

Висновки: Для рішення вище названих проблем доцільним було б автоматизувати підбір персоналу. Це дозволить вдосконалити роботу з підбором кандидатів, веденням бази вакансій, співшукачів та резюме, допоможе підвищити керованість та результативність всієї роботи з персоналом. Я вважаю, що за допомогою цього методу буде найбільш раціональним вирішення проблеми підбору персоналу на підприємствах, адже в нього є велика кількість переваг, таких як:

- скорочення трудовитрат, пов'язаних з плануванням і реалізацією підбору кадрів.
- мінімізація бюджету (витрат, витрат) на підбір кадрів.
- прискорення пошуку і залучення кандидатів.
- постійне зростання бази.
- грамотний облік, виключення втрати даних.
- якісна, повноцінна опрацювання всіх звернень, кожного резюме.
- зростання конверсії потенційних кандидатів, здобувачів в трудовлаштованих співробітників, працівників.
- збільшення ефективності рекламних та PR заходів, спрямованих на пошук і залучення кандидатів.
- загальна оптимізація управління HR-напрямом компанії (відділом по роботі з персоналом, кадровою службою, відділом кадрів).

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CROSS-BORDER COOPERATION OF ENTERPRISES: MODERN MEASUREMENTS

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Understanding of the importance of the cluster approach is growing fast in the world. Increasingly, the cluster is considered as a key component of national and regional strategies for economic and social development, and for the enterprises operating in the border areas – as both a «lifesaver» for economic growth and an important step towards the creation of a new type of economic relationships directed on international competitiveness improving.

Recognition of the importance of cluster development model at both levels the enterprises' one and the level of regions and countries, encourages us to research this economic phenomena and sets such objectives as: to discover the essence of clusters and summarize the theoretical and

methodological approaches to their definition taking into account the European integration processes within a competitive market environment; to determine the model of the typical cluster and its impact on the economic development of enterprises involved in; to define the features of cross-border cluster and to what extent a participation of the enterprises affects their level of international competitiveness.

In order to ensure the achievement of the article's purpose, which is to determine the nature of such phenomenon as the cluster form of cross-border cooperation of enterprises and expand its role in the modern economic relations, we used a few important methods. First one is the dialectic method, which is applied for justifying the preconditions for the study of cross-border cooperation in Europe and Ukraine. The following ones are the analysis and synthesis methods, which are called on study of conceptual and the categorical apparatus and the «cross-border cooperation of enterprise» term. The equally important are the theoretical synthesis and the formal logic methods. They aimed at the study of the hierarchy of cross-border cooperation of enterprises. In addition, the graphical method, this allows having a schematic representation of the theoretical and practical research results. Thus, such approach allows understanding the cross-border cooperation of enterprises, its essence and significance, as well as its place within modern economic relations system.

Cross-border cooperation of enterprises as a platform for the formation of cluster structures

Cross-border cooperation (CBC) is a special field of international and intergovernmental relations, which, is a joint action, aimed at establishing and deepening economic, social, scientific, technical, environmental, cultural and other relations between local communities and their representative bodies, local executive authorities of one state and local communities and relevant authorities of other states within the competence defined by their national law [1].

Considering the cross-border economic cooperation, it can be conditionally divided into four levels it is carried out and regulated at: mega-, macro-, meso- and microlevel. Cooperation between enterprises is the initial level of cross-border cooperation the hierarchically higher levels of cross-border cooperation are based on. that cross-border cooperation of enterprises is a specific form of foreign economic activity of enterprises, which covers the part of the border trade (export and import), defined as foreign trade, which is carried out by the legal entities and individuals that are registered in the border area of the country to meet their own needs or the needs of the population of the border area through cross-border markets on the basis of international agreements or related documents, and other relationships associated with international production and scientific and technical cooperation [6].

Cluster as a innovative form of the international competitiveness increase of enterprises

The enterprises has a lot of forms for developing cross-border cooperation. Among them are foreign trade (export and import), production, investment and production cooperational relations. But the most effective forms of cross-border cooperation of enterprises today are the innovative ones, which convert peripheral regions with relatively backward economies in regions highly secured technology in various areas of industrial production. Cross-border and innovation forms of enterprises are overwhelmingly represented by cluster form of doing business.

The term «cluster» has a lot of interpretations. So, in English language cluster means a group, concentration or agglomeration of people, objects etc. Also, cluster can be considered as an action – «to grow together» [4]. Cluster is also a mathematical term for a physical proximity of logically related objects within one system [3].

It is necessary to note that the specific feature of this concept is the combining individual elements (components) in a single unit to perform a specific function or to achieve a particular purpose. The similar meaning has an economic definition of this term as well. According to Michael Porter «A cluster is a geographical proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and externalities» [9]. So, clusters cover a large number of businesses entities, important for competition, namely: suppliers of special equipment, new technologies, services, infrastructure, raw materials, supplementary products and etc. In addition, clusters include the authorities and other institutions – universities, centers of standardization, trade associations, which provide education, specialized retraining, information, research and technical support (fig.1).

There is the core within the cluster (the Integrator) – a leader, who initiates the formation of the cluster. Around this core began to emerge cluster-forming block – the complex of enterprises – members of the cluster, which are engaged in the production of equipment, the production of tools or performing other economic activity and jointly complete the technological chain of production.

However, the presence of this main block is not enough for effective functioning. Have to be the block of internal infrastructure – the cluster members, those functions are to promote products to consumers, to provide the marketing services for sale’s organizing and etc.

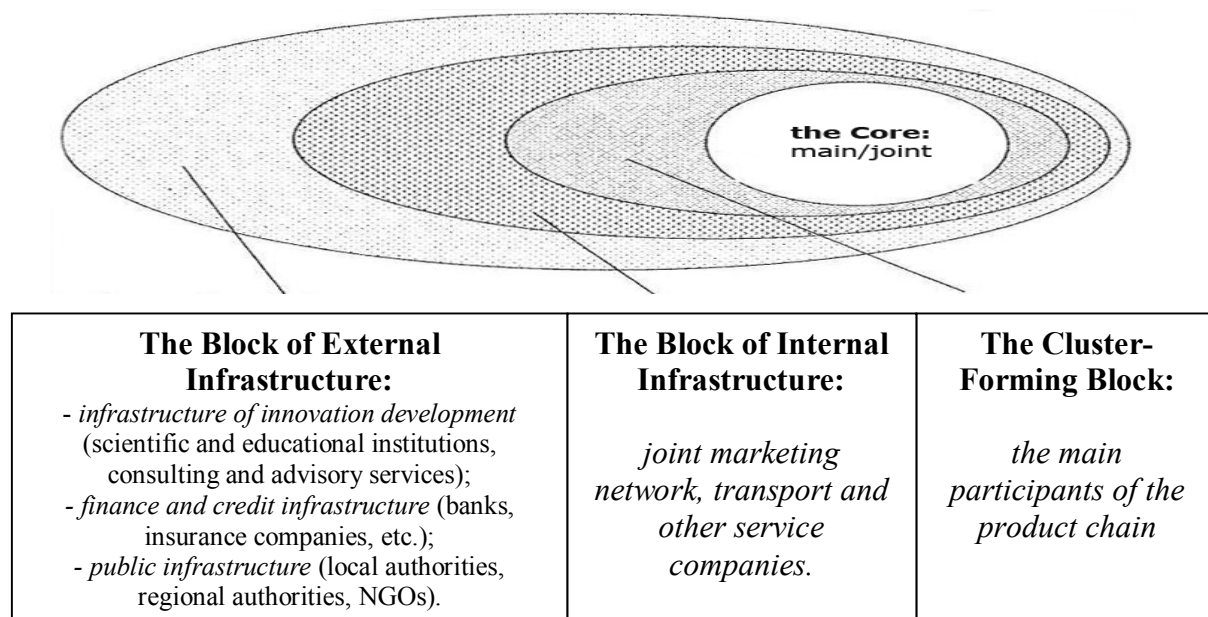


Fig.1. The Model of the Typical Cluster [10].

The next one is the block of external infrastructure, which includes: the public infrastructure – a set of entities that provide housing for living, shopping and other community facilities and cultural services; innovative infrastructure – a set of entities that provide the innovative component of the cluster: schools, vocational schools, research institutions to improve the technologies and the teaching profession; and the financial one. Building of this infrastructure provides not only by the entrepreneur, but also by the regional authorities and the local governments.

The cross-border cluster: the essence, life cycle stages and types. Clusters’ creation on the cross-border territories is one of the common forms of integration when forming partnerships between enterprises. Partnerships between firms within the cross-border clusters can bring significant benefits to businesses and the economy as a whole.

Cross-border clusters covering the adjacent border areas of neighboring countries, which include institutions and firms located on both sides of the border. Therefore, cross-border clusters can be defined as a group of independent companies and associated institutions, geographically concentrated in the cross-border region, which: cooperate and compete; specialize in different areas bound by common technologies and skills and complement each other, which ultimately makes it possible to obtain synergy and network effects diffusion of knowledge and skills [7].

Peculiarity of the cross-border clusters is that cluster members are located in different tax, customs, legal environment of neighboring countries, but can have joint ventures and organizations to use the shared infrastructure and operate primarily on cross-border markets. It is necessary to note that the competitive environment of the border region is determined by the competitive environment of a neighboring territory as well.

The formation of the cross-border cluster allows: increasing of the level of experience that provides greater depth of relations in their supply chains and provides the large potential for inter-company learning and collaboration; creation the ability of firms to realize economies of scale through wider additional specialization of production within each firm, joint procurement of raw materials to obtain bulk reduction or joint marketing; strengthening the social and other informal ties that lead to the creation of new ideas and new businesses; improving information flows within the cluster, for example, using financial services [5].

The birth of cluster can often be determined by conditional historical circumstances, such as availability of raw materials, special knowledge of research organizations, or traditional «know-how» or modern requirements of a certain group (geographical concentrated). Also, it can be the location of firms or companies that represent important innovations in technologies that stimulate the growth of

many others. In the first stage of cluster development often creates new firms, leading to geographic concentration of companies that are at almost the same stage of production.

Agglomeration. Once the company get agglomerated, they start to get more benefits due to external factors, and accumulate them. The first external economic factor is the creation of specialized suppliers and service firms, which are often formed after vertical disintegration companies and creating specialized labor market (see fig.2).

The emerging cluster (cluster creation). Some participants of agglomeration begin to collaborate around core activities and implement overall capabilities through common links. Forming new organizations that provide services to several firms in the growing cluster, such as research institutes, specialized educational institutions and business associations.

The developing cluster. The new members of the cluster are attracted in the region, new economic interconnections, formal and informal institutions of collaboration support. The development of external economic factors and the emergence of new local organizations increase the importance, prestige and attractiveness of the cluster. This can lead to the situation when more firms and skilled workers join the cluster, thus increasing its attractiveness and creating a «fruitful place» for the creation of new companies.

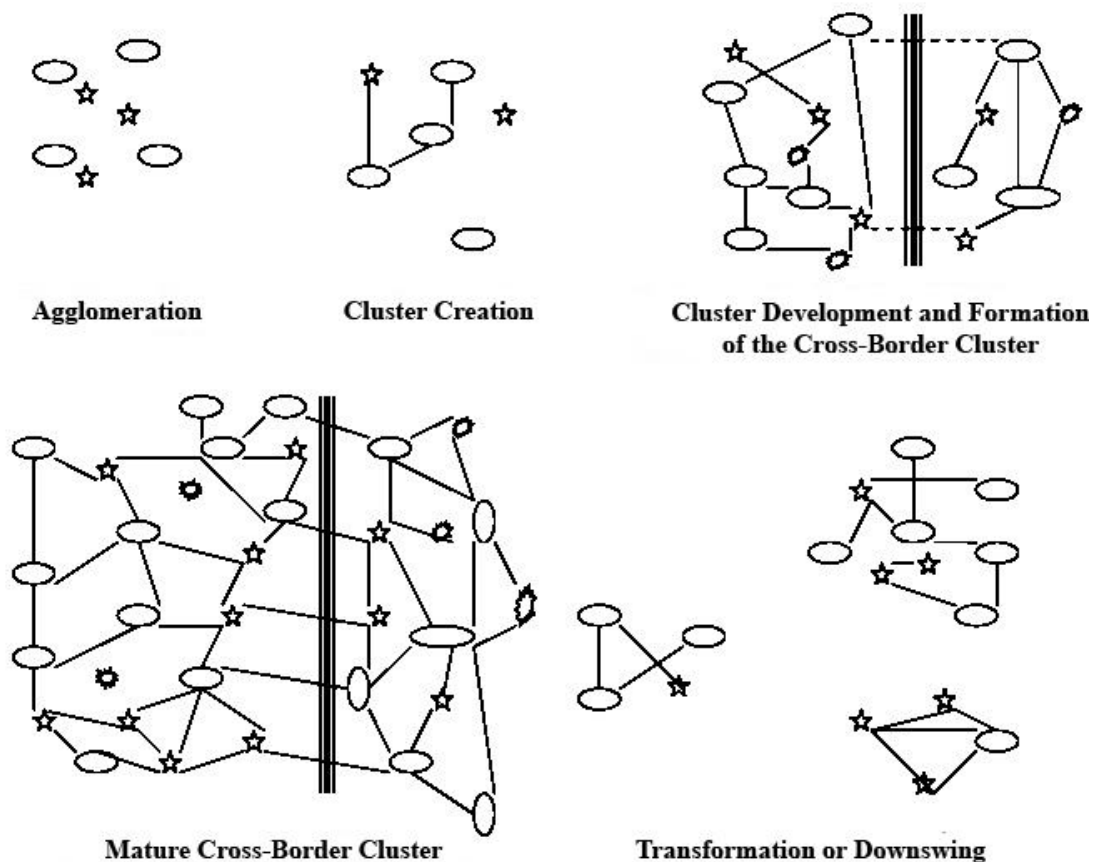


Fig.2. The life cycle stages of the cross-border cluster [2]

The mature cluster. It has reached a certain critical mass of actors and economic ties developed beyond its borders, with other clusters, areas of activity and regions. There is the further development of the internal dynamics of the interaction through the formation of joint ventures or dividing into smaller structures. The creation of nonmarket and nonprofit structures in the form of interrelations that facilitate the free exchange of information and knowledge through, for example, informal collaboration, and help to coordinate the economic activity. Thus, mature cross-border clusters may have a combination of specialized, differentiated and localized relations between individuals and organizations, coordinated by daily collaboration or by regulations that often are valid only in case of neighborhood.

Transformation. As time went, markets, technologies and processes are changing as well as clusters. If cluster wants to survive, it should be available to avoid stagnation and decay, it is necessary to innovate and adapt to changes. It can choose the way of transformation into one or more new

clusters that focus around other activities, or change channels of supply and marketing products and services. The cluster can be successful decades or become part of a new cluster.

Downswing. A lot of cross-border clusters sooner or later enter into a stage of decline. Decline cluster often occurs because the business behavior of the technological, institutional, social and / or cultural aspects become more inward-oriented.

The types of cross-border clusters according to the model of forming. According to the model of forming, there are two types of cross-border clusters: the monopolar or asymmetrical cluster and bipolar (multipolar) one.

Monopolar cross-border cluster can form when in adjoining regions of neighboring countries differ significantly the terms of economic development or implementation of the cluster approach or institutional systems. In this case, the cluster, which have been formed on one side of the border, in the process of development will attract some companies, subcontractors, local suppliers (eg. for supply of raw materials, component) or for selling (the expansion of the market share) to its network. As a result of the exchange of experience, transfer of knowledge and technology, the creation of new enterprises and firms, on the opposite side of the border could be gradually formed the complete and full-value cluster network. Another variety of this cluster may be the case of placing branches of TNCs in the region around which gradually will be formed a network of suppliers and related enterprises.

Another model of cross-border cluster – *bipolar or multipolar one*, when the region bounded by more than one country. It is based on an approach that cross-border network based on the existence of regional networks / clusters as constituent elements. Within this status cross-border network is based. Existing features of each of the regional networks will be harmonized and open to enterprises with from the partner regions [8].

Conclusions. Cross-border cooperation of enterprises is a phenomenon of modern economic relations arising in the operation of enterprises and their interaction in the border region. Investigation of this level of cooperation is particularly relevant in the context of usage of cross-border cooperation of enterprises as a tool not only for competitiveness increase and for economic development of individual enterprise, but also as a prerequisite for the accelerated internationalization and the integration.

The done analysis allows determining the cluster as a geographically localized form of integration of the manufacturing interacting entities from the bank and private sectors, of academic and government institutions, of innovative businesses / organizations, which is characterized by the production of competitive goods or services, availability of a coherent development strategy aimed at the interests' realization of each participant and the territories of clusters' localization, and has significant social and economic importance for the cross-border region.

Creation of new clusters and development of old ones will improve the productivity and innovation activity of enterprises that are part of the cluster, as well as will lead to the intensity of the development of SMEs, activation of attracting investment, accelerated social and economic development of region where clusters are allocated. As the final result, it will increase the number of jobs, wages, and revenues to the budgets of all levels, enhance the stability and competitiveness of the enterprises and the regional economy as well.

The formation of the cross-border cluster will significantly increase the international competitiveness of enterprises, which are its structural elements. It will: provide the constant awareness of the possibility of cross-border cooperation in the certain field; create the conditions for granting aid to promote entrepreneurship within the cross-border cluster; expand the labour market, which will be involved in the production process; increase opportunities for finding markets for produced products; combine the production facilities across cross-border area; increase production in the certain industry; increase the attractiveness for FDI investment to each company which is included in the cluster; concentrate the capital, which takes place within the cluster; implement innovative concepts for economic development.

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ТЕОРІЇ МОТИВАЦІЇ ПРАЦІ

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Мотивація людини до трудової діяльності є сукупністю внутрішніх і зовнішніх рушійних сил, спонукаючих людину до здійснення певних дій. Мотивація дає змогу відновити ставлення людини до праці, сформувані нову свідомість у працюючих людей. Вона є одним із шляхів і певною стратегією вирішення проблеми праці. Відповідно це актуалізує необхідність дослідження даного питання.

Огляд літератури дав змогу виділити найбільш поширені теорії мотивації.

ХУ-теорія. По теорії Х передбачається, що працівники ледачі, недобросовісні, безініціативні. Завжди прагнуть уникати будь-якої роботи, перекладати відповідальність на іншого, шукати вигоди лише для себе, чинять опір будь-яким змінам. Тому головною стимул-реакцією може бути лише примус і матеріальна винагорода. Керівник не може довіряти своїм співробітникам, потрібна жорстка ієрархія і тотальний контроль. Головним стилем управління по «теорії Х» може бути лише авторитарний основний інструмент – покарання. Теорія Y вважає всіх працівників амбітними, активними, здатними брати ініціативу і відповідальність на себе, прагнучих до вільної творчості. Вони отримують задоволення від роботи, тому головною стимул-реакцією є можливість самовираження і самореалізації. Очевидно, що обидві теорії, ґрунтуючись на крайніх моделях поведінки людини, вельми поверхневі і не можуть бути успішно використані на практиці в чистому вигляді.

Теорія чекань Віктора Врума. Теорія чекань стверджує, що для мотивації працівника необхідно, щоб він мав чітке уявлення про те, що від його зусиль залежать результати його праці, що з результатів його праці витікають для нього певні наслідки, і, що ці наслідки мають для нього цінність.

Теорія потреб А. Маслоу. А. Маслоу вважав, що мотивація заснована на прагненні людини до задоволення своїх потреб. Він виділив п'ять основних потреб і розташував їх в наступній