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BAY Sergey,
DSc (Economics), Professor,
Head of the Department of Management
of Kyiv National University of Trade and Economics
19, Kyoto str., Kyiv, 02156, Ukraine

E-mail: s.bay@knute.edu.ua

ORCID: <https://orcid.org/0000-0003-0599-2582>

VOLOBUIEV Michailo,
PhD (Medicine), Docent, Associate Professor
of the Department of Management
of Kyiv National University of Trade and Economics
19, Kyoto str., Kyiv, 02156, Ukraine

E-mail: m.volobuiev@knute.edu.ua

ORCID: <https://orcid.org/0000-0001-7973-2922>

KANDAHURA Kateryna,
PhD (in Public Administration), Associate Professor of the Department of Management
of Kyiv National University of Trade and Economics
19, Kyoto str., Kyiv, 02156, Ukraine

E-mail: katerina_kandagura@ukr.net

ORCID: <https://orcid.org/0000-0003-4833-2234>

VALUABLE MANAGEMENT OF THE ENTERPRISE: CHANGES IN THE PARADIGM

Article is devoted to the study of the workers' values of the trade enterprise. The relevance of the use of valuable management in modern commercial enterprise is determined in this article.

The current trends in management that actively influence the development of modern approaches to personnel administration are considered. For research of personal values of the employees of the enterprise, K. Harsky's method was used in our modification.

Keywords: values, employees management, values management.

Бай С., Волобуев М., Кандагура Е. Ценностное управление предприятием: изменения парадигмы. Исследованы трудовые ценности торгового предприятия. Определена актуальность использования ценностного менеджмента на современном коммерческом предприятии. Рассмотрены современные тенденции в управлении, которые активно влияют на развитие современных подходов к управлению персоналом. Для исследования личных ценностей работников предприятия в авторской модификации использован метод К. Харского.

Ключевые слова: ценности, управление сотрудниками, управление ценностями.

Background. Actual question at the current phase is optimisation of the management system of the production team with a constant increase of the efficiency of personnel enterprise activity. At the same time, theory and

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practice of management that practically exhausted possibilities of employers' opportunities create unique incentive programs that impact on the motivation of its employees. The social programs offered by the employer for their staff are quite monotonous. Insurance, loyalty bonus, support for innovation activity, free meals and transport to the workplace etc.

This situation is ever more complicated because of the need to take into account the current trends in the labor market – outflow of Ukraine's able-bodied population abroad, a steady decrease in the share of workforce of Ukraine, who agree to work without official payment, more stricter requirements to the employer, working condition, rest, modernization of payments. Meanwhile, the modern employer is pressured not only by constant search of new ways and approaches to attract candidates to the vacancy of the company. No less important problem is the need to create programs for the maintenance of their staff.

Management theorists and practices continue to offer employers new, effective pay system. Various indicators were taken as basis: performance of the standard of daily productivity (Bart's system), level of qualification, competence, knowledge and skills (Helsey system), value of products and their lowering (Scanlon system) and other. Sufficient developments in native enterprises have received remuneration system based on modern approaches such as Key Performance Indicators (KPIs) and Balanced Scorecards (BSs) [1–3].

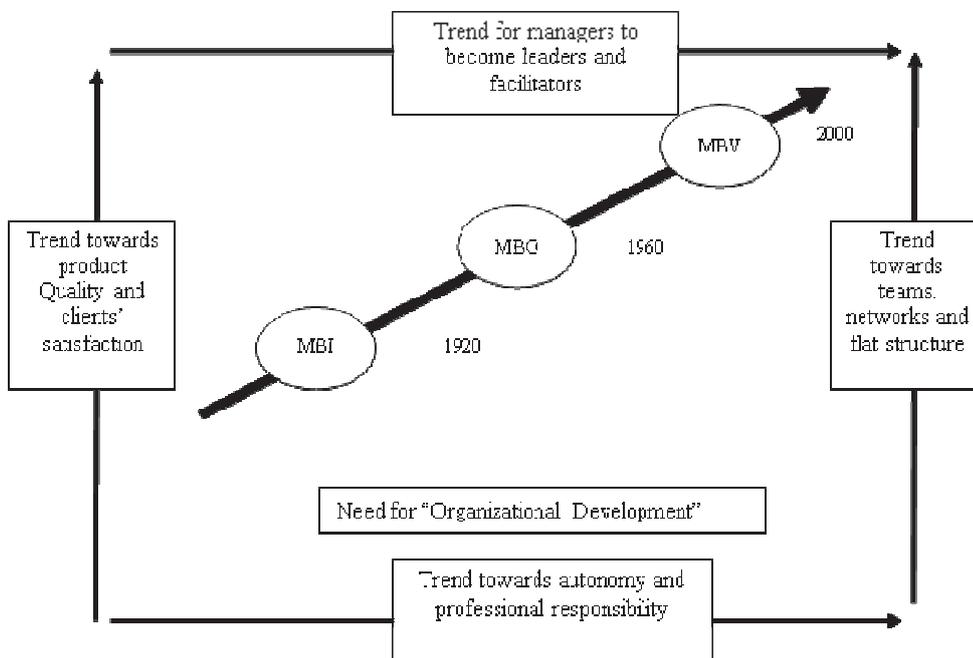
But all these systems, as a rule, are based on the fact that the employer tries to influence the motivation of the employee to receive more money. But practices shows that the modern worker does not always put in the first place exactly the level of remuneration. The employee is interested in such elements of his activities as the image of the enterprise and products, professional challenges of complex production tasks, the possibility of professional and personal growth in the enterprise, the ability to form independently the level of workload and the mode of activity, the comfort of the moral and psychological atmosphere in the company, the scale of projects, the level professionalism of colleagues etc. [4].

Enterprise management is not possible without effective management of its personnel. Such efficiency is based, in the first place, on the interest of the personnel to carry out their professional duties in a qualitative manner. Employee's interest is a certain type of motivation to fulfill (or not) the production task of the given parameters. Motivation is based on the fact, that the employee is important at the time of the performance of the production task – that is personal production and life values. It is sufficiently new to introduce into the practice of enterprise the principles and methods of effective management [5–7].

Analysis of recent research and publications. Many scientists and practitioners of management paid attention to the study of the values of the individual and the possibilities of using the results obtained in the production activity of the enterprise. At the end of the last century in works of

B. Agle та C. Caldwell [8], C. Anderson [9], K. Blanchard, M. O'Connor [10], R. Edgeman, F. Scherer [11], M. Garvanova та I. Garvano [12], P. Griseri [13], R. Roe, P. Ester [14] were indicated the possibility of building the management of the personnel of the company based on the values of the individual and group values of the team. The relevance of effective management in the current moment was emphasized in works of G. Abbott, F. White and M. Charles [15], Y. Bao, R. Vedina, S. Moodie, S. Dolan, [16], S. Bay [17] S. Dolan [18], G. Fitzgerald [19], K. Jaakson [20], S. Schwartz and K. Boehnke [21]. Such authors of C. Mowles [22], P. Smith, M. Peterson and S. Schwartz [23], R. Tangri [24] emphasized that the relevance of effective management does not depend on the size or direction of its activity of the enterprise.

S. Dolan and G. Salvador [25] defined modern tendencies in the development of general management of values as a very powerful and irresistible (*figure*):



Modern trends of management

MBI = Management by Instructions;
 MBO = Management by Objectives;
 MBV = Management by Values.

Source: [25].

These four trends, in turn, are a considerable increase in the complexity and uncertainty in companies 4. All four are also inter-connected:

1. The need for quality and customer orientation.
2. The need for greater professionalism, autonomy and responsibility.
3. The need for "bosses" to evolve into leaders/facilitators.
4. The need for "flatter" and more agile organization structures.

In line with market trends, what was assigned by managers as the basis for management – the instructions, tasks or values-changed.

It should be noted that during the time when the values and their place in the structure of the personality and motivation of employees were studied, there were certain changes in their importance and relevance. Thus, K. Blanchard, and M. O'Connor [10] argued that the key to employees are the value of career advancement, the acquisition of new skills and knowledge to improve their skills. According to original research, G. Abbott, F. White and M. Charles note that the enterprise has a tendency to shift life values from general business to personal values [15].

The **aim** of the article was to investigate the values of employees of a modern trading enterprise and the possibility of using this information to optimize the process of managing the personnel of the enterprise.

In order to achieve this goal, we have completed the following tasks:

- investigate the values of the employees of the trading company and identify the group that is most important to them;
- identify the specific values that respondents consider to be important;
- to carry out comparative analysis of selected values with the results of researches of other scientists of previous years;
- to determine the possibility of practical use of the results obtained by the managers of the trading enterprise.

Materials and methods. The study of the values of the individual was carried out by the authors for original methods. According to the methodology of Rockich, terminal and instrumental values are studied, basic human values are studied with help of Sh. Schwartz's method. The E. Fantaal' methodology demonstrates the values that form the core of personality, and according to the method of S. Bybnova's study of ideal values. S. Dolan noted that the values in the enterprise divided into three groups-economic-pragmatic, ethical-social and emotional-spiritual [26; 27].

In research, we used the method of K. Kharsky [28] in own modification. According to the author's version, the respondent must compare in pairs all values among themselves. The results of this comparison is value that has received most numbers of answers. The same situation is with group of values. In our opinion, this technique is rather cumbersome and it makes sense to carry it out only in an automated version. For the possibility of conducting researches in field conditions and conditions when it is not possible to use a computer. Therefore, we developed a paper version of the research of personality values. Each of the respondents received a list of 32 human values. This list consisted of four groups of values: ideological, material, emotional and values of life – eight in each. For the impartiality of the choice of respondents, groups of values in the text were not named and separated. Each of the respondents chose among the 32 proposed values only eight. Between eight selected values necessary to select the most important and evaluate it in eight points. In this algorithm, other values received a score from seven to one. We tried to determine not only the choice of actual values, but also their place among the important ones.

The research was conducted on workers of the enterprise of the female and male of the age from 22 to 32 years ($n=90$) – with the middle age – 27.9 years. Respondents to our study were cashier sellers, cashier controllers, food and non-food consultants, administrators of the trading hall of 12 outlets of *ATB* and *Silpo* trading networks. The study involved employees with secondary and tertiary education. The respondents were selected according to the principle of proportional type selection.

Results. The number of answers, the total amount received and the average amount of points were determined for each value. Furthermore, the same set of indicators for each of the four groups of values was determined. The results are shown in *table 1*.

Table 1

Actual group values of employees of the enterprise

Value group	Grade point average GPA	Place	Number of answers
Ideological	4.26	3	51 (4)
Material	3.64	4	77 (3)
Emotional	4.91	1	127 (1)
Of life	4.74	2	105 (2)

Source: authors' research.

The data in *table 1* indicate that for the group of respondents in the first place there are values from the group of emotional. GPA in this group was 4.91. The second place was a group of values of life – 4.74 points. The third place was taken by a group of ideological values – 4.26 and the last – material – 3.64 points.

It is necessary to consider the fact that by the number of responses the third place is material values, and the fourth is ideological. But the calculation of points led to the fact that the values changed places.

Based on how the author of the method K. Harsky commented selection of a group of values, we can note the following.

In the team, our respondents put their emotional values in the first place. This indicates that the relationship between colleagues is in the first place for the team. The relationship between employees is based on interpersonal relationships. Relationships and their harmony for employees and leadership are more important than income and earning. The main task of management is to take care of the loyalty of the staff and to maintain a high level of desire to work at this particular enterprise. The maximum attention of all personnel is aimed at creating in the team the optimal moral and psychological atmosphere and keeping it at that level. At the enterprise, non-material incentives are important and work must bring moral satisfaction in the first place, and then – material. The management directs its staff to prevent misunderstandings between employees and avoid conflict situations. If conflicts still arise, they are solved with the active participation of managers as mediators and intermediaries. The team appreciates the ability to control their emotions and not respond to external negative influences that can lead to misunderstanding.

The second group life values should be interpreted as a need and desire of management to worry about their employees – for their physical and psychological health, the team is considered as a family. Employees need attention from the management and as a result, they demonstrate excellent disability and productivity. At the same time, the high quality of performance of duties is appreciated to preserve the positive image of the enterprise. Managers believe that strict rules limit the freedom and creativity of staff. The company appreciates the loyalty of the employee, which is expressed in the work, and dedication is encouraged and is an example for others.

The fourth place of material values is explained by the fact that for employees material is not the most important. Profit and economic performance are important only if the relationships between the employees are regulated and they enjoy staying in such calm, family atmosphere. Analysis of the selection of specific values showed that respondents had certain priority and outsider values. Information about first eight values is shown in *table 2*.

The data presented in *table 2* showed that the value of "freedom" elected only 22 from 90 respondents this value took the fourth place only due to the fact, that respondents gave it enough high scores. In addition, such value as "friendship" has received 70 answers from 90 respondents. At the same time, this value took the sixth place.

Table 2

Actual values determined by employees (average)

Place	Value	Group	Number of answers	Number of points	GPA
1	Relationships with parents	Values of life	52	312	6.0
2	“Having a family”	Values of life	48	286	5.96
3	Love	Emotional	80	472	5.9
4	Freedom	Ideological	22	114	5.2
5	Righteousness	Ideological	50	240	4.8
6	Friendship	Emotional	70	330	4.71
7	Understanding	Emotional	24	113	4.7
8	Self-sufficiency	Emotional	26	117	4.5

Source: authors’ research.

We need to solve the problem of determining the importance of one or another value, depending not only on the points that the respondents gave this value, but also on how often it was chosen by the respondents. Therefore, we have worked out a formula that takes into account together: the number of respondents choosing a particular value and the value of points in which respondents assessed value. This formula calculated the weight of value (*w*):

$$W = S/n \cdot k,$$

where *W* – weight of value;

S – sum of all points for a particular value;

n – total number of respondents;

k – the number of answers of a particular value.

Using this formula allowed us to obtain the results of the first eight values of the respondents' answers, which are represented in *table 3*.

Table 3

Actual values determined by employees (average)

Place	Value	Group	Number of answers	Number of points	Weight of value (w)
1	Love	Emotional	80	472	209.8
2	Friendship		70	330	128.3
3	Relationships with parents	Values of life	52	312	90.1
4	"Having a family"		48	286	76.3
5	Righteousness	Ideological	50	240	66.7
6	Career	Material	54	194	58.2
7	Quality of life	Values of life	46	180	46.0
8	Confidence	Emotional	42	184	26.6

Source: authors' research.

Comparing the results presented in *table 2* and *table 3* gives an opportunity to state that due to the new method of calculating the weight of values the distribution of values in the first eight has changed somewhat.

The value of "love", which took the third place in the previous method of calculation, with the new method, took first place with high result $W=209.8$ points. The value of "friendship" from the sixth place moved to the second with a result significantly less than the value of "love" – only $W=128.3$ points. At the same time, the value of "relationship" with parents and "having family" moved from the first and second places, respectively, in third and fourth.

The value of "righteousness" kept its fifth position in the list of actual eight values. At the same time, from the list of these values due to the new system of calculating results, values such as "freedom", "understanding" and "self-sufficiency" fell out. Instead, their places occupied the values of "career", "quality of life" and "confidence".

Statistical processing and analysis of the results made it possible to determine that the respondents disregarded some of values. Such values as "patriotism" and "duty" from a group of ideological values, the value of "qualification" from the group of material values, the value of "sensitivity" and "tranquility" from the group of emotional values and the value of "ecology" from the group of values of love have not been received any numbers of points.

In accordance with the results of the research of the values of the production team, who we have developed proposals for managing the company to optimize the process of personnel management.

It is advisable to pay more attention to the implementation and broadcasting of values belonging to the emotional group in the management of the personnel of the enterprise. Thus, the team will maintain a friendly atmosphere; employees will appreciate one in one human qualities and desire for mutual understanding. Among the staff, the spirit of collectivism and the pursuit of

collective goals and values will prevail. The management should make maximum efforts to preserve the team's optimal moral and psychological climate, because this brings for employees pleasure from work. Corporate holidays should be held, as this will contribute not only to improve relationships, but also to prevent misunderstandings and interpersonal conflicts. Demonstration by the leadership of their calm and confidence gives a positive example to the subordinates and teaches them to control their emotions and configure themselves on the positive.

The pursuit of values of life should be reflected in the creation of a family atmosphere in the team. Employees should always feel the care management.

The team appreciates the spirit that prevails in the enterprise, so everyone should be very careful about the dissemination of information, especially personal and undesirable. Workers should solve disputes and misunderstandings in small groups and try to save the enterprise personnel. The leadership should make efforts to educate its subordinates not only professionally, but also in personal terms.

According to the results of the research, the workers are not strongly motivated by professional development, qualification, social status – values from the group of material. If we use the values from this group, then more attention should be paid to the development of career. None of the respondents gave the value of "money" eight points, and only one gave the value of "weight" – seven points and two-six points.

In the group of ideological values, respondents most of all chose "righteousness" – four of them gave this value eight points and two more – seven.

However, we offer management to use the results of research not only for developing a staff encourage program, but it can also be used to find and select candidates for a job. We already have a description of the values that are cultivated in the enterprise. When conducting the same research among candidates, special attention should be paid to those whose personal values will be similar or very similar to the values of the team. This approach will be positive not only for the company's staff, but also for the new employee. Firstly, the candidate will not interfere employees to work, as maintain the same values that they support. The team will therefore perceive a new colleague as a close person and help him in the process of adapting to the new workplace. The combination of values of the new employee and the team will increase the potential results of their work.

Conclusion. Modern management trends are the need to improve the quality of products and customer satisfaction, the need and desires of managers to become leaders and facilitators, increase professional autonomy, professional responsibility and build a team and organizational structure with high flexibility and rapid response to changes. Under these conditions, the leading position is the management with help values. Effective management has been studied by scientists and management practices for a long time, but in the last twenty years is increasing importance.

An original study conducted showed that at the investigated trading company for personnel are most relevant values from the group of emotional. Among these values, the most important workers consider the values of "friendship" and "love".

In the first three of the most important values the workers included the value of "relationship with parents" from the group of values of life.

Among the values presented for selection, the collective of the trading company ignored certain values. Such as "patriotism" and "duty" from a group of ideological values, the value of "qualification" from the group of material values, the value of "sensitivity" and "tranquility" from the group of emotional values and the value of "ecology" from the group of values of life.

The obtained results of the research became the basis for development of the program of stimulation of the personnel of the trade enterprise. This simplified the creation of this program and determined exactly the values most supported by the staff of this enterprise.

The results, in our opinion, can be used by the company's management not only to create a stimulus program. Results will be useful in the process of finding and selecting candidates for a vacancy by comparing the values of candidates with the values of the enterprise team. We propose to give preference to candidates whose values will be similar or close to the values of the staff of the enterprise.

We believe that the results obtained during the study are not final and we consider it necessary to continue the research to determine possible changes in the values of the team during a certain period of its operation. We consider it necessary to continue research in the direction of implementation of value management in the practice of management not only of trading enterprises. Research on the values of employees of enterprises in other industries will determine whether the values selected by employees of a trading enterprise are universal, or vice versa – they are specific only to a trading enterprise. The speed and direction of changes in the value preferences of employees of a trading company should also be investigated. An important area of further research is to identify the differences between the results of our research and those of other scientists. Such discrepancies may testify either to changes in employees' preferences over time, or to differences in values among employees representing different cultural and geographical populations.

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Бай С., Волобуєв М., Кандагура К. Ціннісне управління підприємством: зміни парадигми.

Постановка проблеми. Можливості стимулювати персонал торговельного підприємства лише через матеріальну складову не безмежні. Тому відбувається пошук шляхів покращення ефективності роботи персоналу без збільшення їхньої заробітної плати. Одним з перспективних напрямів у цьому є управління персоналом через ціннісні переваги працівників.

Аналіз останніх досліджень і публікацій показав, що ціннісні переваги працівників з часом зазнають суттєвих змін, що вимагає від керівництва торговельного підприємства постійного моніторингу цього питання та внесення коригування в програми стимулювання власного персоналу.

Мета статті – дослідити ціннісні переваги працівників сучасного торговельного підприємства та можливості використання цієї інформації для оптимізації управління персоналом підприємства.

Матеріали та методи. У процесі дослідження використано методи: порівняння, графічний, табличний, економіко-статистичний.

Результати дослідження. Проведене дослідження підтвердило гіпотезу про високу ймовірність зміни в часі ціннісних уподобань працівників торговельних підприємств. Визначено сучасні тенденції ціннісних орієнтацій працівників. Доведено,

що для сучасного працівника торговельного підприємства першочерговими особистісними життєвими цінностями є не матеріальні (заробітна плата, освіта, кваліфікація) та не ідеологічні (свобода, рівність), а цінності емоційні (любов, дружба, розуміння) та вітальні (стосунки з батьками, наявність родини). Отримані результати надають можливість розроблення та впровадження на торговельних підприємствах оптимальних програм стимулювання персоналу з урахуванням ціннісних орієнтацій працівників. Крім того, отримані результати можуть бути використані під час пошуку та відбору кандидатів на вакансії торговельних підприємств.

Висновки. На відміну від попередніх досліджень, визначено сучасну тенденцію щодо зміни пріоритетів цінностей у працівників торговельних підприємств. Наразі вони віддають свої уподобання не матеріальним та ідеологічним цінностям, а цінностям емоційним та вітальним.

Наведені результати можуть становити основу подальших наукових досліджень, метою яких буде визначення універсальності або навпаки – специфічності обраних цінностей для працівників саме торговельних підприємств. Обов'язковим є проведення аналогічних досліджень у колективах торговельних підприємств для визначення тенденцій до змін цінностей працівників у часі.

Ключові слова: цінності, управління персоналом, ціннісне управління, підбір персоналу.