

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Sumy State University

Academic and Research Institute of Business, Economics and Management
Department of Management named after Oleg Balatskyi

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_____ 2024

QUALIFICATION PAPER
to obtain an educational degree BACHELOR

in the specialty 073 Management
educational-professional program Management

on the topic: Personnel motivation as a factor of improvement of management system efficiency

Student

M-01aH

(group)

Daria SOKURA

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The qualifying paper contains the results of own research. The use of ideas, results and texts of other authors are linked to the appropriate source.

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Supervisor Ass. Prof., Ph.D., Ass. Prof. Svitlana KOLOSOK

(position, scientific degree, scientific title, Name and SURNAME)

(Signature)

Sumy – 2024

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ASSIGNMENT FOR QUALIFICATION PAPER
to obtain an educational degree BACHELOR

in the specialty 073 Management,

educational-professional program Management
on the topic: Personnel motivation as a factor of improvement of management system efficiency

Student M-01aH Daria SOKURA
(group) (First and last name)

1. The topic of the work “Personnel motivation as a factor of improvement of management system efficiency” approved by order 0544-VI dated 16.05.2024
2. The deadline for submission of the completed paper by the student 02.06.2024.
3. The purpose of the qualification paper: to study the personnel motivation system to increase the effectiveness of organizational management systems.
4. Object of study: the personnel motivation system at “Zaporozhtransformator” Private Joint - Stock Company.
5. Subject of study: organizational and economic relations that arise in the process of personnel motivation for improvement of management system efficiency.
6. Qualification paper is performed on the basis of the “Zaporozhtransformator” Private Joint - Stock Company.

7. Approximate plan of qualification paper, deadlines for submission of sections to the manager and content of tasks to fulfill the set goal.

No	Title of the section	Submission deadline
I	The personnel motivational theories and techniques	15.05.2024
II	The personnel motivation system of organization as a factor of improvement of management system efficiency	22.05.2024
III	Improvement of management system efficiency at “Zaporozhtransformator” Private Joint - Stock Company	02.06.2024

The content of the tasks for fulfilling the set goal of the Bachelor’s qualification paper: In section 1, the student should outline the main motivational theories and techniques. In section 2, the student should describe how to encourage the personnel to work effectively and compare employee motivation systems and ways of motivation. In section 3, the student should provide organizational and economic proposals for improvement of management system efficiency in the process of personnel motivation at “Zaporozhtransformator” Private Joint - Stock Company.

8. Consultations on work performance:

Section	Surname, initials, and position of the supervisor/consultant	Signature, date	
		Issued the task	I accepted the task
1	Kolosok S., Associate Professor	06.05.2024	
2	Kolosok S., Associate Professor	16.05.2024	
3	Kolosok S., Associate Professor	21.05.2024	

9. Issue date of the assignment 06.05.2024

Supervisor Ass. Prof., Ph.D., Ass. Prof. Svitlana KOLOSOK _____
of qualification paper (position, scientific degree, scientific title, Name and SURNAME) (Signature)

Tasks to be completed received Daria SOKURA _____
(Name and SURNAME of the student) (Signature)

ABSTRACT

The bachelor's qualification work on the topic 'Personnel motivation as a factor of the improvement of management system efficiency (case study of Zaporozhtransformator Private Joint - Stock Company)' is set out on 34 pages, 30 sources, 8 tables and 5 figures are used.

Relevance of the research topic. Current conditions in Ukraine: a long-lasting war, economic crisis after the COVID-19 pandemic the economic situation in Ukraine requires immediate responses from companies, factories, and businesses.

The object of the study is the system of staff motivation and the way of work and management of 'Zaporozhtransformator' Private Joint - Stock Company.

The subject of the study is the motivational elements and methods of the motivational system and ways to improve it.

The purpose of the study is to study the impact of the staff motivation system on the efficiency and productivity of employees.

Research methods. To achieve the goal and objectives set in the bachelor's thesis, the researcher used a system of properly selected methods. The following methods were used in the work: systemic, analysis, comparative methods, which allow to comprehensively describe the motivational system at the enterprise (on the example of Zaporozhtransformator Private Joint-Stock Company)

The practical significance of the bachelor's thesis is that the recommendations for improving the motivational system can be further used in the further activities of the enterprise to gain more profits and improve the position of the enterprise in the world market.

Keywords: MOTIVATION, MOTIVATIONAL INCENTIVES, IMPROVEMENT OF THE MOTIVATION SYSTEM, RECOMMENDATIONS FOR IMPROVEMENT, IMPACT OF MOTIVATION

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INTRODUCTION

Relevance of the research topic. Current conditions in Ukraine: a long-lasting war, economic crisis after the COVID-19 pandemic The economic situation in Ukraine requires immediate and accurate responses from modern companies, factories, and businesses, as priorities change, and European companies become business partners, not the Russian Federation and Belarus. Management must respond to all internal and external challenges. The solution to these problems and the ability of Ukrainian business to survive in the truest sense of the word requires motivated and productive staff. This is why staff motivation is becoming more important and crucial than ever, as there are many threats of economic losses and prolonged economic turmoil that affect people's incomes and companies' financial capabilities. Many working-age people are already abroad, and it may be difficult to encourage them to return to Ukraine, but at least Ukrainian business should fight for the scientific and working resource that chooses to stay in Ukraine and work hard to achieve our common goal of victory and building a decent state.

The purpose of the study is to study the impact of the staff motivation system on the efficiency and productivity of employees.

To achieve this goal, the paper formulates the following objectives:

- To study the essence and theoretical aspects of such a phenomenon as motivation and motivation system
- To study the effectiveness of the system of motivation of workers
- To analyse the peculiarities of the existing motivation system of PJSC Zaporozhtransformator and the state of this sector;
- To provide recommendations for improvement and enhancement of the staff motivation system.

The object of the study is the system of staff motivation and the way of work and management of “Zaporozhtransformator” Private Joint - Stock Company

The subject of the research is the motivational elements and methods of the motivational system and ways to improve it

The theoretical and practical significance of the obtained results is to develop practical recommendations for the formation of a more effective motivation system at the enterprise of PJSC "Zaporozhtransformator" and to improve this system of the researched company

1 THE PERSONNEL MOTIVATIONAL THEORIES AND TECHNIQUES

1.1 Key aspects of the phenomenon of motivation and its place in the company's management system

Motivation is an incentive to act; a dynamic physiological and psychological process that governs human behaviour, determines its organisation, activity and stability; a person's ability to actively satisfy his or her needs.

In management, motivation is the process of stimulating employees to perform effective activities aimed at achieving the company's goals. Motivation is fundamental for the effective implementation of decisions and planned tasks (Агрокебети, 2023).

From these data I can formulate that it is a complex psychological phenomenon, it is something that is inside a person, if a person is motivated, it means that his/her interest, satisfaction and enthusiasm for work can lead to quality results and effective activity. Therefore, this phenomenon should be considered as one of the fundamental factors contributing to the effective performance of the entire organisational structure. I comprehend that it is possible to plan the work efficiently and well, but if employees are not responsible for their work, duties and have no personal interest in solving the challenges encountered by the company, the results of such activities will not be satisfactory and the company may suffer large financial and reputational losses.

Motivation is the result of a complex and integrated process. It should not be viewed as an inherent feeling of human nature, but instead as the result of a process. If this were the case, then a person's level of motivation would not change throughout their life. Motivation is a fickle and unstable thing and depends on a combination of many factors with varying degrees of impact.

If we say that motivation is not a human quality, but a complicated and tricky process, we can form the following figure.

For clarity, it is presented in the form of a figure (Figure 1.1)

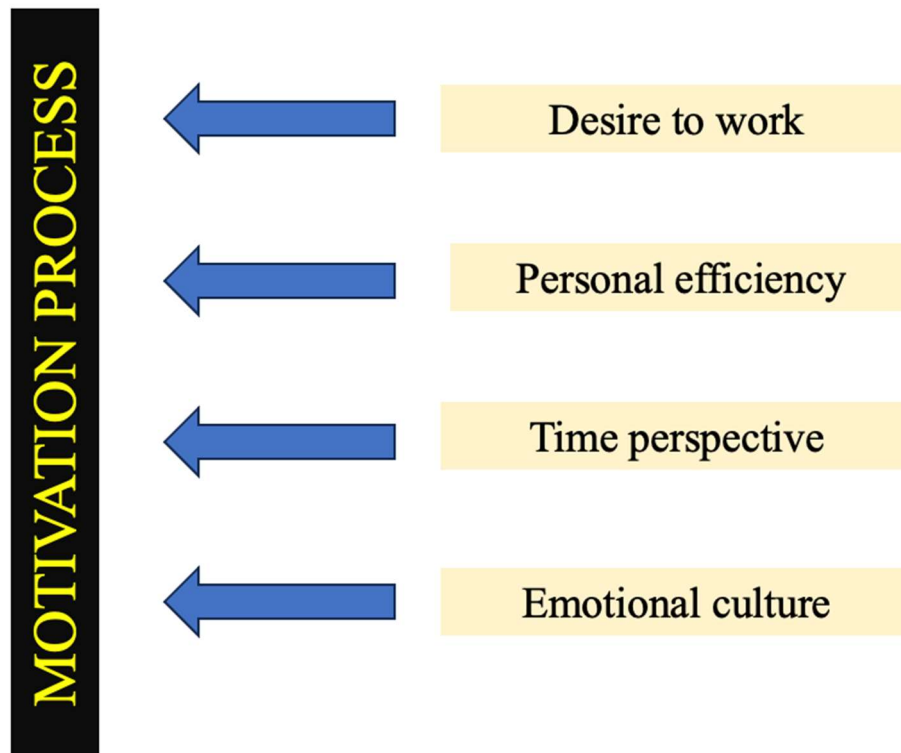


Figure 1.1 – Motivation process

These factors should be explained as follows:

1. The desire to work (an internal phenomenon that can become stronger or weaker, depending on the person's concentration or relaxation)
2. Personal effectiveness (the ability of a person to organise his/her work and life with maximum efficiency)
3. Time perspective (determines what we choose as a priority depending on our upbringing or a specific period in life)
4. Emotional culture (it can serve as an internal advisor when making decisions) (Hipmaep, 2006).

From the theoretical point of view, many researchers have considered this phenomenon, motivation is not a formula, not a rule, such psychological phenomena should always be considered from several angles, because understanding human nature is difficult, but necessary, because every enterprise or company primarily works with people - and that implies that they're handling the separate worlds that are not similar

to each other. Table 1.1 shows some of the opinions of researches who have studied this issue.

Table 1.1 – The opinions of researches who have studied motivation (Нікіфоренко, 2013; Кузьмін, 2016; Шинкаренко, 1999)

Definition of the concept	Development scientists
«Motivation is a set of driving forces that stimulate a person to take certain actions»	O.S. Vikhonsky
«Motivation is a type of management activity that provides the process of encouraging yourself and other employees to engage in activities aimed at achievement of personal and organisational goals»	O.E. Kuzmin
«Defines motivation as a management function and a process carried out by managers to identify forces (motives) and develop incentives that encourage individuals to act to achieve personal and organisational goals»	O.N. Kryvoruchko

To understand the motivation factor in more detail, we need to understand it as a basic factor in any life, whether it is a worker who wants to achieve a certain goal, an athlete who wants to get the best sports results, or a child who wants to do well in

school. When it comes to motivation, I always remember a logically constructed table by the American psychologist Abraham Maslow, whose pyramid perfectly illustrates the connection between needs and actions. This pyramid has 5 levels, which are shown in the figure 1.2.

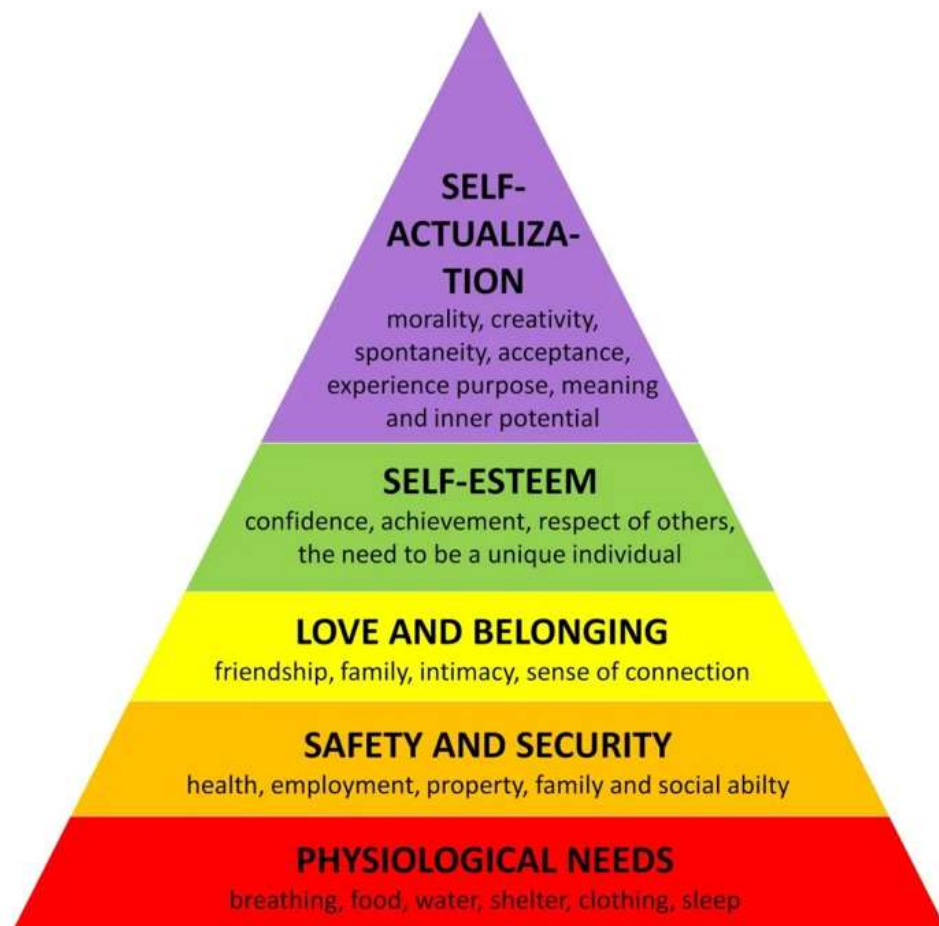


Figure 1.2 – Maslow’s pyramid (Mcleod, 2024)

The theory is that higher-level needs cannot be met without satisfying basic needs. In fact, people don't even feel them as long as they have a deficit at the lower levels. Interestingly, even partial satiation is enough to move up the pyramid. Understanding what motivation is and what factors influence it, a person gets the opportunity to balance their life. He or she finds the best compromise between "need" and "want".

The main types of general motivation are:

1. Extrinsic motivation (Extrinsic motivation is an inducement to action that arises from external factors (threat of harm or loss of benefit, promise of reward). Extrinsic motivation is necessary for a person to achieve goals with a delayed result. An example of such motivation for a runner would be strengthening his heart and muscles. It is difficult and unpleasant for him to run, but he wants to be satisfied with his health in the end.

2. Intrinsic motivation (Intrinsic motivation is an impulse that appears without any pressure or promised reward. It is a pleasant feeling that arises in a person directly in the process of performing actions. Such motivational impulses are experienced by a person who really likes to run. He or she regularly goes for a run without forcing or overcoming himself or herself.

Sources of motivation:

1. Activation is the initial impulse that arises when a need is identified (for example, a person wants to improve his or her image and decides to take part in a charity marathon).

2. Perseverance is the ability to overcome difficulties and deal with obstacles (to successfully and safely run a long distance, you need to make a training plan, set aside time in your schedule, possibly undergo a medical examination and support your body with vitamins and microelements).

3. Intensity is endurance and the ability to concentrate (you need to stick to new habits and skills for a long time, follow a training plan, change your diet, control the amount of water you consume, and treat sprains and minor injuries in a timely manner).

Since there are different types of motivation, it is not surprising that their sources differ. Intrinsic motivation in the workplace is driven by social factors, a sense of belonging to a bigger common cause, and satisfaction from completing work tasks. External circumstances also play an important role, including working conditions and financial rewards (Поради, 2024).

It is also worth highlighting the main elements of motivating the effective work of the company's personnel. This list is shown in the figure 1.3 below.



Figure 1.3 – The main elements of motivating the effective work of the company's personnel (Зленко, 2010)

Analysing the available data, I believe it is also worth noting the importance of the maturity category. Today, companies can meet people aged 20 to 70, who represent different generations, different views, different time periods of growth and personality formation, and who have specific expectations, communication methods, and approaches to work. The theory of generations is widely used today by marketers, sociologists and economists, psychologists, and managers. After all, by unravelling the mystery of generational differences, you can find the key to representatives of different ages. This table presents three different generations with their characteristics.

Table 1.2 - Features of motivating employees of different generations
(IQholding, n.d.; Головна, n.d.)

GENERATIONS	VALUES	MOTIVATION
<p>Generation X (1963-1985)</p> <p>People are flexible, loner individualists, independent. A huge number of workaholics grew up in this age group. They grew up early because they grew up in families where their parents worked hard and for long hours. Therefore, independence has been inherent in them since childhood.</p>	<p>The main values for Generation X are stability, global awareness, technical literacy, pragmatism, and self-reliance. These people are very responsible when everything around them is clear and familiar. Sometimes they are not independent in their decision-making, and they can endure a lot in order not to lose their jobs</p>	<p>The main motivation for such people is salary and stable employment</p>
<p>Generation Y (1983-2000)</p> <p>In many ways, they continued what was started earlier. They are liberated, take care of their health and appearance, and value the opportunity to choose.</p>	<p>These people are better at teamwork and social interaction is important to them. They can set long-term goals and strive for them</p>	<p>Possibility of work-life balance. They view salary as a satisfaction of their needs. Business trips and outbound programmes. Career planning.</p>

Continuation of the table 1.2

<p style="text-align: center;">Generation Z (born after 2000)</p> <p>These are the people who grow up with digital technologies, a huge amount of information, the Internet and live streaming.</p>	<p>They are not afraid of anything. Sometimes they do not understand how to communicate with people. They do not have specific goals, tend not to think ahead, and prioritise the "live one day at a time" lifestyle</p>	<p>They should be given specific tasks. The idea of weekly pay is ideal - they want to see results here and now. Interesting and not routine work. Free work schedule. Involvement in the team</p>
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In addition to all of the above, I observed people of all ages, namely their work process during my pre-graduation internship at the Zaporizhzhia Transformer Plant in Zaporizhzhia. Generation X people are stable workers, but sometimes it is difficult to engage them in interaction with the latest technologies, they are afraid of losing their jobs, try to please their bosses and are used to doing everything according to the usual instructions. From my own experience, I can add that they are motivated by stability and timely salaries. Generation Y people also have a hard time with change, but working in a team they overcome their fears and worries, it is noticeable that they are eager to adapt to the new realities of a fast and unstable world, their motivation is the following factors: they should like their work and cover their basic and not only needs. Generation Z is the closest to me, it was easiest for me to communicate with such people, they want to simplify heavy and bureaucratic systems of documentation and interaction, they are much easier to criticise and leave work if they are not satisfied with something. They are motivated by clear, short tasks, the opportunity to apply their knowledge in practice, they want to be heard because they they identify themselves to be people of the new world and want to be taken into account, money is as important to them as personal satisfaction from the work they do.

1.2 Types and methods of staff motivation

It is important to clearly understand the main types of employee motivation.

1. There is direct motivation:

- Material. These are all financial incentives used by the company - salaries, bonuses, bonuses, vouchers and any other monetary rewards.

- Intangible - all the non-financial ways to distinguish an employee - getting a promotion, a better office, certificates, etc.

2. Indirect influence does not have a specific effect on individuals, but helps to create a certain atmosphere that indirectly improves the quality of work, stimulates interest and creates satisfaction from work. Indirect motivation allows you to feel piece of a team, creates a sense of unity, delight in belonging to a certain group of people. It includes:

- career opportunities;
- educational prospects;
- opportunities for development.

Companies also often consider fines as motivation.

Fines also exist in almost every company. There are many grounds for imposing them:

- for late work;
- for failure to meet targets;
- lateness;
- absence from the workplace (Освітній хаб міста Києва, n.d.).

However, I believe that fines are a very difficult phenomenon because today people are beginning to value themselves more and we are becoming more tolerant of the problems of others. Fines can have the opposite side, it can become the biggest disincentive for employees and lead to dismissals, poor quality work, and staff turnover. The employee seeks to avoid punishment rather than achieve goals. In addition to avoiding punishment, you should also avoid ineffective criticism. It is better

to give feedback that will really grow a person, and this will subsequently benefit the company.

It is important to be sensitive when discussing mistakes. The conversation should be "sweetened" by noting achievements, efforts and progress. The secret to proper feedback is not to say "you are a bad specialist", but to make it clear that the actions in a particular situation were wrong. It's similar to the situation with children: instead of saying "you're a stupid "D" student", it's better to say "you have a bad grade in this subject, let's fix it" (NV, n.d.).

1.3 The impact of motivation on organisational performance

Motivation is a key factor that affects the effectiveness of an organisation. If employees are not sufficiently motivated, they may be less productive and less engaged in their work. On the other hand, if employees are highly motivated, they can be more engaged, creative and productive, which can have a positive impact on the organisation's performance.

The effectiveness of motivation is determined by the degree to which economic and social goals are achieved. The experience of the world's leading economies proves that none of the management tasks in any field of activity can be realised without the interest of employees in solving it. Motivating staff, creating conditions for their favour in the company's performance, and developing social partnerships are becoming urgent tasks for the company (Наукові конференції, n.d.).

The way a manager builds relationships with his or her employees affects how they work for the company's bottom line. It also provides the following benefits:

- creates a positive atmosphere in the team;
- reduces staff turnover and allows you to build long-term relationships with the best employees;
- increases the loyalty of the team and its responsible attitude to work;

- helps to form a corporate culture (Освітній хаб міста Києва, n.d.).

I am also convinced that abilities need conditions to be unleashed. If people believe that success depends only on their enthusiasm, they are dooming themselves to failure. The environment is of great importance, employees can try to change the atmosphere in which they work, but they cannot create it, because the atmosphere in which it is possible to realise their potential must already be insinuated. This is the responsibility of employers and management (Benson, 2024).

So, I can summarise that the right motivation strategy, identification of key points, and understanding of people can work wonders and improve the company's performance or, on the contrary, harm it. Everything that surrounds us is created by people, whom companies should value, so that joint efforts can achieve results, and management should lead by example and motivate people to create new ideas, provide opportunities for implementing bold and non-standard ideas.

1.4 An example of a world-class company's motivational system

In order to achieve successful results, it is not always necessary to live through your own mistakes and experiences; smart, talented and bright people make good use of other people's examples and experiences, and businesses learn from other businesses. As far as I'm concerned it is essential to study the experience of different global companies, it gives others a broader view of the world and helps their brain to generate new and extraordinary ideas that can turn into success.

I consider Google as an example of a global and thriving company, it is undoubtedly one of the most legendary and prominent companies in the world, they remain the most influential and recognisable global brand. According to the organisation's 2022 reports, Google employs 187,000 people worldwide. For a corporation of this size, it is not surprising that it needs to carefully plan for the motivation and satisfaction of its employees. It is not easy to get a job at Google, each

position is in high demand, and the best specialists in the world dream of contributing to the development of this giant company.

The main motivational strategies and employee engagement initiatives offered by Google are summarised in the table below.

Table 1.3 - The main motivational strategies and employee engagement initiatives offered by Google (FutureNow, 2020)

Flexibility	Google encourages employees to spend 20% of their workweek on projects of their choice. This gives them the autonomy to experiment and work flexibly in areas they are obsessed with, which can be an extremely powerful motivating factor. By working on projects that match their specialisation, employees can unleash their creativity and come up with new ideas.
Free benefits	<p>Google strives to pay as much attention to its employees as it does to the development of its products.</p> <p>Employees of this company receive many privileges.</p> <ul style="list-style-type: none"> - Free meals - Free haircuts - Memberships to fitness centres - Wellness programmes - Transfer to and from work - New parents receive additional leave and financial assistance for expenses related to a new family member - Health insurance

Continuation of the table 1.3

	Google also reimburses the costs of training and education, which contributes to the professional growth of employees.
Level of health and happiness	Google provides on-site doctors and nurses, convenient medical services, and comprehensive health insurance to help employees stay healthy, pleased and cheerful.
Free food	Most people today have food addictions of varying degrees, and Google makes sure that its employees eat healthy and tasty food.

In my opinion, Google is indeed a dream company, of course, not all companies in Ukraine, for example, are able to provide so many benefits, bonuses, and free perks. However, learning from foreign experience and the desire to be equal to the best will definitely help in business development, attracting new customers and talented, disciplined employees.

Google is thus demonstrating an individual-centred approach. Prioritising employee satisfaction has been a fundamental and crucial principle since Google was founded. Larry Page and Sergey Brin set the goal to turn Google into an environment where the most talented people would want to work (AGTL legal, n.d.).

Google's idea, which should serve as an example for Ukrainian businesses, is to create a work culture that focuses on employee happiness, motivates them to be as productive as possible, and provides them with support from the company.

2 THE PERSONNEL MOTIVATION SYSTEM OF ORGANIZATION AS A FACTOR OF IMPROVEMENT OF MANAGEMENT SYSTEM EFFICIENCY

2.1 General description of the selected organisation

The object of research in this work is Zaporizhzhia Transformer Plant.

“Zaporozhtransformator” Private Joint - Stock Company is a factory whose main activity is the production of reactor and transformer equipment. It is located in Ukraine, in the city of Zaporizhzhia, in the south of the country. The organisational and legal form is a public joint-stock company.

A joint-stock company is a type of business entity whose share capital is divided into a certain number of shares. These shares, in turn, are evidence of the ownership rights of the company's shareholders (Bitlex Україна, n.d.).

Characteristics of a public joint stock company:

- 1) The company can place shares both privately and publicly;
- 2) The number of shareholders is unlimited;
- 3) The annuity account will require the annual audited financial statements to be verified by an unbiased external consultant;
- 4) Decisions are made by a majority of shareholders present at the shareholders' meeting (except for issues requiring a qualified majority by law)
- 5) A shareholder may dispose of its shares without the consent of the company or shareholders;
- 6) The listing procedure is required. Listing is a set of procedures for including securities in the register of a trade organiser and controlling the compliance of securities with the conditions and requirements set out in the rules of the trade organiser (Wikimedia Foundation, 2024).

This factory produces oil-filled power transformers, electric reactors and controlled shunt reactors with capacities ranging from 1 Volt-ampere to 1,250 Volt-

ampere for voltage classes from 10 kV to 1,150 kV inclusive, for various applications and for different seismic and climatic conditions. The total production capacity is 60,000 Volt-ampere per year. In 1988, the production maximum of 70,000 Volt-ampere was reached. The market share in the CIS is over 40% (Онлайн-платформа запорізького бізнесу, 2021).

This enterprise was founded in 1947 as Zaporizhzhya Transformer Factory and in 1994 was transformed into Zaporizhtransformator Joint Stock Company. Over the years, ZTR has gained worldwide fame and a high reputation as a manufacturer of high-quality and reliable transformers and reactors. A distinctive feature of the equipment manufactured by ZTR is its high operational reliability.

The company employs 1,200 people. ZTR's equipment operates reliably in 88 countries.

Thanks to the implementation of large investment programmes aimed at completely renovating its production and testing facilities, improving design and manufacturing technologies, eliminating bottlenecks in the production process, and improving infrastructure and working conditions, ZTR deservedly holds a leading position in the industry. The company is noted for its high level of technical equipment and production culture.

ZTR's management system allows it to comprehensively and effectively address issues of product quality, environmental protection and labour safety. The system is certified to international standards (Ukrainska Pravda, n.d.).

The Russian-Ukrainian war has made some adjustments to the company. By the decision of Volodymyr Zelenskyy (President of Ukraine) on 5 November 2022, due to military necessity, in accordance with the Law of Ukraine of 17 May 2012 No. 4765 "On the Transfer, Compulsory Alienation or Seizure of Property under the Legal Regime of Martial Law or a State of Emergency", the assets of strategically important enterprises, including Zaporizhtransformator, were alienated to the state. This was announced by Oleksiy Danilov. "The seized assets have acquired the status of military property and their management has been transferred to the Ministry of Defence. Upon the end of martial law, in accordance with the law, these assets may be returned to their

owners or their value will be reimbursed. To meet the country's needs under martial law, we have the right to make such decisions," Danilov said (Think brave, 2019).

2.2 Assessment of the existing staff motivation system

Staff motivation plays an significant role in the management system of an enterprise.

During my undergraduate internship at the company, I gained the following experience. Through communication with people, interest in their interests both at work and in personal life, and observation of the effectiveness of employees' work in different departments, I identified several factors that can influence motivation, which further helps to evaluate the existing system. These factors can be economic, innovative and socialisation-related. The HR department is responsible for developing the motivation and incentive system. At Zaporozhtransformator, the motivation system includes economic and non-economic methods of motivation.

- Economic methods include:

- 1) Timely payment of salaries;
- 2) Large, rare rewards;
- 3) Bonuses and allowances;
- 4) Annual paid holidays and sick leave.

- Non-economic methods of motivation include the following items:

- 1) Moral and psychological support;
- 2) Taking care of employees during rocket attacks (people can stay in shelters without losing their salaries);
- 3) The management puts a lot of effort into maintaining polite relations between people in the team;
- 4) This company has 100% reservations from the army.
- 5) Opportunities for career growth and development;
- 6) The company's image;
- 7) Staff training and development.

Also, Zaporizhzhia Transformer Factory does not have a system of fines in place. This is illegal and is the most influential factor in demotivation and staff turnover. According to Art. 147 of the Labour Code, only one of the following penalties can be applied to an employee for violation of labour discipline

- reprimand;
- dismissal (Факти, n.d.).

I conducted a survey among employees of various departments: IT, HR, Economics, Supply Chain and Logistics, Purchasing, Production Technology and Quality Control. I received the following results:

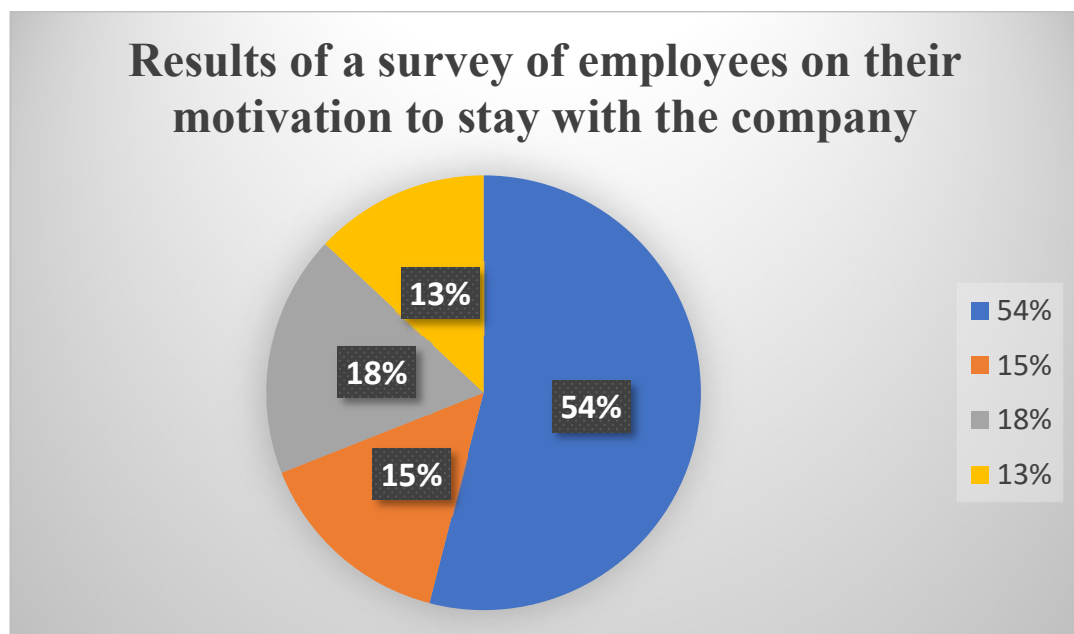


Figure 2.1 - Results of a survey of employees on their motivation to stay with the company

- 1) **54%** (people who care about having a reservation during martial law in Ukraine and doing a good deed for the whole country during such a difficult time)
- 2) **15%** (have financial interest) The plant receives a lot of funding from abroad and people have the opportunity to receive competitive wages with adherence to all payment deadlines.
- 3) about **18%** value their position and are proud of their contribution to the development of the plant.

4) 13% are people who work because it is their job (I have not been able to find out from them the reason for their true motivation)

2.3 Identify problems and drawbacks in the motivation system and investigating the impact of motivation on staff performance

Having analysed the implemented motivation system, I would like to express the shortcomings in this system, because it is weighty to grow and change approaches if some are outdated or ineffective. Because the right approach leads to structured work, a happy and satisfied team, and in the end, good profits and the company's reputation in the market.

1) One of the existing problems is large and infrequent rewards. I believe that such bonuses can cause jealousy and do not have the effect of long-term motivation and encouragement.

2) The next thing I noticed is that training programmes are just starting to be actively integrated into the company's activities, which I consider insufficient, because when management invests money and resources in the knowledge of its employees, it is not difficult to understand that the increase in efficiency and productivity will not be long in coming.

3) Ineffective moral and psychological support is also a significant problem. People can raise their voices at each other, ignore each other, and management does not invest much in resolving these issues. I can argue that the reason for this is outdated thoughts and views, the value of human resources and their priority is only gaining popularity and the general awareness that all global processes that strive to be successful start with motivated, happy and successful people.

To build and develop a successful and flourishing company, motivation is one of the most essential things. I understand motivation as a complex and comprehensive approach, and I have met many highly paid employees who did not find the desire to do their job well and with an excellent quality. Therefore, working only for the sake of a salary, a person faces burnout and procrastination at some point. The idea of

completing a task for the sake of satisfying one's personal needs should also be a winning basis and foundation. The best thing that can be achieved is an employee's interest in the effectiveness of their work (Веретільник, 2024).

It should also be noted that each person is different, and sometimes it is challenging to study the impact of motivation on staff performance when individuals are simply not interested, people without enthusiasm. This phenomenon should also always be kept in mind, because sometimes the best advice, perfectly structured plans and adherence to their implementation may not work a miracle, as a person may not have enough willpower or desire for their own development.

I believe that at Zaporizhzhya Transformer Factory, I can clearly see that motivation is always a relevant topic, as the times in which humanity lives are changing and external factors play a certain and significant role. Specialists from all over the country have moved to Zaporizhzhia, a city with constant shelling, for the sake of reservation, the desire to survive in this war is illustrated in their desire to work and perform their duties in the best possible way, unfortunately, this method works, but I do not consider it a sincere manifestation of love for their work.

Given the economic crisis in the country and late payments, this company stands out because it has funding from abroad, so people are confident that their work will be valued and paid for next month.

Other motivational factors also have a significant impact, but the above factors play key roles. Thus, motivation has the following impact on employees:

1. People continue to learn new things, fight fears of innovation because they value their jobs;
2. Staff tries to express their ideas, strives to be heard to reassure management of their importance;
3. Employees do not steal, do not get lazy, because they are also motivated by the fact that they make a significant contribution to the normal functioning of the Ukrainian energy system during the war;
4. People from different cities of Ukraine, good specialists find opportunities to move to Zaporizhzhia and build their careers there;

5. Employees remain loyal to the company and continue to work to bring it to a new level.

2.4 Reservation as a cruel but effective way to motivate male workers

Motivation is always a relevant topic because it changes as the world changes. Unfortunately, in Ukraine today there is a terrible, bloody, cruel and heartbreaking war that takes many lives. But at the same time, many men are unable and unwilling to die and kill people, either because of fear or because they know they could be brutally killed and would prefer to stay with their families and provide for their families. According to the survey of the factory workers, they are quite motivated to work and follow all the instructions of the company because it provides them with 100% reservation, and they have an official reason to travel abroad with a booking and a signed travel document.

Kateryna Anishchenko, an attorney at Riyako & Partners, noted that men who are actually booked can go abroad for business trips, but with a return to Ukraine after the expiry of the period specified in the business trip order. In addition, it is mandatory to have documents confirming the purpose of the business trip, booking documents and a military ID. In other words, when crossing the border, a man must have a document confirming his legitimate stay abroad. As well as a military registration document stating that the man has a reservation (or is a student), i.e., there is a basis for a deferral from mobilisation (Брахма Кумаріс в Україні, n.d.).

"Reservation is a deferral from mobilisation," explains senior lawyer Olha Veretilnyk, "Because during military operations, the home front service must operate: the population must be provided with everything necessary for life, and the economy must work. Under martial law, the reservation of persons liable for military service is reserved for enterprises, institutions, and organisations that meet the needs of the Armed Forces, other military formations, and the population. Authorised banks involved in the work during the special period may also book employees (Staff Capital, 2020).

3. IMPROVEMENT OF MANAGEMENT SYSTEM EFFICIENCY AT «ZAPOROZHTRANSFORMATOR» PRIVATE JOINT – STOCK COMPANY

3.1 Developing measures to increase staff motivation

The analysis and evaluation of the existing incentive, motivational system in the previous section allowed me to identify existing problems and gaps, thus providing a basis for thinking about possible solutions to eliminate problems or improve the effectiveness of existing mechanisms. These problems require finding ways to improve the motivation system of Zaporizhtransformator. In order for the incentive system to be efficient and effective, fulfilling its direct functions, it must have a number of features. This system should take into account all the nuances. The system must also take into consideration the age of employees, because by taking into account the motivators of certain groups of people, such a system will lead to the achievement of the desired results much faster. It was described above that different age groups can be motivated by different incentives.

Having assessed the age structure of the company's employees, the next conclusion is that the majority of employees are aged 38 to 48. I got this data from the company's own reports.

Below, I want to show a figure of the age category of employees.

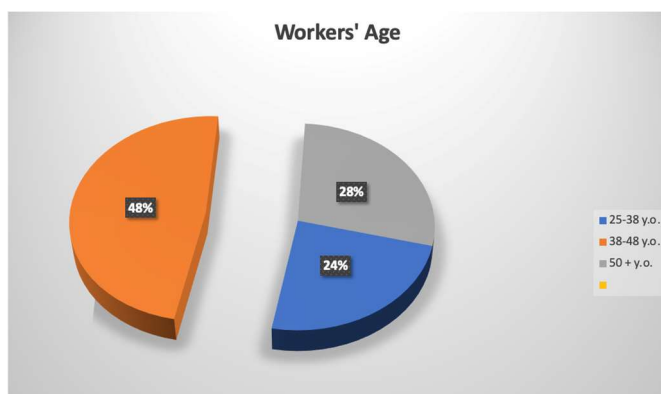


Figure 3.1 - Figure illustrating the age of employees of Zaporizhtransformator PJSC

Thus, the majority of people working at this enterprise are Generation Y. Taking into account the values of this category of people, such as the need for social interaction, the ability to balance work and personal life, career planning, business trips, a motivation system should be developed to promote these factors.

After describing the 3 main problems: large and rare rewards, training programmes that are just beginning their way to active integration into the company's operations, and ineffective moral and psychological support. I can draw the following conclusions.

1) I propose to reduce rare and large monetary rewards to frequent and small ones, because they are more satisfying with greater frequency and will become motivation and incentive in the long run, it is always nice to receive small rewards even for minor achievements. I believe that this is the right way to achieve an additional boost of motivation and the employee will understand that all his efforts are appreciated. Because not everyone can carry out and withstand heavy workloads or solve too complex problems, but the success of the company rests on all employees and they will work as one organism. They should keep the big rewards, but also introduce a system of smaller but more frequent rewards. I would also like to propose an idea to determine the best employee of the month, so that the team can also participate in the voting along with the management. This will make people feel involved and empowered in decision-making, and they will also try to work more efficiently.

Implementing a system of smaller but more frequent cash rewards can abundantly heighten employee motivation and improve productivity in a large enterprise. Here are some examples of exactly what they are able to reward employees for:

- meeting deadlines: accomplishing projects or tasks ahead of deadlines, comply with deadlines at all times;
- leading action: making suggestions to enhance processes and technology; boosting and implementing new methods and ways that save time and resources;

- reducing costs and minimising resources: implementing ideas that reduce costs or save resources, optimising the use of materials and equipment (deploying ideas that reduce costs or save resources, perationalising the use of supplies and tools);
- the constant availability of quality of labour: execution of tasks without faults or defects, sustaining a high standard of quality over a long-term perspective;
- a team work attitude: extensively engaging in team-based collaborations and projects, support co-workers and encourage the achievement of mutual team goals;
- tackling challenges and concerns: managing the resolution of complex and non-routine tasks in an appropriate and effective manner, responsiveness in responding to problems in a timely and high quality way;
- client centredness: promising favourable feedback from a client base, skilfully handle conflicting issues with the clients.

Such a remuneration grid will help reward employees for a specific fulfilment and maintain a sustained high level of work motivation and job satisfaction.

2) The company is just starting to introduce training programmes, and I am sure that this should be done as often as possible. Today, we live in a world that is constantly changing, evolving and requires new knowledge and fresh ideas from people. It is usually difficult for people to discipline themselves and start learning long after they have graduated from university. Free trainings, exchange of experience with foreign companies, language courses, and improvement of qualifications and skills are very important. If a company is ready to invest in its employees, it will motivate them to work better, because they will be grateful for this knowledge and opportunities, and will enthusiastically use new knowledge and information in practice. The management sometimes complains about the lack of highly qualified specialists and does not think about growing them from within the company. The management now realises that continuously improving the competence of employees is beneficial for both the employer and the employees themselves.

3) The moral and psychological state of a person includes a factor of job satisfaction. The degree of job satisfaction directly affects the optimistic atmosphere of an employee, even in stressful situations. At the same time, dissatisfaction with work

leads to a low emotional state, pessimistic views, and depression. In order to improve and enhance moral and psychological support, a healthy environment and adequate relationships, it is worth working to increase the employees' sense of usefulness and importance. I see a need to strengthen the interaction between subordinates and management, and there are two ways to improve this relationship:

- outside of working hours (social events, celebrating important holidays, celebrating important company dates, organizing events where you can involve co-workers, this has a positive effect on relationships between people, they will be able to trust each other more, support in difficult times for the company, help and share experience, it can also be motivational trainings, quests, where people can simultaneously reveal themselves as employees and demonstrate their inner world, sense of humor, express their view on various world phenomena). Management should not worry that due to the large number of personnel (1200 people) it is impossible to do, but it is possible to show creativity and help all divisions with the organization of similar events.

- in the process of work: management should be interested in the results of their subordinates' work (ask questions and show interest in what is most difficult for them and what, on the contrary, is done better and faster), formulate instructions clearly and understandably, without exerting moral pressure, explain what a person can get as a result of the work done and what time frame they have for this, so that a person can assess their capabilities and time to complete a task in an environmentally friendly and stress-free manner (this is also a good contribution to the development of employees' time management). Employees should clearly understand that if they have difficulties, problems or difficult situations, they can share them with management without expecting judgement, "punishment" or humiliation, which will only lead to concealment of problems, which entails financial and reputational losses.

I also believe that the following aspect should be noted. I do not consider this a problem of the company's motivation system, it is a shortcoming of the HR department. Motivation is very important and necessary, but no less important is the discipline or self-discipline of each individual. This is the engine that once started and constantly

supplies energy to motivation. Developed discipline can only be achieved by a person's own desire, and in small steps people build up their willpower and discipline to perform various actions. When you hire a disciplined person and at the same time encourage them with various motivational bonuses, they are the perfect accountant, manager, supervisor, translator, etc. Of course, it is difficult to immediately understand whether a person is disciplined or not, because being disciplined means following the rules that maintain order in life (Ощадбанк, n.d.).

Thanks to self-discipline, a person achieves a high goal because he or she does not postpone his or her efforts, does not deviate from the chosen path, and simply focuses on what is necessary (British Council Україна, n.d.).

Management cannot discipline a person in their personal life, although they can make some efforts to develop this aspect in the work process of their colleagues. This process should be gradual, with small steps. At PJSC Zaporozhtransformator, I was able to draw several conclusions from my conversations with people: discipline is easier to build among new employees, especially during the probationary period, when an employee has learned to work with the employer's rules. The old team is more difficult to discipline, although the management has introduced "re-certification" for compliance with the new rules. But I have found a problem that people do not understand why they need to do this, so I can offer an idea - to explain and tell how it affects the success of the company and the employees themselves. Clearly described consequences of ineffective work can make people want to work on themselves, their development, skills, and develop willpower and self-discipline (British Council Україна, n.d.).

3.2 Exemplary cost of expenditure on proposed motivational incentives and what potential long term benefits the enterprise can gain from the requested changes

Motivational measures demand a monetary investment, but it is worth it to attain success, as it will help to generate even more profit for the company in the future. In

Tables 3.1, 3.2 and 3.3, I show the approximate costs of motivational measures. Zaporozhtransformator has a persistent influx of orders because Ukraine is experiencing an acute problem with transformers due to the shelling of its energy infrastructure, foreign companies and partners are constantly assisting financially, so due to the active work and the large number of products produced, there is ground to believe that the company's management has enough money to upgrade the company's motivational system.

1) Implementing a system of more frequent but smaller cash rewards in a company can be a powerful tool for increasing employee motivation and productivity.

Table 3.1 - Approximate cost of more frequent remuneration

<p>Suppose the monthly remuneration for one employee is UAH 500 (about \$12.5) - remuneration is given monthly. Maximum costs - UAH 500 × 1200 employees = UAH 600,000 (about \$15,000)</p>	<p>Annual costs: UAH 500,000 × 12 months = UAH 7,200,000 (about \$180,000)</p>
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2) The roll-out of regular educational treatment programmes in a large enterprise can substantially upgrade the qualification of personnel and stimulate their productivity and motivation.

3) The installation of interventions aimed towards the enhancement of employee mentality can prove to be a relevant contribution to enhancing their job satisfaction, which in turn can improve the overall atmosphere at the company and increase throughput.

Table 3.2 - Approximate cost of educational treatment programmes (British Council Україна, n.d.)

External trainings and qualification improvement courses: average cost of one course: 20,000 UAH	4 courses per year (once a quarter) × UAH 20,000 = UAH 80,000 per year
Language courses	<p>A 3-month course costs 10,800 (the course can be attended by workers in groups of 5)</p> <p>About 200 people are in constant communication with partners from other countries</p> <p>40 groups – every 3 months it will cost 432 thousand</p> <p>1 728 000 per year (\$43 200)</p>

Table 3.3 – Approximate cost of communal occasions and celebrations

Communal occasions and celebrations:	<p>Average cost per event: UAH 200,000.</p> <p>4 major events per year are planned.</p> <p>4 events × UAH 200,000 = UAH 800,000 (\$20 000)</p>
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By implementing a sophisticated system of promotional incentives, it can significantly improve the efficiency and satisfaction of employees. Here's what a enterprise can accomplish as a result:

- Enhanced labour productivity: regular reward for excellence and effort encourages employees to work more diligently and helps to maintain a high level of engagement.

- Learning and professional development: employees who access regular trainings and courses are empowered to become more capable and innovative in their work.
- Training and experience sharing: professional development helps employees to adopt best practices and advanced technologies, which improves the quality of products and services.
- Language courses: strengthening language skills enhances understanding of international standards and working procedures, which also improves output quality.
- Social events and celebrations: participation in corporate events fosters team spirit and improves relationships between employees, which increases their loyalty to the company.
- Regular training and professional development: opportunities for professional growth and development increase employee job satisfaction and reduce staff turnover.
- Support from management: the open and supportive nature of management, as well as participation in discussions and problem-solving, helps to establish a confidential and supportive team environment.
- Investment in employee training and development: companies that contribute to the development of their employees have a reputation as a considerate and forward-looking employer, which attracts highly specialised candidates.

3.3 Poll among Zaporizhtransformator personnel showing people's response to the provided motivational incentives

To determine whether my observations would resonate with employees, I conducted a poll of 350 workers and got the attached figures.

Table 3.4 – Survey among Zaporizhtransformator workers showing people's attitude to the provided motivational incentives

48% - a result that proves that people would be satisfied with pleasant and frequent cash bonuses from the firm	They claim that it would allow them to stay stimulated and have a sense of satisfaction from their work, with the knowledge that their activity is valuable to the company
28% - a result that demonstrates that people want more integration, they want to spend more time outside of work and would be content with all kinds of interesting activities that could be delivered by the company's management	Employees state that it would help them to have a good feeling in the team, to become closer to each other to render their environment more convenient and accepting. It would help them to work more successfully
18% - it is vital for people to keep learning in order to unleash their capacity	They believe with the right educational aids, they could be encouraged to brainstorm new and breakthrough ideas
6% - believe that the remuneration system does not work and they pursue work just to feed their families and have a normal existence	People don't think the management approach - motivation and incentives - is any more effective and they don't have faith in it

3.4 Introduce non-material and material incentives to increase motivation

I believe that Zaporizhtransformator should improve the existing motivation system. Material and non-material incentives can be added. They are listed in the table below and an explanation is attached.

Table 3.5 - Non-material and material incentives to increase motivation

Material incentives	Non-material incentives
Incentive programmes (in the form of payments for long-term service, additional leave and material benefits)	Praise and recognition (e.g., public recognition of an employee's achievements)
Additional payments and benefits (health insurance and reimbursement of tuition fees (if not included in the company's training programme))	Flexible working hours (providing the opportunity to work remotely or on a flexible schedule)

CONCLUSION

The theoretical analysis carried out in this work shows that the motivational system of an enterprise is complex and multifaceted. In order to achieve the desired results, it needs to be constantly changed and improved, taking into account the current realities - the war in Ukraine, the economic crisis after Covid-19 and the unstable built-up model of the country's economy.

The paper investigates and defines the essence and content of labour motivation, as well as various methods for assessing the level of staff motivation. In addition, the role of the motivational system as an important component of the company's overall management is analysed.

The practical aspects of the study were investigated and obtained on the example of the Ukrainian enterprise Zaporozhtransformator. The analysis provides the main characteristics of the enterprise, an analysis of its main economic indicators and its role in the Ukrainian economy.

The analysis of the company's motivational system made it possible to identify gaps and certain problems:

- large and rare rewards;
- training programmes that are just beginning their way to active integration into the company's operations;
- ineffective moral and psychological support.

The identified problems require finding ways to solve them or improve the system of motivation of employees of Zaporozhtransformator enterprise.

On the basis of theoretical, analytical data and identified problems, the article proposes ways to improve the company's staff motivation system and recommendations for future incentives to improve economic performance and achieve healthy team relations.

In general, the results of the study show that improving the motivation system at the enterprise will not only increase labour productivity, but also create a positive working environment, which is important for the long-term success of the plant.

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