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**BACHELOR' THESIS**  
**on the topic**  
**«Improving the system of staff motivation at an industrial enterprise (case study**  
**of LLC «Motordetal-Konotop»)»**  
**speciality 073 «Management»**

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Apply for a Bachelor's degree.

Bachelor's thesis contains the results of their own research. The use of ideas, results and texts of other authors have references to the relevant source

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## ANNOTATION

This work is devoted to the study of motivation and stimulation at the company LLC «Motordetal-Konotop». In the given work features of motivation and stimulation at the industrial enterprises on concrete at the given enterprise are considered and studied. The essence and significance of stimulation and motivation for staff are considered. What exactly are the terms of stimulation and motivation differ from each other. The system of motivation of workers of LLC «Motordetal-Konotop» is analyzed, the decisions of the main problems connected with stimulation and motivation of workers for the purpose of improvement of their labor productivity at the enterprise are defined.

This paper also formulates the main methods that will be used in this company for the best result of motivation and incentives to improve productivity and all economic indicators of the company.

The last section of the work includes a research part which is devoted to forecasting the results of the enterprise in order to establish the relationship between performance indicators and other indicators of the enterprise. This paper predicts the number of cylinders manufactured at this enterprise using different forecasting methods.

The last section of the work considers the solutions that were proposed to solve the problems of the enterprise. Such proposed solutions solve many problems of motivation and incentives in this company in order to improve the system of motivation and improve the economic performance of the enterprise.

## STRUCTURAL ABSTRACT

*The structure and length of the thesis.* The work consists of an introduction, 3 chapters, abstract, introduction, conclusions, list of sources used. The total volume of work is 65 pages, 11 tables, 7 figures, a list of used sources of information consist of 40 sources.

*The aim of the thesis.* The aim of the thesis is to form the stimulation and motivation of employees and their work at the company LLC «Motordetal-Konotop».

The object of research is the formation of a system of staff motivation and its improvement.

*Subject of research* is organizational and economic relations that arise in the process of implementing a system of staff motivation at industrial enterprise.

To achieve this goal you need to solve a number of tasks:

- to reveal theoretical aspects of motivation and stimulation of work;
- to form and evaluate the system of personnel motivation at «Motordetal-Konotop» LLC;
- increase the motivation to work in a manufacturing enterprise and find the most effective ways to do so.

*Study object* is the activity to improve the motivation and incentives of staff to increase labor efficiency, improve intra-collective relations and form the social climate of the company.

*Research methods.* The methodological basis for the thesis is formed of scientific knowledge, methods of systematic approach, the fundamental provisions of the enterprise and the generalization of research results, as well as methods of forecasting economic indicators.

The first section of the work considers the essence and importance of stimulation and motivation, their differences, analyzes methods of staff motivation, forms the main methods of motivation.

The second section analyzes the system of motivation of workers at LLC «Motordetal-Konotop», identifies solutions to major problems related to stimulating

productive work of staff.

The third section of the work is devoted to the presentation of solutions that solve the problems of the enterprise, as well as forecasting economic indicators and improving the system of work motivation at LLC «Motordetal-Konotop».

*Key words:* STIMULATION OF WORK, MOTIVATION OF EMPLOYEES, METHODS OF MOTIVATION, THEORIES OF MOTIVATION, PAY, LABOR, MOTIVATION.

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## INTRODUCTION

The effectiveness of production and economic processes depends on well-organized structures, clearly defined and realistic goals, clearly defined plans, making strategically important decisions. However, all efforts to implement these processes will be in vain if the organization does not have people to do the actual work. The need to solve problems encourages the creation of a situation in which the employee will voluntarily and efficiently perform the tasks assigned to him in accordance with the powers entrusted to him. At the current stage of Ukraine's economic development, it is very important to establish wages and incentives for employees who can encourage employees to work towards corporate goals. Therefore, the issue of studying the experience of other countries is relevant.

Personnel management is very closely related to the concept of motivation and its problems. Throughout history, change and development have always motivated people to develop.

Economic growth is changes in the economy that seek to adapt, improve, change the staff of the enterprise. This can include not only the selection, placement and training of staff, but also the creation of a new corporate culture, rules, mentality and, consequently, approaches and methods of motivational motivation.

The development of society requires work, activities and efforts of people aimed at creating better conditions, improving the existing and meeting their living needs. Motivation of staff is very important component of work efficiency and it is necessary to emphasize it at the level of participants in labor relations.

At the current stage of Ukraine development, the problem of staff motivation is more important than ever, because solving the problems facing society during and after the war is possible only with the help of employee motivation. Nowadays, hard times and people are holding on to work because they need money, at the moment the main stimulus of the majority of the population is money.

Encouraging employees to work effectively in today's environment will be more difficult, because we are constantly at risk of shelling, attacks and people can not think

about work calmly and fully concentrate on their duties For high performance of employees, it is necessary to use methods of stimulation and motivation and its work in modern conditions, perhaps these methods would be more effective in pre-war time, but nevertheless will have considerable effect on workers for increase of productivity and motivation.

The main purpose of thesis is to find and implement the features of motivation of work and process of it's forming at the company LLC «Motordetal-Konotop». The object of study is the system of staff motivation.

The subject of research is the features of motivation in industrial enterprises.

## CHAPTER 1 FORMATION OF THE SYSTEM OF MOTIVATION OF THE INDUSTRIAL ENTERPRISE

### 1.1 The main tasks of staff motivation

Personnel management is very important responsibility at the enterprise. Also, part of responsibilities on this position is to stimulate workers. Without employee motivation, incentives will not be effective. These two concepts are often confused, but they have different sense.

Motivation is the motivation to act, and incentives are external influences that are aimed at the employee to increase the targets that need to be increased. The main levers that encourage the employee to work are incentives and motives.

Incentive can be described as a certain reward, which is manifested in the material form (salary), and the motive can be described as an inner desire, a motivating force. The worker feels comfortable and works more efficiently if both levers are in balance. [5, p. 163].

The differences between stimulation and motivation can be blurred and incomprehensible to some people, so it is important to understand what motivates a person to act.

Most people confuse these two terms. Most often, the concept of motivation, they mean incentives. The fact is that these are two completely different concepts that should not be confused.

Motivation in humans is constant. If we talk about the stimulus, it is the factor that a person creates for himself, striving to achieve the desired.

To define the concept more precisely, it is necessary to draw an analogy with a life example.

Motivation can also be described as a natural and reasonable motive for an individual's actions. A person who has decided to do sports, aims to improve the health of the body, to develop useful qualities. These are the factors that motivate him to do these things.



Stimulation is the creation of a certain stimulus designed to reduce the strength of our resistance on the path to achieving a goal. In an effort to improve health through sports, such a person comes to the coach. After all, he is able to perform stimulation. He will call if the person did not show up for training, and will motivate the person with words and actions, in this case it will be beneficial for both parties.

The photo of the dream athlete, hung on the wall and reminds of the need to achieve results, is another manifestation of stimulation.

Motivation is a natural desire, a person's desire to achieve any goal. And the stimulus is created artificially. It is short-lived and helps not to lose the desire to achieve certain goals. After all, it is specially created for the individual to constantly strive for their goal. Stimulation reminds of promises that were given by people to themselves, provided there is motivation, encourages, constantly makes you remember something [37].

The difference between these terms is quite clear. Motivation reflects the desire, purpose of man. And the stimulus is a means to this end.

If a person is placed in such circumstances, when he has no choice, then this is again an incentive. When a gun is attached to the temple, hardly anyone will refuse to work. But this is the desire of the individual. He was simply left with no choice. But once the barrel is removed, most people will just drop their hands.

Unfortunately, our motivation is a long-term goal that is just emerging on the horizon. After all, great muscles, health or money will not appear now, but in the future. It is difficult to feed on a distant goal. In addition, it is a bit lost against the background of today's desires: to eat well, skip training, sleep.

In the process of work, motivation motivates to perform the following tasks: meeting the needs of employees in certain benefits through work, assessing the results of their activities, determining employee satisfaction with the reward for work performed.

The motivation system performs the following management functions:

- 1) motivation planning (identification of needs, establishing the relationship between needs and incentives);

- 2) implementation of motivation (creation of appropriate conditions to meet the needs of employees, rewarding them for their work);
- 3) motivation process management (motivation control, adjustment of motivation incentives) [18].

Motivation must take into account many factors that determine a person's behavior to perform a certain action to achieve the goal. Motivating factors include the complexity and importance of the work performed, the employee's desire for a career, reward for work results. These factors have a positive effect on a person, if the organization creates all the conditions for the implementation and realization of the competencies of employees [22]. At the core of the process of motivating the employee's work are needs, motivation and motivation. The need to express needs, needs for certain goods: material, social, spiritual values. It is a state of personal desire to change and develop something [9].

The implementation of actions to change themselves, changes in the environment are necessary for the existence and development of man as a person.

The need can shape the different expectations of the employee and determine the type of his behavior in a particular situation. The stronger the need for an employee, the more effort must be made to meet it. Motivation is what causes a person's behavior. Motivation is the «heart» of man has a «personal» nature. «Motivation determines what needs to be done and how this action is carried out [2, p.56].

The main categories of incentives, in our opinion, are the needs generated by employees and formative motives. Under the incentives provided by the company, employees perform work that leads to the satisfaction or dissatisfaction of needs. In the first case, a person has a new need ( $n + 1$ ), which also needs to be met, and the whole process of meeting the need begins again. In the second case, a person initially has an unmet need, which also leads to the beginning of the cycle.

## 1.2 Methods of motivating staff to productive work

From the company's point of view, one of the most important requirements for any employee is high efficiency. There are many different methods, techniques and tools to increase employee productivity.

The motivation of employees is influenced by many motivating and negative factors, their distribution is shown in the table. 1.1

Table 1.1 - Factors that effect on labor staff motivation [14]

Motivating factors			Demotivating factors
Internal factors	Supporting factors	External factors	
<ul style="list-style-type: none"> <li>• presence of preferences;</li> <li>• personal abilities;</li> <li>• hobby</li> </ul>	<ul style="list-style-type: none"> <li>• money;</li> <li>• conditions (management method);</li> <li>• tools for work;</li> <li>• security, reliability;</li> <li>• job satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• recognition;</li> <li>• career progression;</li> <li>• relevant work;</li> <li>• provided implementations</li> </ul>	<ul style="list-style-type: none"> <li>• disrespect for management;</li> <li>• organizational chaos;</li> <li>• misunderstandings in the team and with management;</li> <li>• lack of responsibility and authority in work</li> </ul>

The following are the most common classifications of employee motivation tools. Given the range of influences that can be distinguished between them:

- internal factors (such as recognition or prestige) - are characterized by long-term impact on the activities of employees,
- External factors (eg, salary, promotion, position in the hierarchy) - are characterized by rapid influence on employee behavior.

The given form can be distinguished:

- Material incentives, including: incentive payment instruments (salaries, bonuses, monetary incentives), non-economic (material incentives, office equipment - such as computers, telephones or company cars),
- Intangible rewards (thanks, praise, course directions, parking spaces, etc.).

Given the directions of influence there are:

- positive factors (rewards) - strengthen and maintain the desired behavior,
- negative factors (punishment) - eliminate and prevent unwanted behavior.

A special place in the motivational system is occupied by wages, which are formed by the following functions performed with its help [13, p. 230]:

- money – wages are an important part of the employee's income;
- costs – the company that hires an employee pays the costs of his activities;
- motivation – motivation of employees with certain expectations from the organization.

To achieve these functions, each company must create an appropriate system of rewards, which is determined [3, p. 225]:

- components of wages,
- the principle of formation of independent components,
- form of salary,
- tariffs and salary tables.

The most common method of wage management is the gradual establishment of a new wage system based on the existing wage system. The wage system formed according to the actual needs of the enterprise is not approved for a long time.

There are many motives that have nothing to do with wage and reward systems. These can be motivational aspects of the nature of the organization, such as rotation of positions, expansion or enrichment, group form of organization, and so on. Incentive effects can be employee participation in management (as one of the elements of the rights and responsibilities of the employee). In many cases, other non-organizational influences [32].

Form as an element of intangible motivation. For example, this may be a conversation with the manager (evaluation or comment on the results of work) [19].

Also motivating is the creation of partnership teams that eliminate the hierarchy between leaders and other members. The leader becomes a partner, has no right to interfere in the work of other participants and performs only the functions of project presentation, which the team represents as a result of its activities. The leader may do

this regularly or occasionally (depending on the circumstances). Employees are no longer dependent on managers. In addition to material incentives, there are other material rewards and incentives, such as the provision of company cars, mobile phones and more [33].

There are also a number of intangible resources that motivate employees. Significant motivational impact is also formed by intangible needs, including job satisfaction, awareness of possible success, the value of participating in a collective result or merit for overcoming a specific problem in the organization and tasks that are important [6].

Socio-psychological methods are used to increase the social activity of employees. They influence the consciousness and interests of workers, society, religion, aesthetics and other social interests of people to stimulate work and their activities. The above classification of motivational methods is considered classical. Various scholars have identified variable classifications, supplementing and complicating them.

In the practice of management apply the general classification of methods of staff motivation [11]:

1. Direct economic (hourly and piece rate wages, bonuses for rationalization, tuition fees, profit sharing, etc.);
2. Indirect economic (surcharges for length of service, preferential meals and use of housing, transport, etc.);
3. Social (non-monetary) (flexible work schedules, labor enrichment, promotion, labor protection, etc.

According to the classification of SA Shapiro, there are two groups of methods of work motivation

1. Methods of material motivation: cash (wages, surcharges, deductions from profits, soft loans, allowances and compensation); non-monetary: social (payment of transportation costs, health insurance and services, food, vouchers); functional (improving working conditions and organization).
2. Methods of intangible motivation: socio-psychological (increasing prestige,

psychological and social recognition); creative (business trips, advanced training, trainings, internships); free time (flexible work schedule, additional leave).

Economic methods of motivation are based on the fact that people in the course of their application will receive benefits (direct or indirect) that will increase their well-being [38].

### 1.3 Methods of studying the motivational sphere of enterprise personnel

Analysis of the business entity shows that an important factor in its successful development is work motivation and career growth of the employee. Modern commercialization of employees' work means that in the new conditions the personnel department of the enterprise is obliged to give effective recommendations and decisions on wages and incentives for employees. The lack of acceptable incentives for employees has led to a reduction in the number of qualified staff in many companies, a real disaster for highly specialized organizations. There are a sufficient number of methods based on the use of tests, questionnaires, diagnostics to assess the level of motivation of employees and determine the use of motivational systems. Different technologies allow us to consider which tools - tangible or intangible - are used in different areas [34].

For examples, I gave the characteristics of some methods of staff motivation [7].

«Diagnosis of motivational self-assessment of motivation» (D. Marlowe and D. Crown). Tests used in this system allow you to determine whether a person wants to get the approval of others for their actions. The higher the motivation for recognition, the higher the need for communication.

«Hierarchy of needs» (A. Maslow). This technique allows you to assess satisfaction by the following dimensions: financial situation, security needs, building relationships, respect, self-realization.

«Motivation to avoid failure» (T. Eles). This technique allows you to determine the level of protection of staff and test the motivation to prevent failure.

«Motivation for success or fear of failure» (AA Rean). The method allows you to determine the type of motivation that works in a person - motivation for success, motivation to focus on success at work or motivation for fear of failure, which manifests itself in the desire to avoid failure, punishment or any negativity. manifestations in the workplace.

To determine the type of personality temperament, the test questionnaire «Diagnosis of temperament» (EPI) (G. Eisenk) was used. To identify reactive anxiety and personal anxiety, the method «Assessment of levels of reactive and personal anxiety» was used (Ch. D. Spielberger, Yu. L. Khanin);

To determine the degree of development of conscious self-regulation and its individual profile, which includes certain regulatory processes, a multi-scale survey method was used - «Style of behavior regulation - SSP-98» (VM Morosanova, RR Sagiev). To identify value orientations in professions, the method «Career Anchor» is used [8, p. 257].

The methods used in practice include survey methods:

- «Motivation map analysis»,
- «Study of incentives»,
- «Workplace Analysis Information Standard»,
- «Level of loyalty»,
- «Analysis of the reasons for dismissals»,
- «Job satisfaction survey»,
- «Study of motivation» [10].

Various research methods are also used to assess employee motivation, emotional level, personality diagnosis methods, risk appetite, motivational trends, etc., testing for work motivation, Hatchkov motivation, organizational behavior motivation, attention orientation, etc. degree, express - survey [16, p.87].

## 1.4 Difficulties in motivating employees at the industrial enterprise

Intangible incentives are pleasure-oriented psychological needs of man. Their goal is the moral impact on man through the creation of an atmosphere of social harmony around him. These include health care, insurance, leave, pensions and more. The boundaries of material and intangible incentives are determined by status differences, which means the incentives received by an employee who occupies a certain social position in the creation, for example, a separate office, the privileges of a particular employee [35].

Types of incentives within the organization are expressed through the concept of compensation package.

The development of non-material motivation and its structure is a complex process, because the manager chooses the type of motivation that suits a particular employee. The chosen methods are individual, they can be applied equally to all employees without exception, as they can either give different effects or show the effect of some employees in general, which is why it is important to define rules and approaches to developing intangible motivation [12].

Everyone has certain needs. Within the needs, more specific needs are identified for each person, which allows to identify the most relevant areas for him, which is key to choosing the most effective elements of intangible motivation. Such an individual is relevant the distribution of the needs of each person in different directions reflects the so-called «motivational profile», which allows us to assess the importance of the needs of a particular person. There are a sufficient number of techniques based on application of tests, questionnaires, diagnostics, which allow to assess the level of motivation of employees and determine the validity of the application of the motivation system. Different methods allow us to consider which tools - tangible or intangible - are applicable in different areas [36]



## CHAPTER 2 CHARACTERISTICS OF STAFF MOTIVATION ON «MOTORDDETAL-KONOTOP» LLC AND INDUSTRIAL ENTERPRISES

### 2.1 Methods of implementing a system of motivation in industrial enterprises

The introduction of a system of motivation in industrial enterprises differs from the corresponding process in other areas of the economy, having a number of certain features [20]. Employees of large industrial enterprises value stability in their work, as experience shows, the turnover of industrial enterprises is lower, there is a succession of generations, and whole dynasties often work. Personnel motivation systems can be very diverse, and they depend on the development of a particular motivation system for the company, the overall management system and the characteristics of the enterprise itself.

Motivation methods can be classified as follows [1]:

- organizational and administrative (organizational and administrative);
- economic;
- socio-psychological, which used to be one of the most common, but are now undeservedly forgotten.

Organizational and administrative methods are based on directives. These methods are based on «power motivation», which is based on the possibility of coercion and submission [24].

These methods include organizational planning, rationing, coaching, management and control.

Economic methods are due to material incentives. They provide for objective motivation, ie focus on the performance of certain indicators or tasks, and the implementation after their implementation of a monetary reward for the results of work.

The use of economic methods is associated with the formation of a work plan, control over its implementation, as well as economic incentives. This method involves incentives for the quantity and quality of work or the application of sanctions for non-

compliance.

The incentive system established by the employer should be simple and clear to each employee. It should be flexible, which makes it possible to promptly encourage every positive result of work, the amount of payments should be economically justified [40].

It is necessary that the applied system of incentives builds in employees confidence in the fairness of material rewards and helps to increase the interest of employees in improving not only individual but also teamwork.

Socio-psychological methods are used to increase the social activity of employees. With the help of these methods they influence mainly the consciousness of workers, the social, aesthetic, religious and other interests of people and provide social incentives for work. This group of methods includes a diverse arsenal of methods and techniques developed by sociology, psychology, culturology and other sciences that study the human personality [15].

The tools for the successful implementation of these methods include questionnaires, testing, surveys, interviews, etc. In the practice of managing employees of industrial enterprises, as a rule, primarily use economic and socio-psychological methods. But in modern conditions for effective management of motivation it is necessary to use all three groups of methods.

Consider in more detail what is a system of direct material motivation, determine its main characteristics and features.

The system of direct material motivation of staff consists of a basic salary and bonuses. In fact, this system is a wage.

An effective remuneration system (compensation system) plays a significant role in attracting, motivating and retaining employees in the company, encourages employees to increase productivity, which leads to increased efficiency of human resources and reduce costs for finding, selecting and adapting new hires .

As the company grows and goes through different cycles of development (start, growth, maturity, decline), the role of the remuneration system as part of the system process of creating conditions or motives increases.

It is necessary to form an effective payment system in accordance with the company's strategy at an early stage of business development.

The system of indirect material motivation is the so-called compensation package (social package), which is provided to the employee depending on the level of position, professionalism, authority, etc. [26]

Intangible motivation system is a set of non-monetary, external incentives used to encourage effective work of employees: ensuring career growth of employees; flexible working hours; oral and / or written thanks for effective work; conducting professional competitions among employees with diplomas [21].

Every employee must feel valuable to the company. To motivate the staff of an industrial enterprise we need to use different methods and approaches.

The first step is to support the corporate spirit and teamwork. There are managerial, engineering and working staff at the factories, people of various specialties work, all of them are united in brigades, shops, departments. It is proposed to compile a list of indicators that will be taken into account (monthly or quarterly) at the time of distribution of additional funds (eg, bonus, annual bonus). This will create conditions for competition between teams [27].

First, we will select subgroups with a similar range of work and determine the list of indicators that will be taken into account in each of the cases, as well as define a set of common indicators for all employees. Each group must have its own distinctive feature, such as a symbol.

It is proposed to introduce a scoring system for the evaluation of subgroups. The list of factors that we will monitor should include: labor discipline, productivity, innovation, participation in public life of the company (trade union). The labor discipline includes indicators: - tardiness; - smoking not during regulated breaks; - Non-compliance with the work schedule. In labor productivity we will consider: - overfulfillment of the plan; - Certification training.

For example, one employee from the group will be late, the score will be deducted from the whole team, and as a result, each employee will understand that not only it affects the result, but also his colleagues. An indisputable advantage will be the

unification of people for the sake of the goal.

At the end of each reporting period, you should not only analyze the quantitative indicators by groups, but also monitor: whether the correct list was provided for a particular group, or whether some indicators should be reduced to the weighted average. It is recommended to set a benchmark for the quantitative value of indicators, for example, a subgroup of workers is allocated 100 points for the reporting period, with the deduction of points for certain violations.

At least 70 points must remain at the end of the reporting period. The additional cash reward must be tied to the scoring system, in direct proportion to the number of points remaining.

The best incentives and teams will receive the following incentives:

- entry in the book of honor, on the Board of Honor;
- announcement of gratitude;
- awarding a diploma;
- issuing a prize or awarding a valuable gift;
- organized outreach event that enhances corporate spirit;
- and other

It is always necessary to identify and encourage public figures, members of trade unions, in their free time, they support the corporate spirit of employees and ensure corporate activities within the company.

We should not forget about the availability of vouchers to children's camps, sanatoriums and resorts. If the company pays the best or most of the cost to the groups with the best results, this will be a new factor in motivating them to succeed. More and more often in modern enterprises there are playrooms for relaxation, which gives people the opportunity during breaks to meet and communicate with employees of other departments, learn from experiences and distract from current problems [28].

Another important factor may be the presence of a nursery or kindergarten close to the place of work. In this way, the whole family will be united and close. All this leads to the fact that a person feels part of the organization as a full member of the family.

Properly designed system of motivation of industrial personnel allows a modern employer [4]:w

1. Clearly agree on the goals of a particular employee, structural unit and whole enterprise and ways to achieve them.
2. Solve staff turnover problems by retaining highly qualified specialists. At the moment, given the shortage of industrial enterprises, this point is very relevant.
3. Reduction of time and financial costs for the selection and adaptation of staff.
4. Form a friendly team with same ambitious and purposes, to maintain good effectiveness and confidence in the professional economy in the industry.

Modern industrial enterprises set themselves the task of forming an effective management system, in the implementation of which a huge role is played by improving the system of staff motivation.

Properly constructed motivation system for fast-growing and fast-developing companies in which the main element of the personnel management system.

The difference between an organization and an industrial enterprise can be seen in the staff. An industrial enterprise is an economic unit within which there is a combination of factors of production to create goods and services [39]. Considering «organizational behavior» should be divided into two main concepts - work motivation and job satisfaction, they have the greatest impact on the activities and behavior of industrial workers.

Currently, there is an acute shortage of highly qualified specialists in various industries in the economy.

While ensuring the continuity of the processes of professional development and professional retraining, creative and highly qualified work is stimulated. The ability of employees to master the latest technologies and its tendency to achieve significant results, as well as modern technology, determines the success of the enterprise. It is not enough to modify the circumstances of work and relationships in the production process, it is necessary that these circumstances are adequately perceived by people, arouse their interest in work, promote the formation of labor activity and initiative [29].

To increase labor productivity, increase the competitiveness and efficiency of

enterprises in a market economy, the human factor is needed to be taken into account. Personnel must ensure that the goals set for companies are achieved - this is the basis of successful innovation of companies. Since in today's world not all companies tend to take on the function of stimulating creative and highly skilled work, the state needs to take on this responsibility to some extent [30].

The result of correctly chosen system of motivation is different for different subgroups of employees of the industrial enterprise can be seen at the end of the reporting period. This process should be reflected in changes in productivity.

In case of deterioration of indicators, managers need to make changes to the current system of motivation, analyzing previous mistakes. According to the assessment of the effectiveness of industrial workers, it is possible to determine which groups of workers need more intervention in the system of motivation by management.

It is also possible to establish and strengthen business relationships between managers and subordinates through discussions of results and evaluation of their activities.

Every motivational system must provide a sufficient level of remuneration, able to provide adequate living needs of the employee and his family members. If wages are directly related to its results, it is a motivating factor.

The interest of subordinates can be seen only if they have motivation, while ensuring the achievement of at least one of the goals of the organization, the employee receives moral satisfaction. As a result, organization and the employee achieves goals, which is the result of proper motivation.

High motivation of employees is a very important point for the development of each organization. Company can not be effective without proper attitude of staff to work with high efficiency, without the interest of staff in the end results, without their desire to contribute to achieving the set goals.

The development of the strategy of enterprise formation begins with determining the correct direction of motivation within the enterprise. The most important factor for the modernization of the country's economy is «human capital», and its development is an important institutional task. The search for the optimal model of human capital

development should take into account the existing experience of effective systems in the world. Motivating employees is effective only when there is a system of well-thought-out ratio of components of motivation and incentives with clearly defined goals to be achieved. The problem of motivation has been considered by many scientists, but the world needs to look for new methods for staff and its stimulation. The coincidence of personal interests of the employee with the goals and mission of the company - the key to ideal conditions for the development of the organization. Employee interest is a way to achieve goals [31].

## 2.2 Characteristics of the activity of LLC «Motordetal-Konotop»

Motordetal-Konotop LLC was established on the basis of a former state-owned enterprise, which began operating in 1943. Products: sleeves and bushings of the cylinder block of automobile, tractor, ship, diesel and stationary internal combustion engines. Motordetal-Konotop «produces cylinder liners for a complete closed technological cycle, including foundry and mechanical production.

Casting is made of specially alloyed cast iron, which provides high performance characteristics. The main production technologies are the production of special cast iron castings. 100% casting is made by centrifugal method. The minimum weight of castings is 3 kg, the maximum is 1250 kg. Size of castings: minimum diameter - 50 mm, maximum - 600 mm, length from 250 - to 1500 mm.

Manufactures cylinder liners for internal combustion engines with a diameter of 55 to 600 mm. Production capacity: 4.5 million sleeves and bushings per year. «Motordetal-Konotop» is the only company in Ukraine that makes mass deliveries to the Western market of sleeves according to the drawings of leading manufacturers of engines Mercedes-Benz, MAN, Volvo, Zetor, Navistar, Daewoo-Avia, Peugeot. The largest countries - consumers of products are - Germany, France, England, USA, Czech Republic, Russia, Poland and many other countries.

The company uses advanced forms and methods of management and

organization of activities, clearly defines strategic goals and uses effective mechanisms to achieve these goals, including financial.

The organizational and legal structure of «Motordetal-Konotop» LLC is an important part of the business management system, which unites different parts of the business into one whole.

The structure combines elements of the functional and departmental structure of the product to structure the organization of production.

This organizational and legal framework was introduced in 1997 to respond effectively to changes in the market and social environment and to survive in difficult macroeconomic conditions, and has undergone many transformations during this period.

The structure is based on the principle of division of the company into boards of directors, which manage the activities of the business in certain functional areas.

Units that each council jointly carries out its clearly defined mission. The production department draws up production plans, coordinates production, monitors the implementation of planned tasks. The Procurement Bureau is responsible for the material support of production.

The marketing department manages the marketing and sales of the company's products. Accounting and planning of personnel and skills of workers, training is carried out by the Personnel Office.

The Finance Bureau is responsible for formulating financial plans, forecasting financial conditions, conducting economic calculations and improving business management.

The Technical Council participates in the formation and implementation of technical policy of the enterprise, designs and develops new products, as well as monitors compliance with technical rules and disciplines.

The structure includes elements of the functional and divisional-productive structure of the industrial enterprise.

According to this 16 subsidiaries were created in the structure, which we can conditionally divide into the following categories:



1. Industrial enterprises (4).
2. Ancillary manufacturing enterprises (5).
3. Trading companies (3).
4. Enterprises providing services (4).

Management and production functions of «Motordetal-Konotop» LLC are performed by people who need the right motivation to work, especially in the conditions of economic crisis and military actions in Ukraine. At the moment, as far as I know, the company's activities are suspended, unfortunately. In modern conditions and dangers there is a high risk of riots. Therefore, it has now been decided to suspend the company for some time.

I'm not sure if the operation was completely stopped, but we can say that 90 percent of production is currently suspended for a while.

We all understand very well that now there are difficulties with the staff of the company, in today's reality many people just left the country to protect themselves and their loved ones, the rest of the population just changed their place of residence for some time.

### 2.3 Analysis of the system of motivation and incentives for staff

Motivation of work is the basis of socio-economic behavior, and the efforts of the staff of the enterprise (organization) must be increased and strengthened to increase the efficiency of their activities.

The incentive system of «Motordetal-Konotop» LLC describes a set of interrelated activities that motivate individual employees or the whole team to achieve individual and joint business goals.

Motivation of «Motordetal-Konotop» LLC takes into account the factors that determine the behavior of employees and have an impact:

- physical characteristics of the employee (age, sex, etc.),
- self-awareness and education,

- professional skills,
- psychological atmosphere in the team,
- the influence of environmental factors, etc.

To stimulate employee enthusiasm and increase the level of return of each employee, managers must understand the personal qualities and basic needs of subordinates and skillfully use management resources before they can be transformed into a permanently motivated employee work.

Women also make up a certain percentage of enterprise's employees. It is for this group of employees that the main incentives are: focus on family or children (recreation in recreation areas and sanatoriums, payments or scholarships for children's college), flexible work schedule, the possibility of additional earnings.

The formation of an effective incentive mechanism in the enterprise includes the analysis and improvement of the relationship between employees and employers, management and subordinates, competing working groups, groups performing similar or identical functions.

For enterprises, the motivation system is based on several requirements, and exactly:

- equal opportunities to hold positions and promote on the principle labor productivity;
- recognition of personal contribution to the success of the organization and the team, looking at the productivity of the worker, his allowance or salary should be fairly calculated.;
- creation of conditions at the enterprise for protection of health, safety of work and well-being of all workers, according to the existing legislation;
- provide an opportunity to increase professional competence, career growth and realization of employee competence, which means the creation of training, retraining and advanced training programs at the enterprise;
- the desire to achieve the goals set in the team, the process of maintaining trust in the team, the ease of communication between managers and ordinary workers

Motordetal-Konotop LLC uses the following methods of stimulation:

Table 2.1 – Methods of stimulation

Economic (direct)	Economic (indirect)	Non-cash
<ul style="list-style-type: none"> <li>- piecework pay,</li> <li>- hourly wages,</li> <li>premium optimization of industrial enterprise,</li> <li>- payment for trainings for employees,</li> <li>- surcharges for high ratings,</li> <li>- payout performance</li> </ul>	<ul style="list-style-type: none"> <li>- surcharges for years of employment,</li> <li>- rest on benefits,</li> <li>- use of transport on benefits.</li> </ul>	Occupational Health, labor enrichment, flexible work schedule programs to improve the quality of work.

The main condition for work and an incentive is wages in LLC «Motoretal-Konotop». Material incentives can make labor incentives effective only if the latter functions as a system based on the following basic principles:

- bilateral communication between employees and management on the general principles of the system;
- tested system of evaluation of performed works and determination of their quantity;
- well-thought-out and substantiated criteria for measuring and evaluating works;
- balanced standards, their means of control, systems and periodic review;
- clear coordination of incentives and results;
- payment, especially extra, for quality work.

These principles are the basis of the organization of remuneration of LLC «Motordetal-Konotop», which is based on the established provisions for assessing the contribution of individual labor to the overall result of management and payroll. Assessments are conducted by a group of workers - temporarily or permanently united to perform the task. Compensation accrued by the Group is distributed among its members on the basis of the individual contribution of each employee.

## 2.4 Problems of stimulating productive labor in times of crisis and war

Today we are all experiencing stress. People are worried about their personal future, they are worried about their relatives and the development of events in the country as a whole. Even those who are safe and continue to work often feel anxious and helpless. Therefore, one of the tasks of employers in this difficult time is the moral support of employees. How to motivate employees and what to talk to people about to help them, in such difficult times, remains a problem.

Yes, many Ukrainians now feel helpless and anxious. Those who remain in the war zone due to family circumstances are concerned. Those who move to safety will face the psychological consequences of the decision, such as the victim's guilt. News and air strikes added to the fears. Even in everyday life, our psyche has not yet adapted to the new reality. Someone is trying to live independently, as before, and continue to work. However, some people need help. But most importantly, you need to make sure that the person is ready for this kind of help.

Work is a part of everyone's daily life. Performing specialized tasks can help the mind to distract from negative emotions and return to control. Therefore, when you find out that the employee is safe, find out how he feels and whether he is ready to continue working. If the answer is yes, then give the person only those tasks that he can perform at the moment.

### How to build a team workflow in wartime

Regular patterns are broken, but you can help your colleagues get back on track. It is recommended to wake up at the alarm clock and plan tasks for the day together. In your conversations with your team, you can gradually move from “How are you? Are you safe? ”, Which you met these days, to a more general conversation about what is happening. For example, ask colleagues: «What do you do?», «How was your day?». Such little things will support the social part of our lives. Under pressure it stabilizes and gives strength to go further.

Try to praise and thank more often. For a person in difficult times, outside support is very necessary, words of gratitude and documenting the positive results of

his work add a sense of security.

Try to be caring. In stressful situations, we have a heightened sense of isolation that forces the mind to turn off to protect itself. Therefore, it is important to find out how a person feels, whether there are relatives who can support him or just talk to him, and whether he has the opportunity to do what he loves. Such a simple question creates the feeling that a person is not abandoned and not indifferent to others. Even if the employee answers reluctantly or does not want to talk at all, the process in his soul is already underway. Give him some time, and then offer your support again.

Try to share your experience of releasing negative emotions.

By referring to personal experience, you do not force a person to immerse themselves in their own experience, but help to see the situation from the point of view of the observer. After all, we are all in the same boat - we live in a time of war. After listening to your story, you have a chance to calm down or see in it a real tool - how to help yourself in a critical situation.

Today, wages are the main condition for work motivation, the reason and the main motivation for work. As of January 1, 2019, the average salary of Motordetal-Konotop LLC is UAH 8,532, which is not a very effective financial incentive.

The main important condition for the successful operation of the business is a permanent workforce. The composition of the workforce is constantly changing and is characterized by staff turnover. For their analysis the accounting data in the table 2.2 are used.

Table 2.2 – Personnel movement in the company

Indicator	Number of persons, 2017	Number of persons, 2018	Number of persons, 2019	Number of persons, 2020
List of workers on the beginning of the reporting year	1202	1212	1216	1219
Workers hired during year	33	32	30	32
Workers who dropped out during year, including:	23	28	27	33
due to the expiration of the term contract	2	5	2	5
to study, to join the army, to retire etc.	1	1	2	3
voluntarily	16	19	18	20
dismissed for absenteeism, violation labor discipline and	4	3	5	5
for official reasons inconsistencies	0	0	0	0
Workers on the list at the end reporting year	1212	1216	1219	1218
Cases of absenteeism since the beginning of the year	9	10	9	12

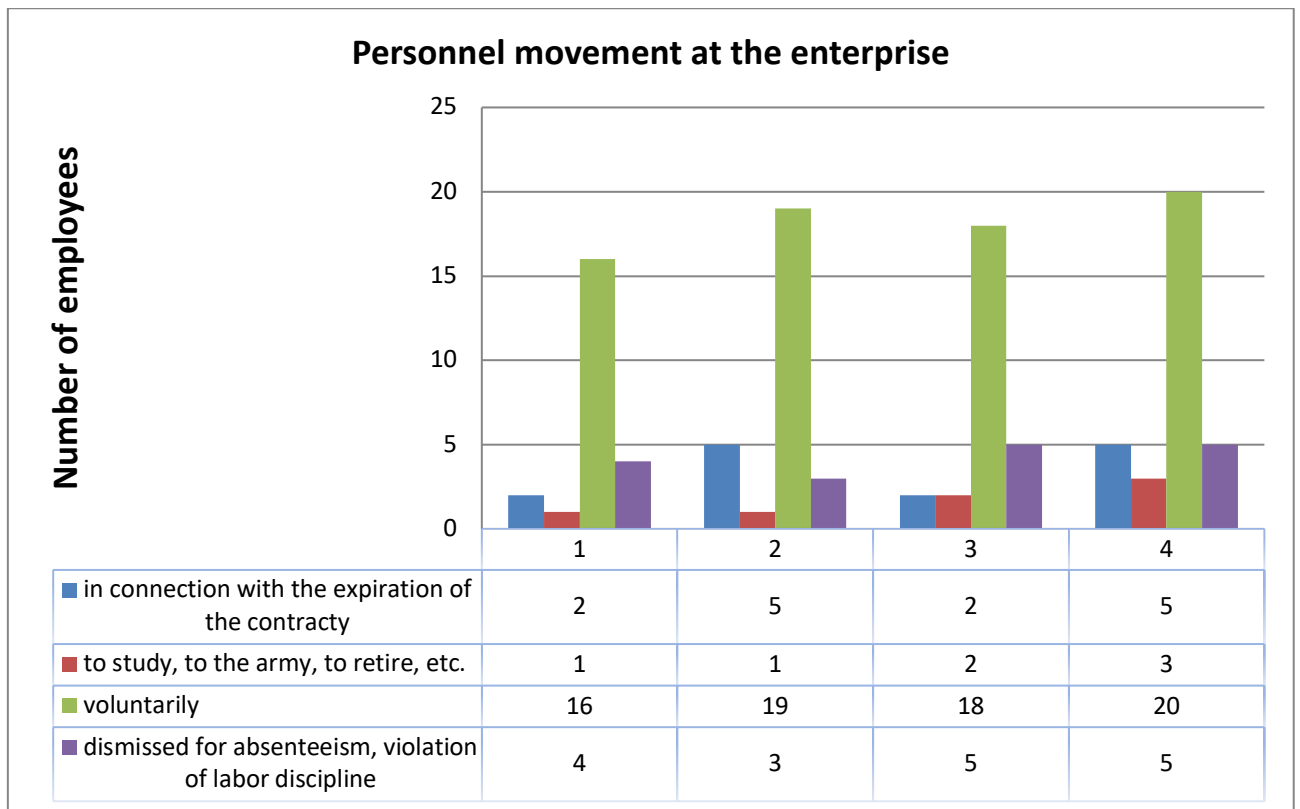


Figure 2.1 – Movement of workers, persons

The reasons for the movement of labor may be different:

- entering working age;
- retirement;
- conscription into the army;
- completion of military service;
- change of residence;
- employment near the place of residence;
- obtaining education and employment in the specialty;
- employee dissatisfaction with wages, working conditions, working hours, complex relationships in the team, etc.

To study the movement of labor in enterprises keep records on the basis of primary documentation (applications, orders) and determine the absolute indicators called turnover and disposal turnover.

The intensity of staff movement is characterized by the following indicators:

- turnover ratio on admission;

- turnover ratio;
- total turnover ratio;
- staff turnover rate;
- staff turnover rate.

The following initial data are necessary for calculation of indicators of movement of labor resources of the enterprise:

- the average number of staff (person);
  - number of admitted (total);
  - number of retirees (total);
- including:
- voluntarily;
  - dismissed for absenteeism and other violations of labor discipline.

The total turnover ratio is calculated as the ratio of the number of hired and fired employees for the analyzed period to the average number of employees.

1. The ratio of total labor turnover (2017) =  $(33 + 23) / 1212 * 100 = 4.62\%$
2. The ratio of total labor turnover (2018) =  $(32 + 28) / 1216 * 100 = 4.93\%$
3. The ratio of total labor turnover (2019) =  $(30 + 27) / 1219 * 100 = 4.68\%$
4. The ratio of total labor turnover (2020) =  $(32 + 33) / 1218 * 100 = 5.34\%$

Admission labor turnover ratio - the ratio of the number of hired to the average number of employees

1. Reception turnover ratio (2017) =  $33/1212 * 100 = 2.72\%$
2. Reception turnover ratio (2018) =  $32/1216 * 100 = 2.63\%$
3. Reception turnover ratio (2019) =  $30/1219 * 100 = 2.46\%$
4. Reception turnover ratio (2020) =  $32/1218 * 100 = 2.62\%$

Dismissal turnover ratio is the ratio of the number of dismissed employees to the average number of dismissed

1. Release rate (2017) =  $23/1212 * 100 = 1.90\%$
2. Release rate (2018) =  $28/1216 * 100 = 2.30\%$
3. Release rate (2019) =  $27/1219 * 100 = 2.21\%$
4. Release rate (2020) =  $33/1218 * 100 = 2.71\%$



Sources of labor formation:

- in the direction of employment and employment services;
- in the order of transfer from other enterprises;
- after graduation;
- accepted by the enterprise itself, etc.

The list of sources of labor force formation can be expanded by the needs of personnel management services.

Labor turnover rate - the number of laid off for all reasons to the average number of employees. The main valid reasons for retirement (required turnover):

- expiration of the contract;
- retirement;
- in the order of transfer to another enterprise;
- conscription into the army;
- admission to an educational institution;
- death of an employee.

The analysis of labor movement indicators should be performed not only in the enterprise as a whole, but also in individual shops and by categories of personnel, primarily operational personnel. This is important the importance of effective human resource management. Dismissal for disrespectful reasons is called excessive turnover or turnover.

The required turnover ratio is equal to the ratio of the number of laid off for inevitable and independent of the enterprise to the average number of employees.

Staff turnover - the movement of labor, due to employee dissatisfaction with the terms of employment or dissatisfaction with the organization of a particular employee.

Staff turnover rate - the ratio of the number of dismissed workers who left during this period due to turnover (ie of their own volition; for violation of labor discipline: absenteeism, safety violations, voluntary retirement; for other reasons not caused by industrial or national) necessity) ) to the average number for the same period.

1. Staff turnover rate (2017) =  $(16 + 4) / 1212 * 100 = 1.65\%$
2. Staff turnover rate (2019) =  $(19 + 3) / 1216 * 100 = 1.81\%$

3. Staff turnover rate (2019) =  $(18 + 5) / 1219 * 100 = 1.89\%$

4. Staff turnover rate (2020) =  $(20 + 5) / 1218 * 100 = 2.05\%$

The labor replacement rate is calculated by ( $k^{\text{subst}}$ )

formula:

$$k^{\text{subst}} = \frac{L^{\text{in}}}{L^{\text{out}}} = \frac{k^{\text{in}}}{k^{\text{out}}}(1)$$

1. Labor replacement rate (2017) =  $33/23 * 100 = 143.48\%$

2. Labor replacement rate (2018) =  $32/28 * 100 = 114.29\%$

3. Labor replacement rate (2019) =  $30/27 * 100 = 111.11\%$

4. Labor replacement rate (2020) =  $32/33 * 100 = 96.96\%$

Where  $L^{\text{in}}$  and  $L^{\text{out}}$  - the number of accepted and dismissed for the reporting period, respectively;  $k^{\text{in}}$  and  $k^{\text{out}}$ , - Turnover ratio on admission and disposal, respectively.

The movement of personnel is perhaps internal, with the rotation of staff in the creation, and external, ie. between enterprises, industries and regions.

The movement of personnel occurs in almost any organization. The problem is the uncontrolled turnover of personnel on a large scale, which disrupts the normal rhythm of the enterprise, creates a negative image of the organization in the external environment. Therefore, a distinction is made between natural and excessive staff turnover.

Natural fluidity (3-5% per year) contributes to the timely renewal of the team and does not require special measures by management and human resources. Excessive turnover causes significant economic losses, creates organizational, personnel, technological problems, destroys system of social and labor relations and reduces the loyalty of employees.

Staff turnover can be divided into active and passive.

Active staff turnover - the movement of labor in, due to employee dissatisfaction with the workplace: working conditions, living conditions and more.

Passive staff turnover is the movement of labor caused by the dissatisfaction of the employer with a particular employee.

Analyzing these indicators, it is important to record the real reasons why the employee left the organization.

Thus, we can say for sure that we can focus on the indicators discussed above, in order to understand how effectively the motivation of the company's staff works. We can take into account many different indicators. Here we have considered several of them. We can say with confidence that the results of the calculations show us the deterioration of indicators over time, these are not significant deteriorations, they are small, but most likely these indicators are deteriorating due to the crisis.

It is difficult to even imagine what the indicators will be in the postwar period. At the moment we can focus on information in pre-war times.

Motivation management at the enterprise is carried out by the director, who signs orders for bonuses. The necessary data is provided by the head of the personnel department.

The current state of motivation management at Motordetal-Konotop LLC has a number of shortcomings.

There is a negative moral motivation due to numerous errors in the personnel management system. Little attention is paid to the motivation of key personnel, it is among them that the greatest staff turnover is observed. Material interest is also insufficient.

It is necessary to find and implement a new motivation system and effective mechanism for improvement of work at the enterprise, which could use incentives to improve the performance of the enterprise, increase the interest of employees in the work and their personal development in order to increase competitiveness.

## CHAPTER 3 FORMATION OF WAYS OF IMPROVEMENT OF PERSONNEL MOTIVATION FOR «MOTORDDETAL-KONOTOP» LLC

### 3.1 Ways to improve motivation and stimulation in the enterprise

The main conditions for increasing motivation and efficiency of work is to ensure sufficient incentives for workers (economy, prestige, job satisfaction), the motivation structure of employees (motivation to provide important life benefits, decent income, work motivation). comfortable working conditions, prestige of the industry, enterprise). Motives of self-actualization: experience, knowledge, etc.).

The formation of the organization's workforce is a very important responsibility and complex processes, and its purpose is to properly provide the organization with good and qualified employees, paying attention on changes in the professional qualifications of employees. Analyzing the prospects for the development of the enterprise, increasing the number of existing staff of the unit and taking into account the possible turnover of staff, determine the expected demand for staff. The company's personnel policy and personnel management strategy are based on the idea of attracting a high-quality workforce. With the exception of administrative and support staff, all employees must have at least secondary special education [23, p. 29].

Consider the basic methods of managing working time and business activities.

Give extra free time to employees, it is useful and is an external stimulus. It consists in providing the possibility of part-time or part-time work by differentiating (changing) the duration of the main leave and various additional leave, dividing them into certain parts (for example, accrued in summer and winter). time, reduced working hours, etc.

Practice has shown that under certain conditions, vacation has a significant incentive effect for workers and positive indicators for the company. For example, the results of work differ significantly in the positive direction from the normative (for example, for workers with irregular working hours, harmful working conditions, workers with long experience in a particular field). Additional vacation time should create additional incentives to keep employees in a particular company to compensate for the increased psychological or physical stress that employees experience during the work process.

Proper distribution of working time is a good opportunity to use employees effectively. Flexible or floating schedules are the most common form of redistribution of working time. But not all production processes can be organized using a flexible work schedule. Some production sites require the simultaneous presence of several workers involved in the process, a flexible system of working time can not be applied. In this case, the motivation is increased by giving the relevant groups of employees the power to set working time parameters by agreement between them. Direct incentives based on working time to create and use a time bank are also possible through the use of sliding work schedules.

In this case, the hours worked for a certain period of time in excess of the established norm do not disappear, but are recorded in the personal account of the employee or in the fund of additional working hours. Then the accumulated time can be used for additional leave, leave, repayment of debt for the previous period, leave, etc. It is obvious that the right to a free work schedule is granted only to those employees who demonstrate a high level of awareness, organization and discipline. Theoretically, it has been proven and confirmed in practice that there is a direct relationship between the level of awareness of the team and, consequently, the «transparency» of internal organizational activities and motivational guidelines of employees.

Therefore, companies widely use all available methods of communication to achieve their goals and objectives, the main of which is to increase employee motivation.

An employee handbook is a record that contains basic information about the company. Such records, which appeared in the pre-war period in the world's leading companies, are now an integral part of the communication process of most companies in developed countries [17, p. 116].

The directory has the following main objectives:

- Provide information to employees about the company's philosophy, core values, development strategies and immediate goals;
- Provide information on all aspects of socio-economic development of the company so that employees can better understand the basic principles of the company to adapt to the conditions of the company;
- Tell employees about the company's expectations and employee obligations, expectations of results from employees.

In conclusion, we can say that companies use both tangible and intangible methods of motivating employees. Materials: bonus system, extra money. For intangible assets - adjusting the work schedule, increasing free time, creating a comfortable work, the team's awareness of business efficiency.

It can be concluded that companies use both tangible and intangible methods of employee motivation. Material methods of motivation: bonus system, extra money. For intangible assets - adjusting the work schedule, increasing free time, creating a comfortable work, the team's awareness of business efficiency.

### 3.2 Forecasting of economic indicators and their analysis at Motordetal-Konotop LLC

Motivation is an indicator that can be influenced by a huge number of different indicators and indicators. In my research, I tried to identify the main indicators that have the greatest impact on the motivation of staff of LLC «Motordetal-Konotop».

Table 3.1 - Economic indicators correlation analysis

Year	Period	Economic indicator	Economic factors	
		Production of cylinders liners per year	Quantity of Employees	Average wage amount
2014	1	3802567	1162	3059
2015	2	4122124	1182	4120
2016	3	4380756	1202	4900
2017	4	4560435	1212	6121
2018	5	4723422	1216	7820
2019	6	4901289	1219	8532
2020	7	5027642	1218	9312
2021	8			
2022	9			
		CORREL (2014-2019):	0,978830277	0,983435872
		CORREL (2014-2020):	0,958673402	0,988149036
		Priority	3	1
		Weights:	0.2	0.3

This table presents the result of correlation analysis of the factor «Quantity of Employees «in correlation to indicator» Production of cylinders liners per year «and correlation between factors»Average wage amount «and» Production of cylinder liners per year «.

It is important to note that the main factor that I associate with motivation will be productivity per year at this company. That is, the factor «Production of cylinder liners per year» is the main one and in my research I chose it as the main indicator related to the motivation to work at LLC «Motordetal-Konotop»

In Table 3.2 we can see the continuation of Table 3.1. Correlation analysis was performed here»Production of cylinder liners per year» to economic factors, such as: «Amount of satisfied workers», «Amount of Corporate and relax activities», «Additional wages fund».

Table 3.2 – Economic indicators correlation analysis

Year	Period	Economic indicator	Economic factors		
		Production of cylinders liners per year	Amount of satisfied workers	Amount of Corporate and relax activities	Additional wages fund
2014	1	3802567	850	2	108800
2015	2	4122124	982	3	130020
2016	3	4380756	1021	3	138230
2017	4	4560435	1010	3	151500
2018	5	4723422	1005	4	164160
2019	6	4901289	1034	4	176755
2020	7	5027642	1025	4	170520
2021	8				
2022	9				
		CORREL (2014-2019):	0,848072343	0,92606229	0,99310927
		CORREL (2014-2020):	0,826534754	0,934496136	0,98306665
		Priority	5	4	2
		Weights:	0.1	0.15	0.25

The factors that have the greatest impact on production of cylinders liners per year are material factors. That is, the factors: «Average wage amount», «Additional wages fund» have the highest correlation, and therefore the greatest impact.

The level of correlation and weights can be seen in the table, and compared with each other for clarity.

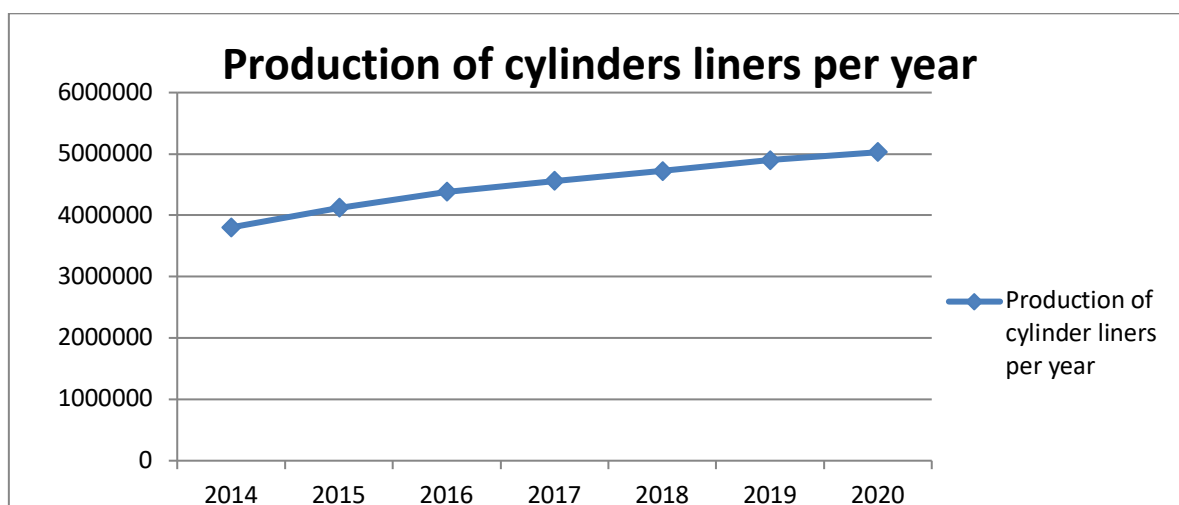


Figure 3.1 – Production of cylinders liners per year



Figure 3.1 shows information on the number of cylinders produced for engines at the company «Motordetal\_Konotop» for the last years from 2014 to 2020. We clearly see that we have a trend line that indicates the development of the company in the years from 2014 to 2020.

In my study, I used different methods of forecasting economic performance for future years at this company.

Four different forecasting methods were chosen to forecast the productivity of the enterprise:

- 1) Linear trend calculation
- 2) Trend graph
- 3) Exponential smoothing
- 4) Utilization of growth

5) In the end, we also found the most optimal weighted average result by combining the results of all methods

- 1) Linear trend calculation

Using the formula in Microsoft Excel = TREND (number of parts produced by years; years; year for which you want to calculate forecasts)

As a result, we obtained the following data:

2020 = 5162817,133

Formula = TREND (3802567, 4122124, 4380756, 4560435, 4723422, 4901289; 2014, 2015, 2016, 2017, 2018, 2019; 2020)

2021 = 5376450,933

Formula = TREND (3802567, 4122124, 4380756, 4560435, 4723422, 4901289; 2014, 2015, 2016, 2017, 2018, 2019; 2021)

2022 = 5590084,733

Formula = TREND (3802567, 4122124, 4380756, 4560435, 4723422, 4901289; 2014, 2015, 2016, 2017, 2018, 2019; 2022)

In accordance with the data, a graph was constructed that shows current data and already projected indicators for the last three periods. It shows that the trend line

has become even straighter. This forecast is very optimistic and we should move on and determine our results by all methods.

Table 3.3 – Forecasting of production of cylinder liners per year (millions), for 2021-2022

Year	Period	Production of cylinder liners per year (millions)
2014	1	3,802567
2015	2	4.122212
2016	3	4,380756
2017	4	4,560435
2018	5	4.723422
2019	6	4,901289
2020	7	5.162817
2021	8	5,376451
2022	9	3,633555

Table 3.3 summarizes all the information I used to plot the graph in Figure 3.2. We can see that the data for the period 2021 and 2022 were calculated in the essay using trend functions.

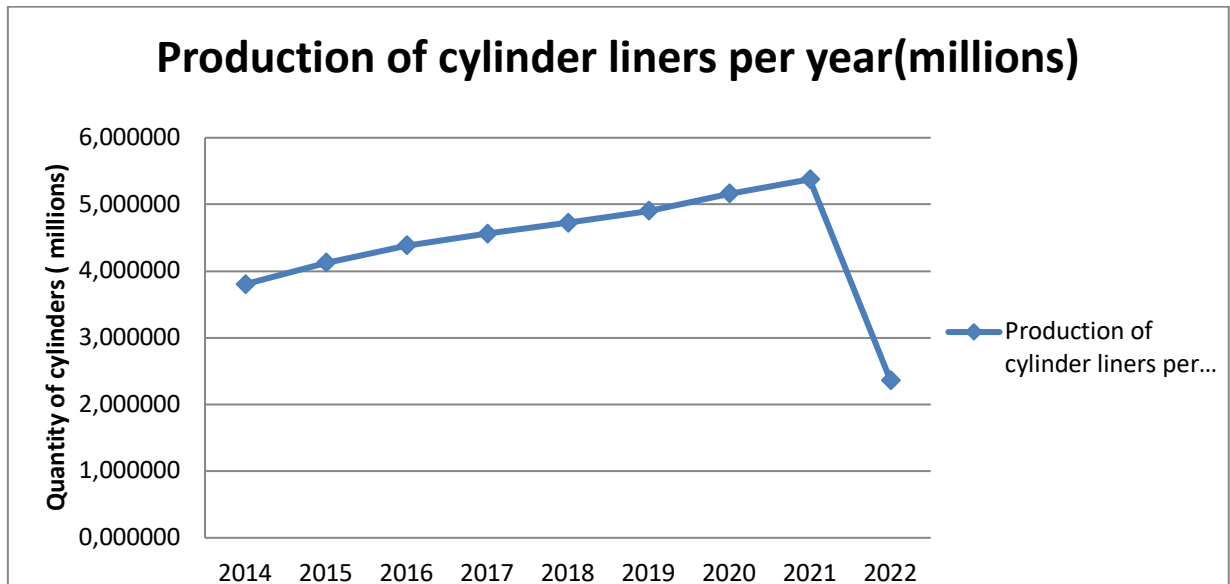


Figure 3.2 – Forecasting of production of cylinder liners per year (millions), for 2021-2022

To predict 2021 and 2022 economic indicators, I used the EXCELL formula.

According to this formula, we found the projected figures for 2021 and 2022, which are 5.376451 and 3,633555 million cylinders.

According to this forecast, we can say that the indicators are quite optimistic in 2021, and the growth line of the trend has become even stronger in comparison with the schedule of 2014 - 2020 in Figure 3.1. But then we can see big cut off of production of enterprise. The main investors forecast minus 35% and even more by the end of the year because of war in Ukraine.

2) Trend graph was the next forecasting method that I used. Using the exponential trend formula in Excel, we were able to derive the equation by which you can find the forecast data in this case, the number of cylinders produced at the company «Motordetal-Konotop».

In this method you need to use the formula in Microsoft Excel = 3705 \* EXP (0,0491 \* 7)

According to the formula  $y = 3705 * E^{(0.0491 * n)}$  we determine that according to this formula we can calculate the indicator for any period.

For example, 2020 is the calculation period based on the number seven ( $n = 7$ ). 2021 is the calculation period based on data number eight ( $n = 8$ )

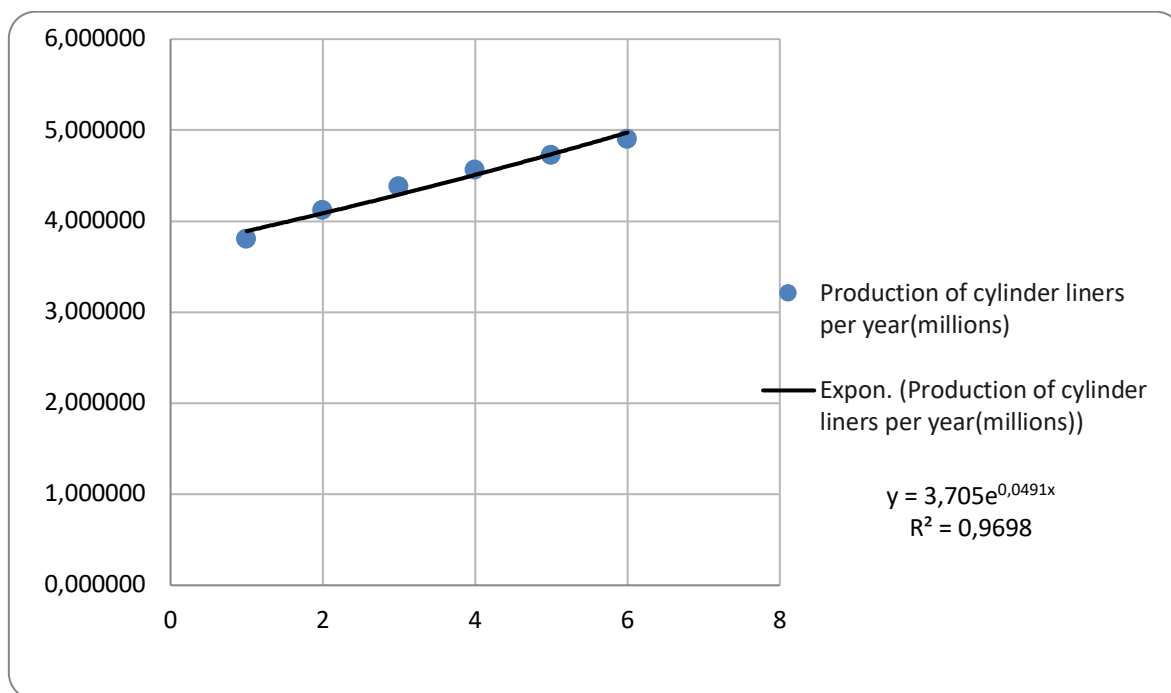


Figure 3.3 – Forecasting of production of cylinder liners per year (millions)

On this Figure you can see the schedule of cylinder production at the company «Motordetal-Konotop» for the years from 2014 to 2020. Thus, we found the formula for the exponential in excel. That is, we see that the formula  $y = 3705 * \text{EXP}(0.0491 * n)$ , where n is the period number.

In this case, I getin the ready formula which I will be able to use to find according to the primary information the forecasted data of the enterprise for any period. Of course, the further we predict, the more inaccurate this method will be, but if you use this method to predict for 1 or 2 periods, this result will be even less accurate. In conclusion, I will add that any method that will be used to forecast data will be increasingly inaccurate if we forecast for the long term in the future.

As a result, during the calculations we obtained the following data:

- 2020 (n = 7) = 5224626 units of manufactured parts.

$$\text{Formula} = 3705 * \text{EXP}(0.0491 * 7)$$

- 2021 (n = 8) = 5487558 units of manufactured parts.

$$\text{Formula} = 3705 * \text{EXP}(0.0491 * 8)$$

- 2022 (n = 9) = 5763721 units of manufactured parts.

$$\text{Formula} = 3705 * \text{EXP}(0.0491 * 9)$$

Table 3.4 – Forecasting of production of cylinder liners per year (millions), for 2021-2022

Year	Period	Production of cylinder liners per year (millions)
2014	1	3,802567
2015	2	4.122212
2016	3	4,380756
2017	4	4,560435
2018	5	4.723422
2019	6	4,901289
2020	7	5.224626
2021	8	5.487558
2022	9	3,746419

In Table 3.4, I presented all the information on the cylinders produced by the company, by year, which we had, and you can also see the projected information.

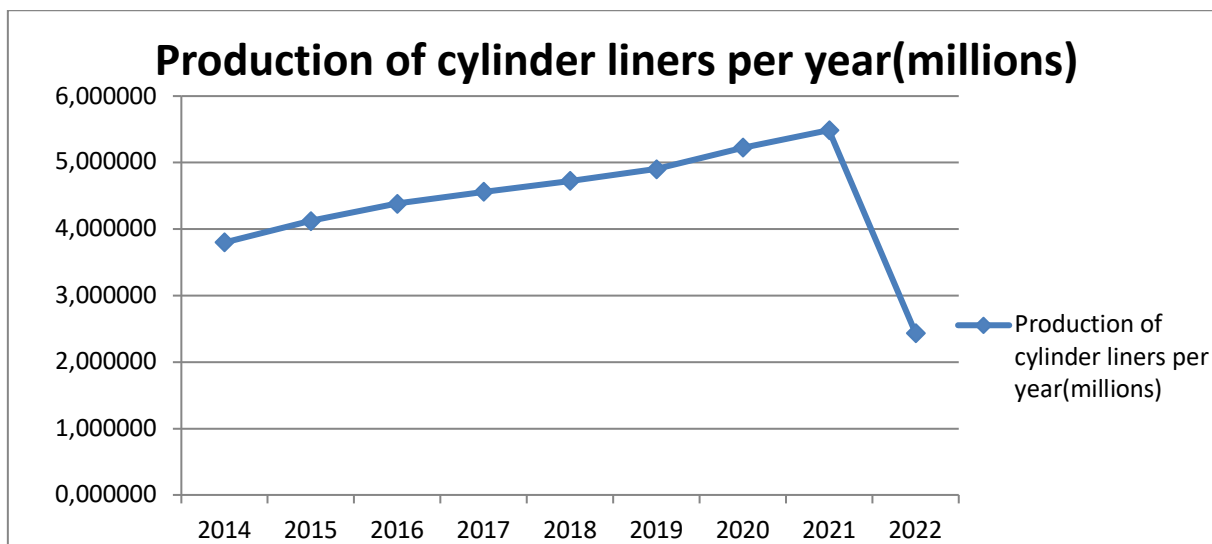


Figure 3.4 – Forecasting of production of cylinder liners per year (millions), for 2021-2022

On figure 3.4 you can see the whole graph together with the projected data we obtained using this method. It can also be argued that this method is quite optimistic in 2021 in forecasting, and the trend line is only consolidating in 2021. But then we can see big cut off of production of enterprise. The main investors forecast minus 35% and even more by the end of the year. Experts believe that by the end of this year, the Ukrainian economy may shrink by more than a third. That's why we took deviation - 35% in all forecasts.

At the end of this study, I compare all the methods and summarize the table based on the data I collected during this work. I will be able to compare the error of these methods and determine the most accurate of them, I will also use the weighted average method to use all the advantages of these methods as an alternative. Because it is not enough to use only one method for forecasting. You need to use a few to understand which is more appropriate for a particular case.

The next method of forecasting, which I personally really liked exponential smoothing.

The essence of this at first glance complex method is that this method smooths out previous changes in information in the data. Exponential smoothing is a mathematical method of transformation used to predict time series. It got its name

because each subsequent iteration takes into account all the previous values of the series, but in exponentially decreasing order.

Table 3.5 – Exponential smoothing method forecasting of production of cylinder liners per year

Year	№	Initial information	0.3	0.5	0.7	0.99
2014	1	3802567	3802567	3802567	3802567	3802567
2015	2	4122124	3802567	3802567	3802567	3802567
2016	3	4380756	3898434.1	3962345.5	4026256.9	4118928.43
2017	4	4560435	4043130,67	4171550.75	4274406,27	4378137,724
2018	5	4723422	4198321,969	4365992,875	4474626,381	4558612,027
2019	6	4901289	4355851,978	4544707,438	4648783,314	4721773.9
2020	7		4519483,085	4722998,219	4825537,294	4899493.8
		MSE	1,95931E + 11	1.13887E + 11	72542850647	43881774590
		RMSE	442641.0224	337471.2266	269337,8003	209479.7713

In Table 3.5, I presented the calculation by the exponential smoothing method. This table presents the calculations that I used in later work to find the predicted information.

Table 3.6 – Exponential smoothing forecasting of production of cylinder liners per year

Year	№	Initial information	0.99	Change for the period
2014	1	3802567	3802567	
2015	2	4122124	3802567	0.000000
2016	3	4380756	4118928.43	0,083196806
2017	4	4560435	4378137,724	0.068166924
2018	5	4723422	4558612,027	0,043815839
2019	6	4901289	4721773.9	0,037267414
2020	7		4899493.8	0,038985539
Weighted average change for all periods				0,054286504

In this case, the key and main indicator to which, after all the calculations in this table, you need to pay attention is the indicator «RMSE» - Root Mean Square Error.

You need to pay attention and compare which of the coefficients the result and RMSE will be the smallest. In this case, the lowest RMSE in the variant where we took the coefficient to calculate  $a = 0.99$ . The next step is to forecast the data for the next periods, based on the results

At this stage of the calculations, I identified one of the most important factors! I found that the least squared error is the smallest at a factor of 0.99 and determined that the weighted average change for all periods is 0,054286504. Now I can use this factor to find information about the forecast periods.

Table 3.7 – Exponential smoothing method forecasting of production of cylinder liners per year 2021-2022

		Production of cylinder liners per year (millions)
2014	1	3,802567
2015	2	4.122212
2016	3	4,380756
2017	4	4,560435
2018	5	4.723422
2019	6	4,901289
2020	7	4,8994938
2021	8	5,1654702
2022	9	3,5398256

Table 3.7 shows the projected results for 2021 and 2022. This forecast used the exponential smoothing method with which I obtained production figures for 2021 and 2022 at the company «Motordetal-Konotop»

According to given results this forecast is more realistic in 2021. But then we can see big cut off of production of enterprise because of war. The main expert's forecast is minus 35% GDP and even more by the end of the year because of war. Experts believe that by the end of this year, the Ukrainian economy may shrink by more than a third.

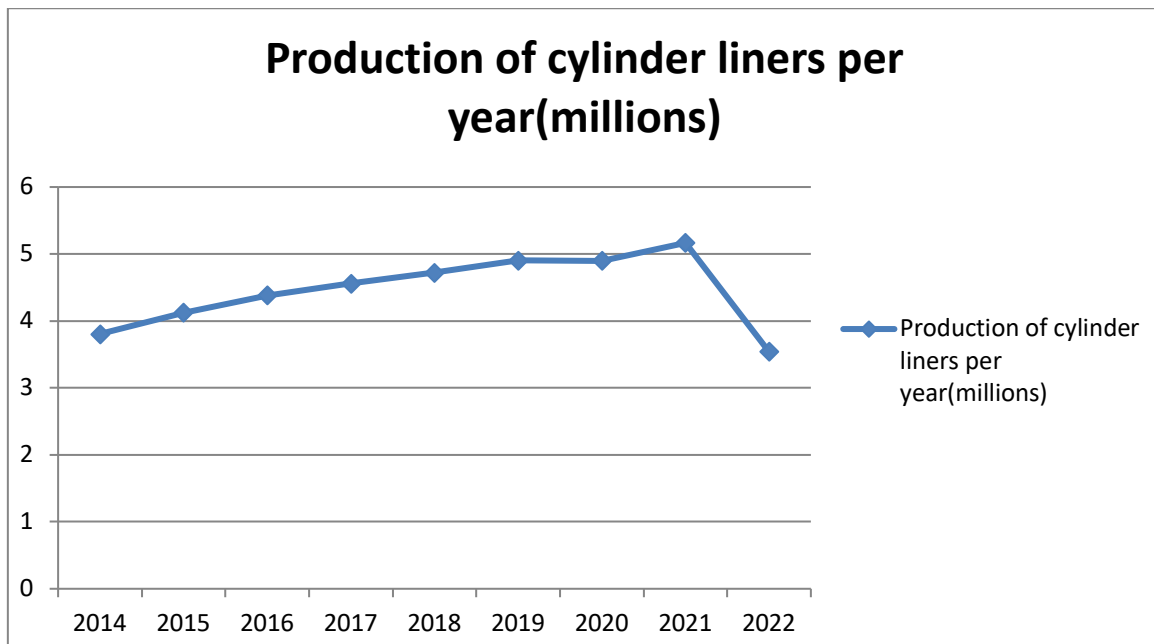


Figure 3.5 – Exponential smoothing method forecasting of production of cylinder liners per year 2020-2022

In Figure 3.5, you can see the entire graph, along with the projected data we obtained using this method, and the trend line is only consolidating in 2021 but then we can see big cut out of production of enterprise because of war.

#### 4) Utilization of growth

This method is fairly easy and accurate enough if we have data to calculate. The main essence of this method is to calculate the increase or decrease in percentage with each year compared to the previous one. In fact, I personally like the method because it results in an average rise or fall and using this average, the forecast data is calculated.

The formula is as follows:

$(\text{Data at the beginning of the year } N / \text{data at the beginning of the year } N + 1) / (\text{Data at the beginning of the year } N)$  As a result of the calculation, the following forecast data were obtained for the following years.

$$- 2020 = 5157323.37$$

$$- 2021 = 5426732,507$$

$$- 2022 = 3,711639805$$



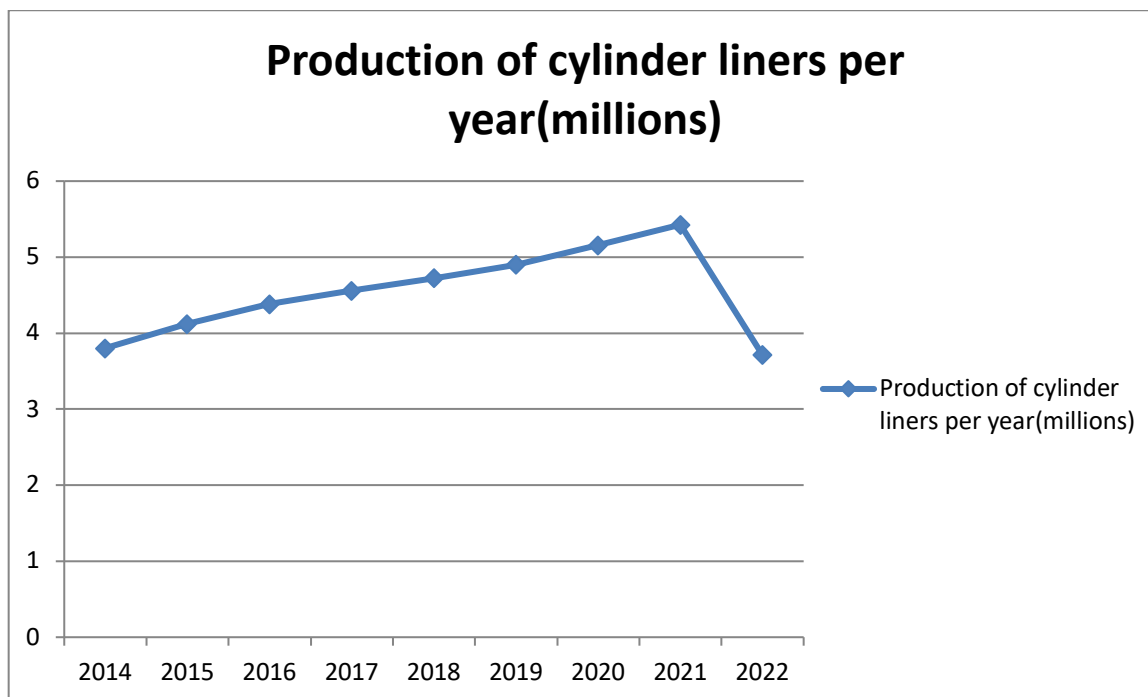


Figure 3.6 – Utilization of growth method forecasting of production of cylinder liners per year 2020-2022

In accordance with the data, a graph was constructed that shows current data and already projected indicators for the last three periods. On it you can see that the trend line is almost perfectly straight till the end of 2021. But then we can see big cut out of production of enterprise because of war. The main expert's forecast is minus 35% GDP and even more by the end of the year because of war. Experts believe that by the end of this year, the Ukrainian economy may shrink by more than a third.

It is possible that the forecast for 2020 was the most accurate in this method, but this does not mean that it will be the most accurate in 2021 or 2022, let alone the more distant future.

Therefore, I want to add that it is advisable to use several methods. They can also be used in piles so that they can compensate for each other. Perhaps this is the way to get the most accurate result.

##### 5) Weighted average result combining the results of all methods

Gathering all the information about our forecasts, I created a table that shows all the listed calculations and methods by which it was performed.

According to the formula Microsoft Excel = SUMPROIZV was calculated the

projected level of productivity over the years, taking into account each method of forecasting. 4 different methods were used in this work. The 5th type of calculation is based on the weighted average of these methods.

When I received the results in 2020, I compared them with the current data for 2020. It turned out that the most accurate is exponential smoothing method.

The next step was the distribution of weights. Since the exponential smoothing method is the most accurate, it has a weighting factor of 0.35. The next method of utilization of growth is 0.3. Linear TREND calculation - 0.2. Trend graph - 0.15.

As a result of calculations by the formula:

Microsoft Exel = SUMPRODUCT (Data with the results of forecasting methods; weights for each of the indicators)

2020 = SUMPRODUCT (5162817, 5224626, 4899494, 5157323; 0.2 0.15 0.35, 0.3) = 5078277

In the calculations it was found that the forecast for 2020 = 5078277. The error in the calculations is 1.01% with current data for 2020 = 5027642

In accordance with the data, the figures for 2021 and 2022 were calculated. In the table you can see that the forecast for 2021 = 5334358, and respectively for 2022 = 3711640

Using the capabilities of Microsoft Excel, we will build a trend line based on existing statistics on the interest rate on the loan.

In accordance with the data, a graph was constructed that shows current data and already projected figures for the last three periods. This figure quite realistic and show real information.

Table 3.8 – Calculations of average weighted predictions based on 4 different methods

For 2020			Priority	Weight
1) Linear TREND calculation	5162817	-135175	3	0.2
2) trend graph	5224626	-196984	4	0.15
3) exponential smoothing	4899494	128148	1	0.35
4) utilization of growth	5157323	-129681	2	0.3
Forecasting (weighted average)	5078277			1
Current data	5027642		Error =	1.01%
For 2022				
	2022	Weight		
1) Linear TREND calculation	3633555	0.2		
2) trend graph	3746419	0.15		
3) exponential smoothing	3539826	0.35		
4) utilization of growth	3711640	0.3		
Forecasting (weighted average)	3641105			
for 2021				
	2021	Weight		
1) Linear TREND calculation	5376451	0.2		
2) trend graph	5487558	0.15		
3) exponential smoothing	5165470	0.35		
4) utilization of growth	5426733	0.3		
Forecasting (weighted average)	5334358,164			

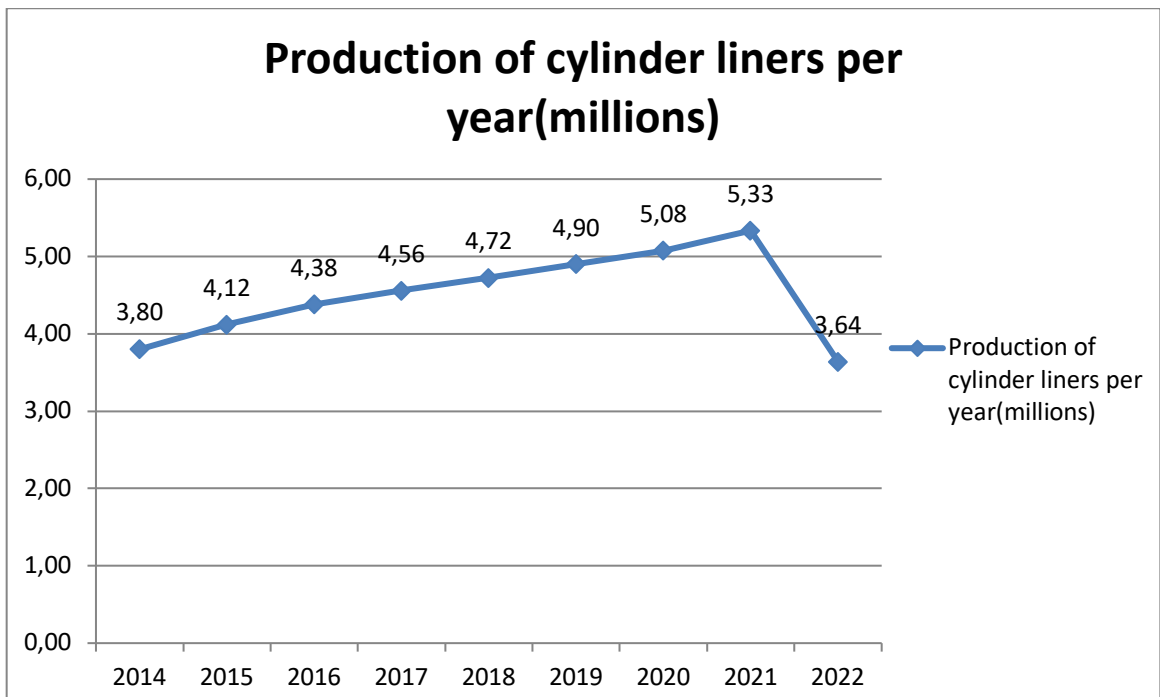


Figure 3.7 – Forecast of 4 forecasting methods

Comparing forecast data with real figures and with data from other forecasts can be a very useful practice. It should be understood that the forecast cannot be completely accurate, which is not necessary if the forecast is evaluated and used properly.

Comparing the results of the short-term forecast with real data, when all the figures are at hand, can greatly simplify the whole process. Assessing long-term forecasts is a bit more complicated. Sometimes statistics change; sometimes the forecast is hampered by failed assumptions and other limitations.

The simplest way to estimate an unjustified forecast is to compare its data with actual results and determine deviations, expressed either in monetary terms or as a percentage. We can define the prediction error  $\varepsilon$  as the difference between the predicted value of  $P$  and the real value of  $A$ , along the entire depth of the prediction  $n$ . The prediction is based on the current estimate of the predicted variable in the previous period. When the previous value of the forecast base becomes known, the error in this baseline data must be corrected before determining the forecast error.

Table 3.9 – Errors of all methods of forecasting in 2020

Method	Forecasted result	Error%
1) Linear TREND calculation	5162817	2.69%
2) trend graph	5224626	3.92%
3) exponential smoothing	4899494	-2.55%
4) utilization of growth	5157323	2.58%
Forecasting (weighted average)	5078277	1.01%
actual data	5027642	

Deviation of forecast values of quantity of the made details from actual.

We can see that in the calculations The exponential smoothing method is more pessimistic about the forecast than others and is 2.55%, it seems to me that this is even better, because there are a large number of unforeseen factors that have a great impact on our forecast information.

As a result of combining all methods, I received an error in my calculations equal to 1.01% in 2020. This is a very good result. I can say that the exponential smoothing method is a good method for predicting this type of information.

Exponential smoothing method is well suited for forecasting enterprise information. So, we can say that a very careful and responsible work was done, which as a result gave us a very great result. So we can say that the number of parts produced at the company, which is highly correlated with staff motivation, will be  $5\,334\,358 \pm 1.01\%$  in 2021 and  $3641105 \pm 1.01\% \cdot n$

In conclusion, I will add that the work was done in great detail and thoroughly. The number of manufactured parts at the enterprise depends on the number of employees of the enterprise, their average wages, employee satisfaction at work, the amount of auxiliary wages paid to workers, the number of corporate vacations.

The paper calculates the relationship between the studied object - Production of cylinders per year - and the factors of influence:

- the number of manufactured products has a high degree of dependence on the average wage of the worker (almost 99%) - this is evidenced by the correlation coefficient, which is: 0,988149036;

- the number of manufactured products has a high degree of dependence on the subsidiary wage fund, but to a lesser extent than the previous figure ( $\approx 98\%$ ), and this dependence is directly proportional - as evidenced by the correlation coefficient of: 0,98306665 ;

- the number of manufactured products has a high degree of dependence on the number of employees ( $\approx 96\%$  and this dependence is direct, ie if productivity increases, then the number of employees may also increase - as evidenced by the correlation coefficient, which is: 0.958673402;

- the number of manufactured products has a high degree of dependence on the number of corporate vacations ( $\approx 93$  - this is evidenced by the correlation coefficient, which is: 0,934496136.

- the number of manufactured products is slightly lower, but still a high degree of dependence on the number of satisfied workers ( $\approx 83\%$ ). That is, the more satisfied workers, the greater the productivity of one employee, and this tells us about the increased level of staff motivation.

### 3.3 Reduction of production and personnel at LLC «Motordetal-Konotop» during the war

Since in the current conditions that occur in Ukraine there is a significant drop in the economy and the country's GDP. According to experts, in 2022 the level of GDP will fall by about a third. In general, this means that the economy will contract by about 35% this year. It should be noted that these are quite optimistic forecasts, that is, the situation may also worsen. Since now the activities at the LLC «Motordetal-Konotop» enterprise have been suspended to some extent due to the war in Ukraine. Unfortunately, there are no exact forecasts and information on exactly what number of employees and what part of the employees will be laid off due to the worsening situation due to the war in the Ukrainian economy.

In general, it is also very important to take into account the fact that some part

of the employees, or families of employees in general, moved to another city or even left Ukraine in order to ensure their safety. It is important to understand that Konotop is a city that is very close to the borders of Russia, and an industrial enterprise is at risk. It can be said for sure that most of the workers have most likely already left this city in search of a safe place to live, or even left the country. In any case, we must understand that the company will reduce staff due to the termination of work processes and increase costs at the enterprise.

In general, the projected average wage level in the Sumy region for January 2022 is UAH 12,119. According to preliminary estimates and forecasts of experts on the Internet, we can say that the average salary due to the war in Ukraine in the working staff has decreased by 35% at least. Admin staff salaries decreased by 20%

In general, we can take an approximate indicator for 2022, which will be equal to a wage cut of 30%. from the previous salary.

As of 2020, the number of employees at LLC «Motordetal-Konotop» was 1218 people. That is, in general, we can say that at the beginning of 2022 the number of staff was approximately the same. In connection with the war in Ukraine, as well as the risk zone in which the enterprise is located (meaning the border zone), it can be said without a doubt that most of the workers have irretrievably left their former place of work. We can also say that there will be a reduction in the working and administrative staff due to a reduction in the production of exports of manufactured goods and an increase in costs.

Against the backdrop of staff reductions and a reduction in the wages of workers due to a reduction in production and an increase in costs, the enterprise needs a powerful system of non-material incentives and staff motivation in order for the manufacturing enterprise to gradually return to production with minimization of costs and restore its production potentials, which were lost.

In general, on average, according to rough estimates, the average level of wages at the enterprise would fall from 12,119 to 8,500 approximately.

$$12\ 119 * (100\% - 30\%) = 8483 \text{ UAH}$$

For the ordinary population, this is a very big loss, but in this situation, problems

have also arisen in the labor market, which makes it very difficult to find a new job, so it is important to strengthen incentives and motivation at the LLC «Motordetal-Konotop» production plant in order for workers to remain in their original place work even given the current circumstances and wage cuts. Reducing some of the staff in the enterprise can also be an incentive for workers to work better in order not to lose their jobs in such difficult economic and political conditions in the country.

Since, according to preliminary estimates of experts, production will be reduced by 35%, we will have to reduce the costs of the enterprise to a minimum so that we can receive at least the minimum allowable amount of the company's income.

What is happening to Ukraine's economy in the war and post-war period in general is a big question.

The main expert's forecast minus 35% and even more by the end of the year. Such predictions were made recently by Prime Minister Denis Shmygal.

This coincides with previous IMF estimates. They believe that by the end of this year, the Ukrainian economy may shrink by more than a third.

However, this April forecast of Ukraine's largest creditor was based on the fact that the war in Ukraine will last only a few months. But even if the war ends soon, the destruction of fixed assets, human losses, and the relocation of labor will severely hamper economic activity for many years to come.

### 3.4 Formation of material directions for improving the motivation system at the enterprise

Experiments have shown that low efficiency of work can be the result of weak and excessive motivation (due to increased motivation, production first increases and then gradually decreases after the maximum).

Areas of employee motivation include: material incentives, improving the quality of work, improving labor organization, involving employees in the management process and non-monetary incentives [25, p. 7].



Taking into account the features and development of production process of LLC «Motordetal-Konotop», we can offer the following areas of improvement of labor incentives.

The following are methods of improving work incentives:

1. The importance of the motivational mechanism and method of motivation in improving the system of labor productivity.

It is a key element of a complete system of motivation that allows employees to earn more by increasing their output and raising the tariff rate, or receiving in the future for a higher rate of output bonuses. This is an important incentive for employees, especially shareholders.

First of all, you can introduce a flexible system of motivation: lower tariff rates and set bonuses based on profits.

For example, if the actual output exceeds the plan by 15%, the allowance will be set at the same amount, if the plan exceeds the plan by more than 30%, respectively, the allowance will be 2 times higher than in the previous case. Such an incentive system can be introduced for workers. So there will be interest in increasing the scale of production. To stimulate and encourage workers, money is allocated monthly to the additional wage fund. This fund is divided into several groups of employees: support staff, administrative staff, workers.

It is necessary to create a fund of material motivation and incentives, which will receive 5% of enterprise income.

1. Follow the minimum wage set by the law of Ukraine, regulating labor costs and economic performance.

2. In the case of implementation of the production plan for production staff to use the coefficient, increase, wages and wages.

3. Determine allowances and surcharges for working in hazardous conditions, regardless of the qualification level of the worker in the amount of up to 20%.

4. Allowances for work during the dark hours of the day (from 10 pm to 6 am - 8-hour shift) should be made at the rate of 100% of the tariff rate.

5. Establish within the payroll units:

- surcharges for high qualification and professional skills. Also introduce bonuses for business qualities to the salaries of managers, specialists and employees.

- surcharges for combining positions at the same time (increase in the volume of work or responsibilities). The appropriateness of such an approach should be determined so that the employee performs his duties well and demonstrates good performance and performance.

6. Introduce additional surcharges of 60% of the tariff rate for work that is limited in time, high complexity, or both. Installed at the discretion of management.

7. Make remuneration for years of service:

- If you work at the company for 3 years, the salary increase will be 10%.
- If you work at the company for 5 years, the salary increase will be 15%.
- If you work at the company for 10 years, the salary increase will be 30%.
- If you work at the company for 15 years, the salary increase will be 40%
- If you work at the company for 20 years, the salary increase will be 50%

8. For workers who are just entering the company after graduation: vocational schools, schools, as well as workers who have undergone vocational training in production, set reduced production rates for 6 months:

- 1-2 months - 50%;
- 3-4 months - by 30%;
- 5-6 months - by 20%.

9. Benefits will be provided to the following workers:

- Employees who have the title: «Enterprise Veteran» are entitled to annual leave at the time necessary for them;

- Employees who have the title: «Enterprise Veteran», during the holiday, will receive material benefits in the amount of 2000 UAH.

### 3.5 Improving the structure of staff motivation

Personnel management is a complex process. It is handled by several departments of the enterprise, there are close ties between these departments, but they do not have the main task of improving motivation processes. The main task for them is to maintain a good level of motivation and motivation of employees. These departments perform the functions of motivation, but sometimes there are contradictions, the actions of these departments because the company does not have a clearly defined system of motivation, a department that would deal with it completely separately, or a person who solves only these issues related to motivation and incentives.

I recommend introducing an additional position or creating an analytical group within one of the management departments, which will deal only with the formation of a system of motivation and incentives for workers in the enterprise. It is also necessary to establish effective communication links between all personnel management departments and the newly appointed position.

The creation of an additional job unit will take place in the following stages:

1. Defining the responsibilities of employees of the new department;
2. Determination of personnel for a new position;
3. Qualification of staff, seminars and trainings;
4. Creating communication links with sections related to personnel management;
5. Creating information flows and connections.

Providing employees with interesting and exciting, non-boring work will create opportunities for self-realization, improvement and motivation, and this can be done by following these recommendations:

- give clear instructions regarding the status and authority of the employee, his duties and responsibilities;
- highlight the benefits that the employee has and give him the opportunity to perform work that satisfies him more (at least periodically);
- employees can participate in the planning of tasks and strategies of the

organization;

- constantly maintain groupness and team spirit in the group.

- provide opportunities for development and gaining new experience, skills, knowledge;

- provide the most promising opportunities to train in other developed countries, abroad, try their hand at another position to increase productivity and realize the potential of workers;

- at career growth to avoid not objectivity in a choice of the candidate;

- it is possible to temporarily stimulate workers by moving them to certain positions: for a certain period, a project, a replacement.

Interesting tasks during the work process provide the worker with auxiliary forces for work. The vision of the result stimulates and motivates the employee to work better, compared to the option where the goal is not clearly defined. A healthy spirit of competition and competition arises only if all workers are treated equally, which allows them to improve their performance. The opportunity for self-development, professional development, or other tasks set before the worker gives him new impetus for self-development and an increasing desire to work in a team.

It is important to remember to use different approaches to all employees. One worker has enough gratitude, and another needs more significant incentives, tangible or other intangible. The main thing is that thanks to this you can keep the worker, give him the opportunity to realize and feel his importance in the company. The ability to perform complex tasks, support and trust in the worker should always be used to increase stimulation and motivation.

## CONCLUSIONS

The behavior of an individual or group has always been difficult to analyze, but this is what helps in personnel management. It is important to understand what will motivate people to action. Motivation is not a uniform process, and this process does not always affect people, especially employees. The main task is to find ways to influence people and the ability to motivate them to action.

It depends on the stimulation and motivation, as well as how the functional abilities of the worker will be used in the enterprise.

In performing this work, I researched the motivation of the staff of the company «Motordetal-Konotop» and offered their solutions to these problems. The forecasted indicators of cylinder production at this enterprise were presented. The result and forecasting methods turned out to be very accurate and objective. Substantiation of methods to increase staff motivation and change the structure of personnel management, will give significant results. During the war in Ukraine, it is impossible to say exactly what will be more effective for the company as a whole and to motivate and stimulate employees, but I can say for sure that after the resumption of the company will need to introduce an adaptation period for workers. will stay in Ukraine and work at this company.

Both Motordetal-Konotop LLC uses both tangible and intangible methods of staff motivation. Intangible methods of staff motivation include variable and flexible work schedules, promotion of free time, creating good working conditions in the workplace and awareness of the team about the effectiveness of the enterprise. Material methods of motivation and incentives include: additional payments of various kinds and a bonus system of rewarding employees.

The following methods I have proposed to increase the motivation of workers:

1. Depending on the implementation of the company's production plan, set bonuses for employees who implement the plan and exceed it.
2. Follow the minimum wage set by the law of Ukraine, regulating labor costs and economic performance.

3. When implementing the indicators of the business plan to apply a coefficient that increases the salary, tariffs.

4. Determine allowances and surcharges for working in hazardous conditions, regardless of the qualification level of the worker in the amount of up to 20%.

5. Allowances for work during the dark hours of the day (from 10 pm to 6 am - 8-hour shift) should be made at the rate of 100% of the tariff rate. For the performance of particularly important work for the period of its implementation to set an additional payment of 60% of the tariff rate.

7. To pay remuneration for years of service

8. I recommend introducing an additional position or creating an analytical group within one of the management departments, which will deal only with the formation of a system of motivation and incentives for workers in the enterprise. It is also necessary to establish effective communication links between all personnel management departments and the newly appointed position. LLC «Motordetal-Konotop».

9. Actively use various methods of stimulation and motivation, including: tangible and intangible.

In conclusion, the integrated use of methods of incentives and motivation of staff will allow managers to avoid many conflict situations. And also conditions will be created for transition to other level of relations between the employer and the worker. Moreover, improving the intangible motivation of the company will reduce financial costs and improve the financial performance of the company «Motordetal-Konotop».

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