European Social Survey» [6, p. 878–891].

The conducted research proves, that Ukrainian people have higher, than the Europeans, expressiveness of values which belong to the category of «protection» (safety, conformity, tradition), and, vice versa, lower expressiveness of values which belong to the opposite in meaning category «openness to changes» (independence, hedonism, stimulation).

The value of obtaining success and social esteem is also expressed stronger than among the respondents from most EU member states. General configuration of these differences represents character of man, who has native high carefulness (or even fear), need for defence from the side of the strong state, conservatism, tendency for «keeping head down» and fear of public censure. Thus such a man has relatively feebly marked need for novelty, creation, freedom and independence, he doesn't show propensity to risk and has no inherent need for merriments and pleasures. At the same time such a man aspires to riches and power, and also to the personal success and public acceptance (it is however possible to state, that desirable achievements do not presuppose creation and production of something new).

A strong orientation on individual self-affirmation reduces the willingness of this man to take care of even those, who surround him directly. In addition, the identical with Ukraine mean values mostly have Greece, Poland, Slovakia (in 4 valued comparisons each), and also Czech Republic, Hungary and Ireland (in 3 valued comparisons each) [2, 4].

Ukraine as European after the civilizational belonging nation must in its development rest on the European system of values, which numerous times showed its efficiency. Thus, in accordance with basic principles and ideas of the «Charter of fundamental rights of the EU», of the European Convention Ukraine in its development must be oriented to the maximal opening of the potential of every personality, to depend upon his/her interests, aspiring to creation and life in harmony with own values, nature and society, upon creation of decent conditions for the realization of creative, cultural, intellectual possibilities of man.

One of the main factors of the rural area development in the EU member states are the labour resources, which can be characterized by responsibility, orderliness, initiative, honesty, positive attitude toward labour, decrease of social tension in society and reduction of deviation from the accepted value-regulatory standards, opportunistic conduct (neglect of the official duties, thefts, wrecking, negligence, appropriation of corporate opportunities). Among characteristic personal traits of the Ukrainian rural people can be named, on the one hand, individualism, thrift, initiative, and on the other, irresponsibility, too high social expectations, spiritual, moral, cultural exinanition, deviant and opportunistic conduct. Consequently, the subjects and objects of the West European society economic activity differ markedly from Ukrainians namely in the axiological aspect, which promote the high level of rural areas development in the EU member states.

The formation of a personality inner value world (of moral, cultural, spiritual, educational preferences) is necessary for the development of labour resources and the

incensement of rural people motivation. In particular the common European values determine the economic conduct of a personality and form his/her motivation. To the urgent tasks and ways of their realization in relation to adjusting of socio-economic processes in rural localities, to the personal interest in labour of the agricultural enterprises staff, in particular, it is necessary to investigate the basic problems, which block the effective forming of labour recourses in the rural locality.

Particularly, the modern condition of the Ukrainian rural areas is characterized by monofunctionality, which leads to the underexploitation of the present human and productive potential, and, as a result, predetermines decrease of the working population share, absence of enterprise initiatives and investment support, unsatisfactory level of the social and productive infrastructure development, decline of the demographic situation, strengthening of the migratory processes and so forth. The worldwide agrarian policy is based on the conception of the rural locality and agriculture multifunctionness, and related to the increase of the share of nonagricultural activities. Therefore the role of basis for the multifunction development must be given to the local business enterprise, which is aimed at capital raising, in particular, the expansion of the agrarian activity, the development of new agricultural production directions and the uprising of business outside the agrarian sector of economy.

According to the experience of the European Union in assistance to the development of nonagricultural activities within rural areas there can be distinguished: agritourism; activity related with culture, art and nationally-ethnic inheritance; development of social services; provision of informative, commercial and scientific research services by the means of using the Internet.

Taking into account the permanent search of a rational model of the agricultural enterprises survival and development, important role in the process of labour potential forming is given to the diversification of production, which aids the development of the divorced from each other types of production, expansion of the agricultural products assortment.

Also appropriate in the context of personnel motivation is the application of information technology and telecommunications skills because of the lack of effective educational programs, the generated knowledge of the interdependence of natural and economic systems, the development of ecological and economic thinking leads to deterioration in the quality of labor resources of the village and enhance the outflow of labor from rural areas.

The multifunctionness of the rural areas development also brakes the unsatisfactory level of rural infrastructure development. The important condition of forming the favourable rural infrastructure is the increase of its efficiency level, the development of housing and public services (reconstruction and building of comfortable accommodation, provision of concessional building loans to the rural population, improvement of living conditions by the means of the electricity-, heating-, water- and gas-supply).

In the context of stimulating the multifunction development of the Ukrainian

rural territories it is useful to stimulate among rural people the development of the informative-technical and telecommunication skills. In particular, the absence of effective educational programs and changes in modern paradigm of education results in worsening of rural labour resources quality and strengthening of the labour migration.

In addition, the current status of rural areas development is characterized by the low level of innovative activity of the economic operators, which in turn results in the loss of resource and labour potential, degradation of the rural territories infrastructure. In this context the key task must be the refocusing on bringing in the business initiative which is now blocked as a result of functioning the system of regulator policy in Ukraine. In fact namely the strengthening of the self-governing business accents in the national agrarian policy will help to brake those negative tendencies, which can be seen today in our state agriculture and to activate the processes, which are related to forming the institutional principles of the Ukrainian rural revival.

The efforts of public authorities must be oriented to creation of workplaces, providing the job security in the process of privatizing and restructuring of the enterprises, to support business and self-employment of the population, increase flexibility of the labour-market, professional training and retraining of workers who can't work with modern technology.

An extremely important motivational factor is the introduction into the economy of new methods of updating material and technical base of enterprises in rural areas. In particular, the preferred form of solving problems implementation of technical re-equipment of the agricultural sector in the EU is to provide financial support on terms of financial leasing. Financial support on leasing terms in Ukraine in 2013 is 8.8 million, which is 21.2 million USD less than in 2012 It is therefore, extremely important must be calculated policies of the state aimed at activization of investment and innovative processes for technical re-equipment of agrarian sector, improvement of the system of financial leasing of agricultural machinery and implement quality training for machine operators, training technical officers of agriculture.

A fairly common practice in EU countries for lack of opportunity to acquire necessary agricultural machinery, became widespread service engineering and technical support from the dealerships and large engineering firms. In the UK, Germany, Sweden use their services for between 70 and 90 % of producers of agricultural products. In addition, in the UK, Italy and France are quite common cooperatives for joint use of agricultural machinery.

Unwillingness to work on farms, uncertainty in the change and own the future, helplessness and powerlessness to influence the situation, the lack of a cultural component in the life of rural people leads to significant losses of human resources, especially young people. Therefore, the main objectives of public policy should include the creation of appropriate conditions for attracting youth to stay and work in rural areas, in particular, concessional, long-term loans for housing, financial aid and learning in higher and secondary special educational institutions, provision of land

for housing and agricultural production.

One of the priority directions in increasing the personal interest of rural people to work in agriculture, forming their values, realization of their reasons is the functioning of those institutes, which determine the development of rural territories and adaptation of them to the European standards. Taking this into account, there is a substantial difference in thought and orientation of rural people from Ukraine and the EU in relation to functioning of these institutes. Europeans give advantage to the formal institutes, which are based on laws, norms, regulations, while Ukrainians are sure in the informal institutes efficiency, which are based on disregard of formal rules and procedures and deprive of the opportunity to reach the economic welfare, use of own skills, capabilities.

As a result the most striking differences in the level of economic prosperity between Ukraine and the EU member states are observed while comparing the village welfare, as the inherent to the rural people of the EU countries confidence in efficiency of formal institutes functioning and the realization of risks, connected with the use of informal institutes, became the factor of openness of the economic life and development of rural locality.

In Ukraine to such institutes belong: financial mediators and speculators, which allot credits after the overpriced rates and buy up agricultural products at the understated prices; recruiting agencies, which reduce the labour price and carry out employment on illegal work abroad; «leaseholders» of shares, which pay off with crummy payments or avoid any payments at all.

All the named factors cause the limitation in access to the necessary economic resources, low wages, decline in employment, defect in quality of medical, cultural service and accompanied by the decline in quality of rural areas labour resources, strengthening of egoism, gaining the benefit in a dishonest way, absence of moral order, corruption, bribery. Such a situation assists the origin of barriers on the way of adaptation to the EU standards, overcoming of which is possible on condition of stimulating the competition of agriculture, development of social and market infrastructure of the rural locality and improvement of its human resources quality.

Conclusions. Thus, bearing in mind the European choice, Ukraine laid the foundations of the new process of changes, which must lean in its development on the European person-center system of values, the basis of which is not the production, but human, development of his interests, creation of decent conditions for realization of his creative, cultural, intellectual abilities, claim of innovativeness in the quality of economic conduct. The basis for the effective staff motivation system must become the renewal and forming the complex of regenerated processes of rural people interests, for only the development of human potential is a criterion and purpose of public progress.

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