

UDK 378:330.342.24(043.5)

Shkoda T.

*Doctor of Economics, Associate Professor,
SHEI «Kyiv National Economic University named after Vadym Hetman», Ukraine;
e-mail: tnshkoda@ukr.net; ORCID ID: 0000-0003-1016-4853*

Tepliuk M.

*Ph. D. in Economics, Associate Professor,
SHEI «Kyiv National Economic University named after Vadym Hetman», Ukraine;
e-mail: mteplyuk@gmail.com; ORCID ID: 0000-0001-6823-336X*

Riepina I.

*Doctor of Economics, Professor,
SHEI «Kyiv National Economic University named after Vadym Hetman», Ukraine;
e-mail: inna.riepina@kneu.ua; ORCID ID: 0000-0001-9141-0117*

Semenets-Orlova I.

*Doctor of Public Administration, Associate Professor,
Interregional Academy of Personnel Management, Kyiv, Ukraine;
e-mail: innaorlova@ukr.net; ORCID ID: 0000-0001-9227-7426*

Domina O.

*Ph. D. in Economics, Assistant Professor,
Taras Shevchenko National University of Kyiv, Ukraine;
e-mail: diominaom@ukr.net; ORCID ID: 0000-0003-4242-6344*

MOTIVATIONAL CLIMATE AS THE REALIZATION MECHANISM OF YOUNG SCIENTISTS' POTENTIAL IN BUSINESS ENVIRONMENT

Abstract. Modern young scientists as representatives of the professional community of scientists now need to develop new mechanisms for realizing their potential in a business environment that is experiencing an extremely turbulent period of its development. The main purpose of this article is to comprehensively study the motivational climate as the mechanism for realizing the potential of young scientists in the business environment, which will have a positive aspect for stakeholders. The study found that the scientific achievements of most scientists are undoubtedly important for the formation of theoretical foundations for the development of a motivational mechanism, however, scientists do not single out the motivational tools for realizing the potential of young scientists, although they confirm in their researches the relationship between motivation, motivational climate and education. It is determined that the main tasks of personnel motivation are to involve staff in the organization, retain employees and ensure their loyalty to the business environment where they work, stimulate productive behaviour, control labour costs, ensure administrative efficiency, simplicity and clarity to each employee. The proposals of the authors are formed on a set of criteria for diagnosing the motivational climate of the enterprise, which will lead to constant updating and improvement of operational activities of enterprises, and effective engagement of promising young researchers as employees or partners. The algorithm of evaluating the motivational climate of the enterprise is offered in the work, which includes three stages: preparatory, evaluative, analytical. For making general evaluation it is proposed to use the index of motivational climate, which has such elements as the importance of the i -th criterion of the motivational climate of the enterprise; score assessment of the strength of motivation of the i -th criterion; and score assessment of employee satisfaction with the i -th criterion. Such evaluation of the enterprise motivational climate is important for realizing the young scientists' potential as it gives them the possibility to evaluate if the enterprise is perspective for the future cooperation.

Keywords: motivation, value, motivational climate, stakeholder, young scientist, potential.

Formulas: 2; fig.: 2; tabl.: 1; bibl.: 21.

Шкода Т. Н.

*доктор економічних наук, доцент,
ДВНЗ «КНЕУ імені Вадима Гетьмана», Україна;
e-mail: tnshkoda@ukr.net; ORCID ID: 0000-0003-1016-4853*

Теплюк М. А.

кандидат економічних наук, доцент,
ДВНЗ «КНЕУ імені Вадима Гетьмана», Україна;
e-mail: mteplyuk@gmail.com; ORCID ID: 0000-0001-6823-336X

Рєпіна І. М.

доктор економічних наук, професор,
ДВНЗ «КНЕУ імені Вадима Гетьмана», Україна;
e-mail: inna.riepina@kneu.ua; ORCID ID: 0000-0001-9141-0117

Семенець-Орлова І. А.

доктор наук з державного управління, доцент,
ПВНЗ «МАУП», Київ, Україна;
e-mail: innaorlova@ukr.net; ORCID ID: 0000-0001-9227-7426

Дьоміна О. М.

кандидат економічних наук, доцент,
Київський національний університет імені Тараса Шевченка, Україна;
e-mail: diominaom@ukr.net; ORCID ID: 0000-0003-4242-6344

МОТИВАЦІЙНИЙ КЛІМАТ ЯК МЕХАНІЗМ РЕАЛІЗАЦІЇ ПОТЕНЦІАЛУ МОЛОДИХ НАУКОВЦІВ У БІЗНЕС-СЕРЕДОВИЩІ

Анотація. Сучасні молоді науковці як представники професійної спільноти вчених наразі потребують розроблення нових механізмів реалізації свого потенціалу в бізнес-середовищі, яке переживає надзвичайно турбулентний період свого розвитку. Основна мета статті полягає в комплексному дослідженні мотиваційного клімату як механізму реалізації потенціалу молодих науковців у бізнес-середовищі, що матиме позитивний аспект для стейкхолдерів. У ході дослідження було встановлено, що наукові здобутки більшості учених є, безперечно, вагомими для формування теоретичних засад розроблення мотиваційного механізму, разом з тим науковці не виокремлюють саме мотиваційного інструментарію реалізації потенціалу молодих науковців, хоча й підтверджують у своїх дослідженнях взаємозв'язок мотивації, мотиваційного клімату і сфери освіти. Визначено, що основними завданням мотивації персоналу є залучення персоналу в організацію, збереження співробітників і забезпечення їхньої лояльності до бізнес-середовища, де вони працюють, стимулювання продуктивної поведінки, контроль за витратами на робочу силу, забезпечення адміністративної ефективності, простоти і зрозумілості кожному працівнику. Сформовано пропозиції щодо набору критеріїв для діагностики мотиваційного клімату підприємства, що призводитиме до постійного оновлення й удосконалення операційної діяльності підприємств та ефективного залучення перспективних молодих науковців як працівників або партнерів. Запропоновано алгоритм оцінювання мотиваційного клімату підприємства, який включає три етапи: підготовчий, оціночний, аналітичний. Для загальної оцінки пропонується використовувати індекс мотиваційного клімату, який має такі елементи, як важливість *i*-го критерію мотиваційного клімату підприємства; бальна оцінка сили мотивації *i*-го критерію; оцінка оцінки задоволеності працівників *i*-м критерієм. Така оцінка мотиваційного клімату підприємства є важливою для реалізації потенціалу молодих учених, оскільки дає їм можливість оцінити, чи перспективне підприємство для майбутньої співпраці та успішної реалізації спільних проєктів.

Ключові слова: мотивація, цінність, мотиваційний клімат, стейкхолдер, молодий науковець, потенціал.

Формул: 2; рис.: 2; табл.: 1; бібл.: 21.

Introduction. A necessary condition for the existence and development of society is labor, as an appropriate activity of people aimed at meeting their life needs. One of the components of labor is its motivation at the level of participants in labor relations. This issue is one of those, the solution of which in world practice has always received much attention. Most of the practice of motivation, as a rule, was reduced to wages: raising the level of wages, bonuses, surcharges,

benefits, and so on. To date, the use of these methods is not effective enough. Crisis phenomena in the national economy also did not increase the level of motivation of young scientists. Therefore, to form an effective system of work motivation in a modern domestic enterprise, especially large, it is advisable to take into account the specifics of its activities, features and weaknesses of the current system of personnel motivation [1; 2], as well as use the experience of foreign companies. This will allow the company to create highly productive human resources that will work for the benefit of the organization. Of particular relevance and aggravation of this issue is in the context of realizing the potential of young scientists [3]. Today, it is young people who have decided to engage in science who are less protected. Recent researches [4—6] also confirm the contradictions between the vision of educational institutions and business expectations for the training of future professionals, including young scientists. That is why, in the authors' opinion, the definition and identification of structural elements of motivation of young scientists in enterprises is a very important issue in the educational space.

Analysis of researches and problem statement. Well-known foreign authors have made a significant contribution to the development of the theory and practice of labor motivation — M. Armstrong, F. Herzberg, V. Vroom, D. McClelland, A. Maslow, E. Lawler, M. Juchnowicz, B. F. Skinner, D. Ulrich, J. Philips etc. The works of many domestic scientists were devoted to the problems of labor motivation of employees: I. I. Bondar, L. I. Beztelesna, G. A. Dmytrenko, A. M. Kolot, M. V. Semykina, S. A. Shapiro, V. G. Shynkarenko, S. O. Tsymbaliuk, I. B. Shvets etc.

Today there is a need to use an appropriate motivational mechanism in the enterprise, but the only approach that would be universal and effective for any organization, especially in the context of motivating young scientists, has not been found. The severity and urgency of the problems of finding motivational mechanisms for realizing the potential of young scientists require further analysis, rethinking traditional concepts and developing modern methods of forming and implementing motivational models in a changing business environment. When choosing, of course, each author presents his own approach to the interpretation of motivation. However, they are all similar in one thing: motivation means active driving forces that determine human behavior. On the one hand, there is external motivation, on the other — self-motivation. Therefore, according to the authors' opinion, in the broadest sense, motivation should be understood as the process of motivating employees to work to achieve the goals of the organization.

The purpose of the article. The key postulate of the article is to develop a methodical approach to assessing the motivational climate of the organization in the context of its impact on the realization of the potential of young scientists.

Research results. Based on the above, it is worth noting that the effective implementation of the function of motivation of a young scientist as an employee requires the following:

- 1) awareness of what motivates the employee to work;
- 2) understanding how to direct these motivations in the direction of achieving the goals of the organization.

Summarizing the approaches of leading researchers [7—12], it is possible to simulate the process of motivation, which is schematically shown in *Fig. 1*. It is known that the process of motivation begins with the need, and when it is realized, there is a specific desire, which, in turn, causes tension, generates certain actions and shapes behavior. Such behavior leads to a result for which a person receives a reward. The employee can be satisfied with this level of reward to varying degrees, achieving a sense of success, happiness, harmony, self-realization, confidence. To be satisfied with life, a person needs to have a comfortable state, satisfied needs — to get rid of negative motives. But to become happy and successful, to be self-realized and achieve harmony, a person needs positive motives — desires, ideas, values. The main thing is the ability to motivate himself, which gives a «magic button», which allows not only to achieve a comfortable state, but also to increase success through higher activity. Depending on the feeling caused by this reward, a person has new needs, after which the cycle repeats. That is why motivation is an internal attitude, and stimulation is an external influence. As soon as the employee does not have enough «internal» answers to the question «why do the job?», The manager must provide him with an «external» answer — an incentive.

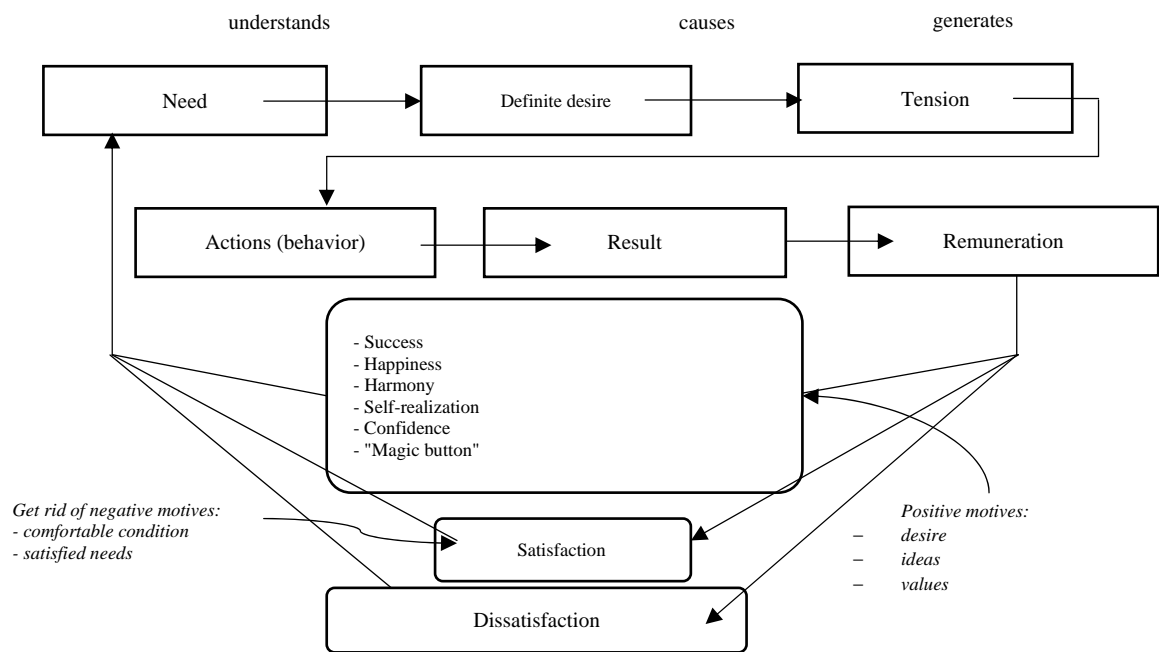


Fig. 1. Model of the motivation process

Source. Developed by the authors.

After analyzing the views of scientists [7; 9—11] on methodological approaches to assessing the effectiveness of personnel motivation, it is identified the most popular as follows: 1) surveys used to assess the degree of employee satisfaction with the working environment; 2) psychological tests, which usually contain a related number of questions, the results of which make a conclusion about the psychological qualities of employees; 3) projective techniques based on the diagnosis of hidden motivation of the employee, including hidden and for the employee; 4) technical analysis, based on indicators of the efficiency of the production process and focused primarily on assessing the motivation of the team; 5) expert analysis, which involves a survey or questionnaire of managers, employees, customers, where the main questions of the questionnaire are related to assessing the effectiveness of departments, employees; 6) benchmarking, which is used to analyze indicators based on the results of motivation and incentives (turnover rate, indicators of adaptation and absenteeism, the cost of training and education of personnel) in comparison with similar indicators of other departments and companies; 7) the method of calculating the return on investment from the motivational project, which is based on the definition of the indicator Return of investment (ROI) — return on investment, calculated by the formula (1).

$$ROI = \frac{(I-C)}{C} \cdot 100\%, \tag{1}$$

where I — income from the project aimed at increasing personnel motivation, UAH;

C — costs incurred to generate income from the implementation of this project, UAH.

Particular attention should be paid to the method of Jack Phillips, in which considerable attention is paid to evaluating employee satisfaction (defined as the percentage of satisfied employees, determined by interviews or questionnaires) [13], and the method of Dave Ulrich, where considerable attention is paid to assessing moral climate and loyalty in the team [14], which is determined by interviews or questionnaires of the company’s personnel.

Modern researchers pay special attention to the relationship between motivation and motivational climate [15—20], as well as its impact on a particular type of education. This confirms the importance of considering the motivational climate as a mechanism for realizing the potential of young scientists in the business environment. In particular, scientists [21] have proven the existence

of a positive relationship between the motivational climate that surrounds the task and intrinsic motivation.

In view of this, according to the authors, the most appropriate in the context of our study is to propose a ranked set of criteria for the diagnosis of motivational climate, shown in *Table 1*.

Table 1

A set of criteria for diagnosing the motivational climate of the enterprise

Criterion	Rank
Level of happiness of employees	
Variety and optimal combination of applied motivation tools	
Social comfort	
Career opportunities	
Opportunities for professional development	
Large-scale and interesting tasks	
Flexible schedule, remote work	
No conflicts within the team	
Wage level	
Clear system of bonuses that motivates to achieve the company's goals	
Comfortable working conditions	
Level of coordination of actions	
Level of team cohesion	
Attitude to managers	
Number of successful projects	
Number of performed trainings, cases, business games	
Amount of material benefits and other social benefits of personnel	
Number of submitted innovation proposals and other innovations	
Observance of deadlines of work by the enterprise	
Number of vouchers provided to employees	
Availability of thanks and awards to employees	
Corporate culture	
Quality of holidays and other events	
Absence of delays and absenteeism of employees	
Absence of disciplinary actions against employees	

Source: developed by the authors.

As can be seen from *Table 1*, when assessing the motivational climate of the organization operating in modern conditions, in the authors' opinion, first of all, it should be taken into account the level of happiness of employees, the optimal combination of motivation tools and social comfort in the team.

To evaluate the motivational climate of the enterprise, it is proposed to use the following algorithm (*Fig. 2*).

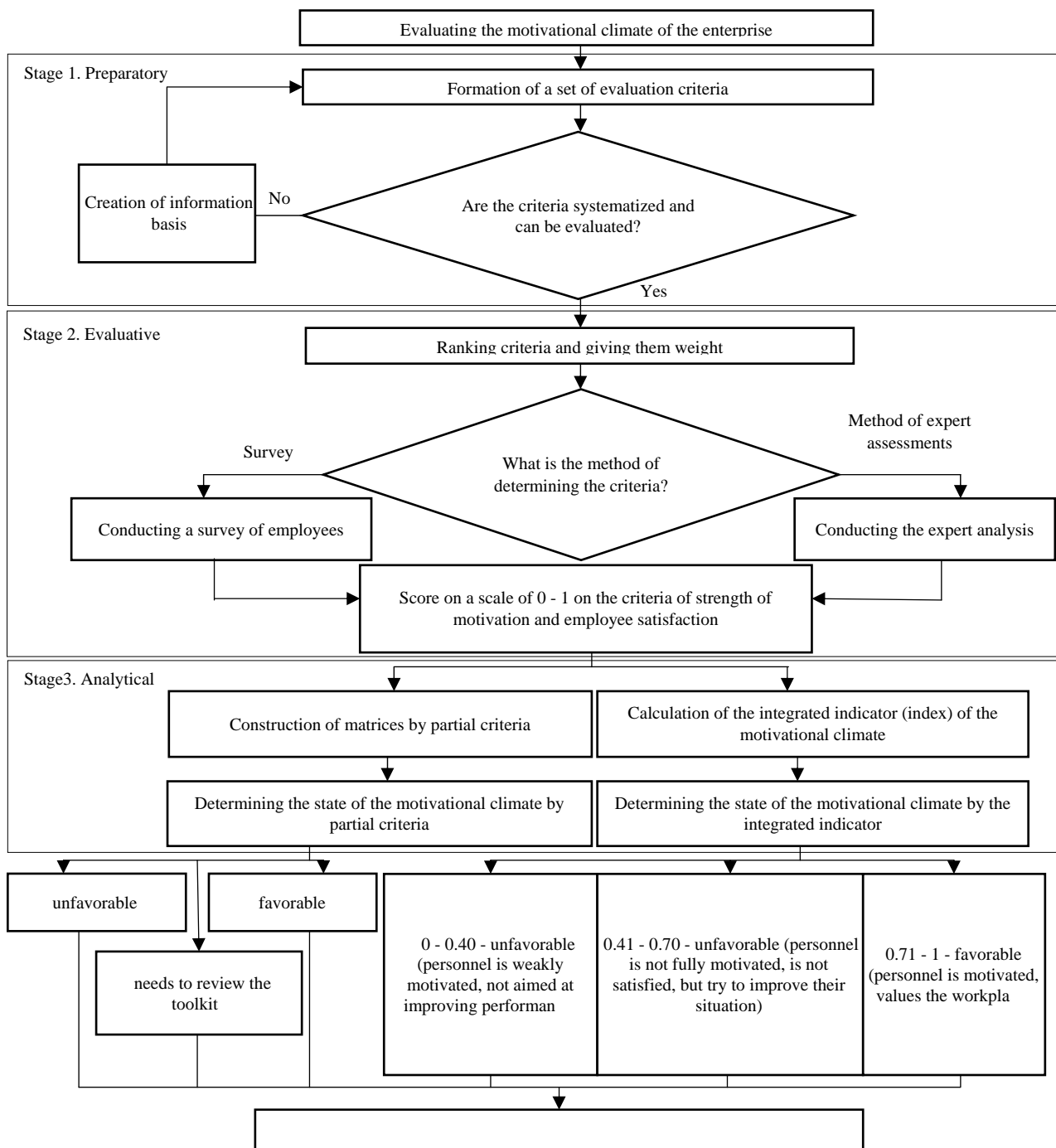


Fig. 2. Algorithm for evaluating the motivational climate of the enterprise
 Source: developed by the authors.

Next, it is proposed to evaluate the above criteria in the direction of employee satisfaction and motivation power, on the basis of which it is advisable to build matrices for evaluating the motivational climate or by each criterion, or the most important in terms of enterprise management, or two general indicators of motivation and employee satisfaction with motivational climate.

To provide a generalized assessment, it is proposed to use an integrated indicator — the index of motivational climate, calculated by the formula (2):

$$I_{mcl} = \sqrt{((\sum \alpha_i \cdot Sc_{imp}) \cdot (\sum \alpha_i \cdot Sc_{ies}))}, \tag{2}$$

where α_i — the importance of the i -th criterion of the motivational climate of the enterprise; Sc_{imp} — score assessment of the strength of motivation of the i -th criterion; Sc_{ies} — score assessment of employee satisfaction with the i -th criterion.

Therefore, diagnosing the effectiveness of personnel motivation and evaluating the motivational climate in the enterprise, in particular for young scientists, should be a comprehensive process and take place with a successful combination of research methods and taking into account many aspects of personnel management, such as staff movement, suitability and quality, efficiency of use of working time and labor discipline, recognition of employees, their satisfaction, efficiency of use of the salary fund, labor productivity, etc.

Conclusion. Summarizing the key aspects of our research, it should be noted that the paper described and systematized approaches to defining the essence of the category «motivation». In a broad sense, motivation is the encouraging of employees to work to achieve the goals of the organization. It is an internal attitude, and stimulation is an external influence.

Changing human attitudes to labor in different periods of civilization has led to the emergence of theories of motivation, which in its development have gone through four main stages: meaningful, process, consolidating, value approaches, each of which is characterized by certain time limits, representatives, focus, conditions of formation and reaches certain result.

Since the key purpose of our study was to determine the indicators of motivation for realizing the potential of young scientists, for its implementation the authors proposed a set of criteria for diagnosing the motivational climate of the enterprise and the appropriate evaluation algorithm. These tools need further practical approbation.

Література

1. Boichenko K. S., Tepluk M. A., Reкова N. Yu., Stashkevych I. I., Morkunas M. Management of fluctuation of financial and economic integrated development of innovative enterprise. *Financial and credit activity: problems of theory and practice*. 2019. Vol. 3. Is. 30. P. 62—69.
2. Latysheva O., Rovenska V., Smyrnova I., Nitsenko V., Balezentis T., Streimikiene D. Management of the sustainable development of machine-building enterprises: a sustainable development space approach. *Journal of Enterprise Information Management*. 2020.
3. Semenets-Orlova I. Processual aspects of educational changes: empirical findings institutional level. *Advanced Education*. 2017. Is. 1 (7). P. 64—67.
4. Tsybaliuk S., Shkoda T., Artiushyna M. Assessing and improving vocational teachers' education and training in Ukraine. *Advanced Education*. 2019. Is. 13. P. 70—80.
5. Liashenko M., Rudenko S. Is a New Generation of Managers Likely to Come to Small Towns of Ukraine? (An interview with Mykola Liashenko). *Ukrainian Policymaker*. 2018. Vol. 2. P. 56—62.
6. Bazaluk O., Fatkhutdinov V., Svyrydenko D. The Potential of Systematization of the Theories of Education for Solving of Contradictions of Ukrainian Higher Education Development. *Studia Warmińskie*. 2018. Vol. 55. P. 63—79.
7. Armstrong M. *Handbook of Human Resource Management Practice*. London : Kogan Page Publishers. 2006. 982 p.
8. Haque M. F., Haque M. A., Islam M. Sh. Motivational Theories — A Critical Analysis. *ASA University Review*. 2014. Vol. 8. № 1. P. 61—68.
9. Juchnowicz M. *Zaangażowanie pracowników. Sposoby oceny i motywowania*. Warszawa : Polskie Wydawnictwo Ekonomiczne, 2013. 184 s.
10. Nitsenko V., Mardani A., Kuksa I., Sudarkina L. Additional opportunities of systematization the marketing research for resource conservation practice. *Management Theory and Studies for Rural Business and Infrastructure Development*. 2018. Vol. 40 (3). P. 361—368.
11. Колот А. М., Цимбалюк С. О. Мотиваційний менеджмент. Київ : КНЕУ, 2014. 479 с.
12. Klymchuk A. O., Mikhailov A. N. The motivation and stimulation of personnel in effective enterprise management and innovation activity improving. *Marketing and Management of Innovations*. 2018. Is. 1. P. 218—234.
13. Phillips J. J., Stone R. D., Phillips P. P. *Human Resources Scorecard. Improving Human Performance*. Woburn : Butterworth-Heinemann, 2003.
14. Ulrich D. *Human Resource Champions. The Next Agenda for Adding Value and Delivering Results*. Boston, Massachusetts : Harvard Business School Press. 1997. 304 p.
15. Nitsenko V., Mukoviz V., Sharapa O. Accounting of transaction expenses of economic entities. *Scientific Bulletin of Polissia*. 2017. Vol. 4 (12). № 2. P. 71—78.
16. Svyrydenko D., Tulowiecki D. Family Policy of the State as a Response to Social Security Threats. *Future Human Image*. 2018. Vol. 10. P. 92—102.
17. Bazaluk O., Balinchenko S. Dynamic Coordination of Internal Displacement: Return and Integration Cases in Ukraine and Georgia. *Sustainability*. 2020. Vol. 12. P. 4123.
18. Baena-Extremera A., Gomez-Lopez M., Granero-Gallegos A., Abrales J. A. Motivation, motivational climate and importance of Physical Education. *Procedia-Social and Behavioral Sciences*. 2014. Is. 132. P. 37—42.
19. Швец І. Б. Розвиток трудового потенціалу як елемент функціональної системи «підприємство». *Бізнес Інформ*. 2015. № 6. С. 229—233.
20. Moreno J. A., Llamas L. S., Ruiz L. M. Perfiles motivacionales y su relación con la importancia concedida a la Educación Física. *Psicología Educativa*. 2006. Is. 12 (1). P. 49—63.

21. Standage M., Duda J. L., Ntoumanis N. A model of contextual motivation in physical education: Using constructs from self-determination and achievement goal theories to predict physical activity intentions. *Journal of Educational Psychology*. 2003. Is. 95. P. 97—10.

Статтю рекомендовано до друку 02.12.2020.

© Шкода Т. Н., Теплюк М. А., Рєпіна І. М., Семенець-Орлова І. А., Дьоміна О. М.

References

- Boichenko, K. S., Tepluk, M. A., Reкова, N. Yu., Stashkevych, I. I., & Morkunas, M. (2019). Management of fluctuation of financial and economic integrated development of innovative enterprise. *Financial and credit activity: problems of theory and practice*, 3 (30), 62—69. <https://doi.org/10.18371/fcactp.v3i30.179506>.
- Latysheva, O., Rovenska, V., Smyrnova, I., Nitsenko, V., Balezentis, T., & Streimikiene, D. (2020). Management of the sustainable development of machine-building enterprises: a sustainable development space approach. *Journal of Enterprise Information Management*. <https://doi.org/10.1108/JEIM-12-2019-0419>.
- Semenets-Orlova, I. (2017). Processual aspects of educational changes: empirical findings institutional level. *Advanced Education*, 1 (7), 64—67. <https://doi.org/10.20535/2410-8286.82887>.
- Tsybaliuk, S., Shkoda, T., & Artiushyna, M. (2019). Assessing and improving vocational teachers' education and training in Ukraine. *Advanced Education*, 13, 70—80. <https://doi.org/10.20535/2410-8286.153575>.
- Liashenko, M., & Rudenko, S. (2018). Is a New Generation of Managers Likely to Come to Small Towns of Ukraine? (An interview with Mykola Liashenko). *Ukrainian Policymaker*, 2, 56—62. <https://doi.org/10.29202/up/2/8>.
- Bazaluk, O., Fatkhutdinov, V., & Svyrydenko, D. (2018). The Potential of Systematization of the Theories of Education for Solving of Contradictions of Ukrainian Higher Education Development. *Studia Warmińskie*, 55, 63—79. <https://doi.org/10.31648/sw.3062>.
- Armstrong, M. (2006). *Handbook of Human Resource Management Practice*. London: Kogan Page Publishers.
- Haque, M. F., Haque, M. A., & Islam, M. Sh. (2014). Motivational Theories — A Critical Analysis. *ASA University Review*, 8 (1), 61—68.
- Juchnowicz, M. (2013). *Zaangażowanie pracowników. Sposoby oceny i motywowania*. Warszawa: Polskie Wydawnictwo Ekonomiczne.
- Nitsenko, V., Mardani, A., Kuksa, I., & Sudarkina, L. (2018). Additional opportunities of systematization the marketing research for resource conservation practice. *Management Theory and Studies for Rural Business and Infrastructure Development*, 40 (3), 361—368. <https://doi.org/10.15544/mts.2018.34>.
- Kolot, A. M., & Tsybaliuk, S. O. (2014). *Motyvatyyni menedzhment [Motivational management]*. Kyiv: KNEU [in Ukrainian].
- Klymchuk, A. O., & Mikhailov, A. N. (2018). The motivation and stimulation of personnel in effective enterprise management and innovation activity improving. *Marketing and Management of Innovations*, 1, 218—234. <http://doi.org/10.21272/mmi.2018.1-16>.
- Phillips, J. J., Stone, R. D., & Phillips, P. P. (2003). *Human Resources Scorecard. Improving Human Performance*. Woburn: Butterworth-Heinemann.
- Ulrich, D. (1997). *Human Resource Champions. The Next Agenda for Adding Value and Delivering Results*. Boston, Massachusetts: Harvard Business School Press.
- Nitsenko, V., Mukoviz, V., & Sharapa, O. (2017). Accounting of transaction expenses of economic entities. *Scientific Bulletin of Polissia*, 4 (12), 2, 71—78. [https://doi.org/10.25140/2410-9576-2017-2-4\(12\)-71-78](https://doi.org/10.25140/2410-9576-2017-2-4(12)-71-78).
- Svyrydenko, D., & Tulowiecki, D. (2018). Family Policy of the State as a Response to Social Security Threats. *Future Human Image*, 10, 92—102. <https://doi.org/10.29202/fhi/10/10>.
- Bazaluk, O., & Balinchenko, S. (2020). Dynamic Coordination of Internal Displacement: Return and Integration Cases in Ukraine and Georgia. *Sustainability*, 12, 4123. <https://doi.org/10.3390/su12104123>.
- Baena-Extremera, A., Gomez-Lopez, M., Granero-Gallegos, A., & Abalades, J. A. (2014). Motivation, motivational climate and importance of Physical Education. *Procedia-Social and Behavioral Sciences*, 132, 37—42. <https://doi.org/10.1016/j.sbspro.2014.04.275>.
- Shvets, I. B. (2015). Rozvytok trudovoho potentsialu yak element funktsionalnoi systemy «pidpriemstvo» [Development of labor potential as an element of the functional system «enterprise»]. *Biznes Inform — Business Inform*, 6, 229—233 [in Ukrainian].
- Moreno, J. A., Llamas, L. S., & Ruiz, L. M. (2006). Perfiles motivacionales y su relación con la importancia concedida a la Educación Física. *Psicología Educativa*, 12 (1), 49—63.
- Standage, M., Duda, J. L., & Ntoumanis, N. (2003). A model of contextual motivation in physical education: Using constructs from self-determination and achievement goal theories to predict physical activity intentions. *Journal of Educational Psychology*, 95, 97—110.

The article is recommended for printing 02.12.2020.

© Shkoda T., Tepluk M., Rєpina I., Semenets-Orlova I., Domina O.