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Ternopil Ivan Puluj National Technical University

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on the example of JSC TRZ "Orion"

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ASSIGNMENT

FOR MASTER'S THESIS OF STUDENT

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1. Project (thesis) theme. Improvement of employees' motivation,
on the example of JSC TRZ "Orion"

Project (thesis) supervisor Olga Halushchak, PhD, associated professor

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2. Student's project (thesis) submission deadline 15 of December 2022

3. Project (thesis) design basis Charter of the enterprise, organizational structure of (statement management, reporting of the enterprise: balance sheet of financial position), report on financial results (statement of comprehensive income).

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1. General concepts about the motivation of employees of industrial enterprises.

2. Research of the system the labor motivation of employees JSC TRZ "Orion".

3. Directions for the improvement the motivational system JSC TRZ "Orion".

4. Occupational health and safety in emergencies.

5. List of graphic material (with exact number of required drawings, slides)

1. The main categories of work motivation. 2. Organizational management structure of JSC TRZ "Orion". 3. Types, numbers, and volumes of manufactured products. 4. Graphic representation of financial receipts JSC TRZ "Orion". 5. Graphic representation of financial costs JSC TRZ "Orion". 6. Analysis of the JSC TRZ "Orion" products cost structure. 7. Analysis of the accounting composition of employees of JSC TRZ "Orion". 8. Analysis of the JSC TRZ "Orion" staff movement. 9. Dynamics of JSC TRZ "Orion" indicators of labor productivity and labor intensity. 10. Motivation methods which can be used by the management of JSC TRZ "Orion". 11. Distribution of employees of JSC TRZ "Orion" by salary. 12. Technology of formation of bonuses for employees of JSR TRZ "Orion". 13. Key performance indicators of JSR TRZ "Orion" grades.

6. Advisors of design (thesis) chapters

Chapter	Advisor's surname, initials and position	Signature, date	
		assignment was given by	assignment was received by
Chapter 4.1	Sherstiuk R.P., Associate Professor		
Chapter 4.2	Struchok V.S., Senior Lecturer		

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PROJECT TIME SCHEDULE

LN	Diploma project (thesis) stages	Project (thesis) stages deadlines	Notes
1	Introduction	July 2022	Done
2	Chapter 1. General concepts about the motivation of employees of industrial enterprises	July – August 2022	Done
3	1.1 The essence of labor motivation	July 2022	Done
4	1.2 Theories of motivation	August 2022	Done
5	1.3 Material and non-material motivation of employees at the Ukrainian enterprises	August 2022	Done
6	Chapter 2. Research of the system the labor motivation of employees JSC TRZ "Orion"	September – October 2022	Done
7	2.1 Characteristics of the enterprise activity	September 2022	Done
8	2.2 Analysis of production and economic activity of JSC TRZ "Orion" and its financial support	September 2022	Done
9	2.3 Evaluation of personnel composition and motivation of JSC TRZ "Orion" personnel	October 2022	Done
10	Chapter 3. Directions for the improvement the motivational system JSC TRZ "Orion"	October – November 2022	Done
11	3.1 Improvement and justification of an effective financial labor motivation at JSR TRZ "Orion"	October 2022	Done
12	3.2 The attestation and training system of as motivational factors for the development of JSR TRZ "Orion" personnel	November 2022	Done
13	3.3 Implementation of the project to improve the management of personnel development, taking into account world experience	November 2022	Done
14	Chapter 4. Occupational health and safety in emergencies	November – December 2022	Done
15	4.1 Features of the organization of occupational health at PJSC TRZ "Orion"	November 2022	Done
16	4.2 Organization of industrial enterprise employees' civil security	December 2022	Done
17	Conclusions	December 2022	Done
18	Bibliography	December 2022	Done

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SUMMARY

Theme “Improvement of employees’ motivation, on the example of JSC TRZ “Orion”

Master diploma contains of 86 pages, 11 figures, 26 tables, 38 literature sources.

The Object of Investigation - processes of improving material and non-material work incentives for the employees of the instrument-making enterprise.

The Aim of the Work is substantiation of project decisions to increase the effectiveness of the motivation of the company's personnel, search for the most optimal methods and means of stimulating human resources.

The Methods of Investigation - analysis and synthesis, comparison, historical content analysis, graphical and tabular methods.

Project decisions on substantiation of economic expediency of creation of information-analytical department are developed, expert assessment is carried out and proposals on improvement of the corporate site as a means of communication with the external environment are developed.

Key words: motivation, employees, industrial enterprise, labor, material and non-material motivation, enterprise activity, financial support, personnel, training system, motivational factors.

АНОТАЦІЯ

Тема роботи: «Удосконалення мотивації працівників, на прикладі ПАТ ТРЗ «Оріон»

Магістерська робота: 86 с., 11 рис., 26 табл., 38 літературних джерел.

Об'єкт дослідження – процеси удосконалення матеріальних та нематеріальних стимулів роботи працівників приладобудівного підприємства.

Метою роботи є обґрунтування проектних рішень щодо підвищення ефективності мотивації персоналу підприємства, пошук найбільш оптимальних методів та засобів стимулювання кадрових ресурсів.

Методи дослідження – аналізу та синтезу, порівняння, історичного контент-аналізу, графічний і табличний методи.

Розроблено проектні рішення щодо удосконалення й обґрунтування ефективної системи матеріальної та нематеріальної мотивації праці на ПАТ ТРЗ «Оріон», процесів атестації та навчання як мотиваційних факторів розвитку персоналу ПАТ ТРЗ «Оріон», впровадження проекту вдосконалення управління розвитком персоналу, враховуючи світовий досвід.

Ключові слова: мотивація, працівники, промислове підприємство, трудова діяльність, матеріальна та нематеріальна мотивація, господарська діяльність підприємства, фінансове забезпечення, персонал, система навчання, мотиваційні фактори.

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INTRODUCTION

The most important resource of a modern enterprise is human capital. Therefore, the question of motivating staff, and stimulating them for active and productive work is today a key tool for the successful development of any enterprise.

In the master's thesis, we studied the concept of motivation in great detail, analyzing the works of many Ukrainian and foreign scientists. Thus, it is appropriate to distinguish motivation as a general theoretical concept, work motivation as a process of encouraging work activity, and motivation as a part of the collective work of the entire workforce of the enterprise. All three categories are very important for studying the motivational process.

So, the purpose of the master's work is substantiation of project decisions to increase the effectiveness of the motivation of the company's personnel, search for the most optimal methods and means of stimulating human resources.

The purpose of the study involves the following tasks:

- to study the general concepts about the motivation of employees of industrial enterprises;
- to investigate the essence of labor motivation;
- to examine the theories of motivation;
- to research of the system the labor motivation of employees JSC TRZ “Orion”;
- to give the general characteristics of the enterprise activity;
- to analyse of production and economic activity of JSC TRZ “Orion” and its financial support;
- to evaluate of personnel composition and motivation;
- to investigate of the directions for the motivational system improvement;
- to study the ways of financial labor motivation improvement;

- to suggest the ways to improve the attestation and training system of as motivational factors for the development of JSR TRZ “Orion” personnel;
- to implement the project of management of personnel development, taking into account world experience.

The subject of research is the theoretical and applied principles of enterprise personnel management. In particular, the main design developments relate to increasing work motivation and improving the incentive system for employees of the instrument-making enterprise.

The results of the research were reported at the II International Scientific and Practical Conference “Transforming business for a sustainable future: research, digitalization and innovation” (November 23-24, 2022, Ternopil).

CHAPTER 1

GENERAL CONCEPTS ABOUT THE MOTIVATION OF EMPLOYEES OF INDUSTRIAL ENTERPRISES

1.1 The essence of labor motivation

In the course of the development of social production, the transition to post-industrial foundations of its functioning, the fundamental importance of human resources in the development of civilization is becoming more and more obvious. Economic science has proven (and confirmed in practice) that under modern economic conditions, progress is ensured by man and his motivation.

It has already become an axiom to recognize that work efficiency, other things being equal, is determined by a person's personal attitude to work, his motivational instructions and work behavior. In turn, labor behavior is determined (constituted) by the influence of many factors that act with different forces and in different directions. This means that the formation of a person's labor behavior cannot be considered as a standardized, unified process. On the contrary, people's work behavior is extremely diverse, as it is the result of a complex interplay of a wide range of needs, interests, motives, value orientations, beliefs, views, and working conditions.

The problem of encouraging people to work productively is not new. For many centuries, it has worried scientists, and this is not accidental: labor creates the material and spiritual culture of society. As V. Petty, one of the classics of political economy, wrote: "land is the mother of wealth, and labor is its father."

At the current stage of reforming society in Ukraine, the problem of motivating individual behavior and activity has become important. Solving the problems facing society, as shown by the world business experience, depends on the person, whose motivation is the driving lever for action. The new forms of economic activity and property that have formed in Ukraine provide ample opportunities for

the formation and practical use of world experience in building effective motivational mechanisms in order to increase the productivity of personnel.

The problem of encouraging people to work productively is not new, but it has a different nature. For many centuries, it has troubled the best minds of mankind. Work creates the material and spiritual culture of society. In a general sense, motivation is a set of driving forces that encourage a person to perform certain actions.

At all stages of the development of society, work was and remains a source of material and spiritual values, therefore the problem of encouraging people to work never loses its relevance. Under different names and from different positions, scientists and practitioners studied what today is called the problem of motivation, that is, different aspects of activation, encouragement, stimulation of a person to work.

There is a large number of definitions of the concept of motivation, which reveal its essence from various aspects. Motivation in the general sense is a set of driving forces that stimulate a person to perform certain actions [3, p. 616-625]; depending on a person's behavior - this is the process of his conscious choice of one or another type of action, which is determined by the complex influence of external and internal factors; in management is the function of management, which consists in the formation of incentives for employees to work, as well as in the long-term influence on the employee with the aim of changing the structure of his value orientations and interests under the given parameters, forming the appropriate motivational core and developing the labor potential on this basis.

Motivation is the process of encouraging oneself and others to act in order to achieve personal or organizational goals (this definition is given in the book by M.H. Maskon, M. Albert, and F. Khedouri "Fundamentals of Management").

The function of motivation is that it is necessary to manage personnel through the team, through leaders. To reach each employee so that he understands his role, finds his place and works with the greatest return, based on his own interests and the interests of the team [1, p. 8-9].

Taylor's followers believed that the phenomenon of motivation should be understood mechanistically: a unit of money (additional payment) brings a unit of additional work. Nowadays, scientists and practicing managers consider motivation from the point of view of human psychological regularities, which can be compared with the laws of nature.

F.I. Khmil in his book "Management" writes: "People can be forced to carry out this or that decision, this or that work. However, their forced execution has certain limits, usually determined by the system of organizing joint work and monitoring its implementation. Modern philosophy of management is based people are influenced not by coercion, but by motivational regulators built on the psychological characteristics of a person."

A.M. Kolot gives the following definition of motivation in his book "Motivation, stimulation and evaluation of personnel": "Work efficiency, other things being equal, is determined by a person's personal attitude to work, his work behavior."

O.E. Kuzmin defines motivation as "a type of managerial activity that ensures the process of encouraging oneself and other employees to engage in activities aimed at achieving personal and organizational goals" [7, p. 156, 8, p. 79].

Z.P. Rumyantseva and E.A. Utkin understands motivation as management activity aimed at activating people to work more efficiently to achieve set goals. They define motivation as a type of managerial activity. V.G. Shinkarenko, O.N. Kryvoruchko also defines motivation as a management function and a process carried out by managers and consists in identifying forces (motives) and developing incentives that encourage individuals to take action to achieve personal and organizational goals [11, p. 38].

In a general sense, motivation is a set of driving forces that encourage a person to perform certain actions. These forces can have both external and internal origin and force a person to do certain actions consciously or unconsciously. The nature of the forces capable of significantly influencing labor activity is extremely complex.

Motivation is not a material fact that can be seen with one's own eyes or determined empirically (research). Its essence can be understood only by analyzing the behavior of a person, comparing his actions under the influence of certain motivating reasons. For a comprehensive characterization of the concept of motivation, one should first of all clarify the essence of the main categories that are directly related to the way and logic of human behavior in the process of work (Fig. 1.1).

Motivation

- interaction of objective (needs, interests, social norms, social relations) and subjective determinants (components) of labor activity (knowledge, orientation value, self-esteem, level of awareness of needs, meaning of life, ideals, life experience, aspirations, attitudes, peculiarities) mentality).

Work motivation

- the process of ensuring the priority of labor activity to the given circumstances; includes motivation for preparation for the work process, motivation for work, motivation for employment in the system of labor relations, motivation for owning means of production, motivation for developing competitiveness, etc.; is determined by the influence of various needs, interests, values and ideals, value orientations, motives, motivational attitudes of a person in the field of work.

Labor motivation is the process of choosing and justifying the way of human participation in the production process

Figure 1.1 – The essence of the main categories of work motivation [2]

Working out the theoretical and applied aspects of motivation, it is necessary to focus on the factors that force a person to act and intensify their actions. Needs, interests, motives and incentives should be attributed to those of a fundamental nature.

Human needs are always a feeling of lack of something, a state of imbalance, deficiency, to eliminate which human actions are aimed. Motives □ perceived

reasons for activity, prompting a person to act to satisfy needs. The most common types of motif classification are presented in Table 1.1.

Table 1.1 – The most common types of motive classification [3]

No. z/p	A sign of classification	Types of motives according to a separate feature
1	By nature	primary (physiological and, as a rule, congenital)
		secondary (psychological, which are realized with experience)
2	By subjects of detection	personal
		group
		collective
		social
3	By quantification and possibilities of satisfaction	absolute
		valid
		able to pay
		are satisfied
4	By nature, cause of occurrence	material
		labor
		status

Depending on the quantitative certainty and the possibilities of satisfaction, the entire set of needs is divided, as already mentioned, into absolute, valid, solvent and satisfied.

Absolute needs consist only in the desire to own goods and use services. They are not related either to the possibilities of production or to the incomes of consumers and have an abstract character. Actual needs are formed within the framework of the achieved level of production. They, like absolute ones, are not related to the solvency of consumers, but unlike absolute ones, they are specific, that is, aimed at a certain object or service that is actually produced and offered to the consumer.

Solvency needs are determined by the corresponding capabilities of consumers. With these needs, the consumer enters the market, and they take the form of paying demand. Satisfied needs include those that are actually satisfied by available goods and services. Their satisfaction depends on the level of development of production and the solvency of consumers.

Solvency needs become satisfied when there is a sufficient number of goods and services on the market that meet the requirements of buyers by their consumer qualities. So, the role of needs in the field of work is that they motivate people to take action, make a choice in the labor market, generate interest in obtaining a profession, productive work, professional development and professional self-improvement, self-realization in work. Trying to satisfy his needs, a person chooses the line of his behavior in the field of work.

It is advisable to classify work motives according to several characteristics (Table 1.2). They appear almost simultaneously with the emergence of needs and go through certain stages, similar to the stages of the formation of the latter. After all, a motive is a peculiar reaction of people to their certain interests, i.e. perceived needs.

Table 1.2 – Classification of work motives based on the economic and social needs of the employee of the enterprise [6]

Number	Motives based on economic needs	Motives based on social needs
1	2	3
1	The desire to receive income (salary) to ensure the needs of the employee and his family at a minimally sufficient level;	The desire to have an interesting job;
2	the desire for prosperity, a certain level of well-being, material standard of living;	desire to have favorable and safe working conditions (desire to perform work that is not physically difficult, dirty, dangerous);
3	the desire to receive remuneration that corresponds to the efforts spent, the labor contribution to the enterprise's work results;	the desire to take part in the labor process, which is technically and technologically and informationally provided, the work is organized at a modern level;
4	the desire to receive income sufficient for investments in further self-development, education, professional development in order to receive more income in the future;	desire for work with a convenient working regime for the employee and his family;
5	desire to participate in the distribution of the company's profits;	the desire to avoid monotonous, monotonous, routine work;

Continuation of Table 1.2

1	2	3
8	the desire to materially provide for oneself and one's descendants in the future by accumulating capital;	the desire to perform work that is socially significant, useful, prestigious;
9	the desire to reimburse the costs of education, recreation, treatment, purchase of housing, cottages, etc. at the expense of the enterprise;	striving for greater independence in work;
10	the desire to work in the shadow sector of the economy to receive a higher income that is not subject to taxes;	the desire to be involved in the company's affairs, the desire to participate in management;

Labor motives are formed under the influence of internal and external factors. Internal factors act as subjective factors of work motivation, which are determined by the needs, interests, value orientations of a specific individual in the field of work, associated with the personal characteristics of the employee (gender, age, education, marital status, profession, work experience, personal experience, general and professional culture, orientation of interests), traits of labor mentality.

1.2 Theories of motivation

At the current stage, in order to effectively motivate his employees, the manager needs to find out what their needs really are and provide the best way to satisfy these needs. Motivation encompasses intellectual, physiological, and psychological processes that in specific situations determine how decisively an employee acts and in which direction he concentrates his energy. Understanding motives and needs provides the key to explaining all types of organizational activity.

It is known that it is possible to consciously influence people to successfully complete the tasks facing the organization. Different authors divide existing concepts of motivation into different groups. Thus, there is a division of motivational theories into substantive and procedural ones. Another group of authors adds another group to these - initial theories. Consider a group of initial theories. These include: McGregor's "XY-theory", modern extended interpretation of McGregor's "Y" theory, "Z" theory.

McGregor's "X" and "Y" theories. According to theory "X", people avoid work and responsibility at any opportunity, they lack a sense of ambition. Security needs are decisive. Use control and threats. According to Theory Y, people will strive for responsibility and performance when given the right conditions. There is an orientation towards the needs of a higher order [8, p. 83].

German management specialists T. Chermack proposed a modern, extended version of the "Y" theory [5, p. 383-385]. The main provisions of this theory are the following: all organizational actions must be meaningful; most people get satisfaction and joy from work, feel responsible for their work, if their need for personal participation in the results of the activity is realized; every employee strives to prove his significance and the importance of his workplace; almost every employee has his own point of view on how to improve the results of his work; every employee strives for success and makes significant efforts for it, but success without its recognition leads to disappointment; every employee wants to know how his work is evaluated, as well as the criteria for evaluating his work; if subordinates are offered freedom of choice of activity, they work with full dedication.

The "Z" theory was developed by the American U. Ouchi on the basis of Japanese management experience. The main feature of this theory is the substantiation of collectivist principles of motivation. According to her, the motivation of employees should be based on the values of the "production" clan, that is, the enterprise as one big family. Theory "Z" describes a good employee who prefers working in a team and has stable long-term performance goals. Work promotion incentives for such employees are effective in the following sequence: material incentive, moral incentive.

Consider a group of meaningful theories. These include: A. Maslow's theory of the hierarchy of needs, K. Alderfer's theory of existence, connection and growth, McClelland's theory of acquired needs, Herzberg's theory of two factors. Maslow's theory of the hierarchy of needs. According to this theory, there are 5 groups of needs: physiological, safety and security, social, respect, self-expression. The first two groups of needs are primary (need priority support), and the last three are

secondary. Scientists A.M. Kolot, N.P. Tarnavska believes that the main flaw of Maslow's theory is that it does not take into account the individual characteristics of a person.

Alderfer theory. Three groups of needs are distinguished here: the needs of existence (related to physiological and safety needs), the needs of communication (arising from the social nature of a person), the needs of growth (related to the desire of an individual to express himself, to assert himself) [8, p. 82]. The hierarchy of needs reflects the movement not only from the lower to the upper levels of needs, but also the reverse movement [6, p. 163].

McClelland's theory of acquired needs. He says that three needs must be taken into account: power, success, and involvement. These needs are not mutually exclusive and have no hierarchical subordination [6, p. 164]. Herzberg's theory of two factors. All factors are divided into hygienic (firm and administration policy, working conditions, earnings, interpersonal relationships in the team, level of direct control over work, etc.) and motivational (success, promotion according to the service hierarchy, recognition of work results, high degree of responsibility, opportunities for creative and business growth, etc.) [8, p. 82]. The flaw of the theory is that performers instinctively associate favorable situations with the role of their personality and the object they control, and unfavorable situations with factors that are objectively independent of the interviewees. That is, they try to attribute all troubles to "objective causes", and consider positive results to be their own merit.

The procedural theories include the theory of expectations, the theory of justice, the theory of goal setting, the theory of Porter-Lawler, the theory of increasing Skinner's motivation, the concept of participative management.

The main developer of the theory of expectations is V. Vroom. His theory is based on the fact that the presence of an active need is not the only necessary condition for human motivation. A person should also hope that the behavior chosen by him will really lead to satisfaction or the acquisition of the desired.

The theory of justice (equality) was developed by the American scientist S. Adams [5, p. 385-387]. The main idea of the theory of justice is that a person

compares the evaluation of his actions with the evaluation of similar actions of his colleagues and, on this basis, comes to a conclusion about the fairness of payment. It is possible to solve such a problem by creating a clear, simple and comprehensible payment system and keeping the total earnings of each employee a secret.

The theory of setting goals was developed by J. Barney [2, p. 98-104]. This theory is based on the fact that a person's behavior is determined by the goals he sets for himself and for the sake of which he performs his actions. A person, taking into account his emotional state, realizes and evaluates the events taking place around him. Based on this, a person defines for himself the goals to which he will strive, performs certain work, achieves the intended result and gets satisfaction from it.

The theory of T. Chermack - B. Kashanna [5, p. 383-399] puts work results in dependence on the efforts expended by the employee, his abilities, as well as on the employee's recognition of his role. The level of effort is determined by the value of the reward and the degree of confidence that the effort will result in a reward.

The theory of increasing motivation was developed by B. Skinner. According to this theory, people's behavior is determined by the consequences of their actions in a similar situation in the past. Employees learn from their experiences and try to take on tasks that have previously produced positive results and avoid tasks that have produced negative results.

Consider the theory of participative (joint) management. Active participation of employees in the life of the organization increases employee satisfaction with work, communication with colleagues, as a result of which they work better and more productively. The theory focuses on achieving the secondary needs of employees [8, p. 83-84].

Thus, work motivation as a general function of management is a type of managerial activity that ensures the process of encouraging oneself and other employees to engage in activities aimed at achieving personal goals or organizational goals. Knowing and using modern models of motivation, the manager will be able to attract the right employees to the effective performance of tasks.

1.3 Material and non-material motivation of employees at the Ukrainian enterprises

The following forms (types) of motivation are most often distinguished in the literature:

- material - consistent with the desire for abundance, well-being, material standard of living, closely correlated with the level of wages, various methods and forms of material stimulation;

- intangible motivation:

- labor - with the needs to have meaningful, interesting, useful work, interesting professional communication, decent working conditions for self-expression, self-realization;

- status - a person's desire to perform difficult, responsible work, to work in a more prestigious field of activity, to occupy a higher position, to enjoy authority, to be recognized as an expert in his field.

The leading role in the material motivation of labor activity belongs to wages as the main form of income of employees and the main factor, because:

- a higher level of wages contributes to the reduction of staff turnover and the formation of a stable workforce;

- makes it possible to select the most prepared, experienced, proactive, success-oriented workers on the labor market, whose labor productivity is potentially higher than the average level;

- a factor of increasing the responsible attitude to work, its intensification.

Methods of intangible work motivation:

- humanization of work;

- involvement of employees in production management.

Today, the transformation of work motives is taking place - there is an increasing focus on constantly updating one's knowledge and professional skills, i.e. there are conscious aspirations to develop the competitiveness of one's workforce and increase labor productivity.

In general, depending on the sign, the classification can be different (Table 1.3).

Table 1.3 – Classification groups of work motivation [11]

Number	Types of motifs	Groups of motifs
1	According to the sources of motives.	Internal (self-motivation) and external motivation
2	Depending on the main groups of human needs in the field of work	material and non-material motivation (intangible includes labor and status motivation)
3	On the basis of coercion to work (externally organized motivation)	forced (administrative) motivation (fear of punishment) stimulating (tangible and intangible)
4	Depending on the means of inducement to work	normative type motivation forced motivation motivation of the stimulating type
5	Depending on the degree of economic basis of motives for work	the motivation is economic motivation is post-economic
6	Focused on the final result (achievement of the organization's goals)	motivation is positive motivation is negative
7	Depending on the term of manifestation of the labor motive	short-term (near) motivation long-term (permanent) motivation long-term (distant) motivation
8	By the strength of the manifestation of the labor motive	motivation is high motivation is moderate motivation is low
9	By the power of direct influence on the subject of work in the interests of achieving goals	motivation is passive motivation is active
10	By focusing on maintaining or increasing the level of labor productivity in competitive conditions	conservation motivation achievement motivation competitive motivation
11	Depending on the achievement of the final result (the goals of the employee, the organization)	motivation is effective motivation is ineffective

Motivation methods are a set of techniques and methods of influencing personnel that encourage them to work effectively (administrative, socio-economic, moral and psychological).

Currently, there are many motivation methods that allow you to create an effective motivation system. Depending on the orientation of the impact on certain needs, the following groups of methods are distinguished: economic, organizational-administrative, social-psychological (Table 1.4).

Table 1.4 – Methods of work motivation [12]

No. z/p	Types of methods	Subtypes of methods
1. Methods of material stimulation		
1.1	Cashless	
1.1.1	functional	improvement of working conditions and work organization Occupational Health
1.1.2	social	health insurance and maintenance vouchers, payment of transport costs discounted food, housing
1.2	Money	salary deduction from profit surcharges allowances compensation preferential loans awards
2. Methods of non-material stimulation		
2.1	Administrative	organizational managers disciplinary
2.2	Social and psychological	moral encouragement and condemnation psychological influence belief psychological and social recognition increasing prestige
2.3	Creative	Certification training internship trainings assignment
2.4	Humanization of work	additional leave flexible work schedule interesting job

Economic methods determined by economic incentives. They are focused on the fulfilment of certain indicators or tasks, as well as on the implementation of economic rewards for work results after their fulfilment. The use of economic methods is related to the formation of a work plan, control over its implementation, as well as economic stimulation of labour, i.e., a rational system of labor remuneration, which provides for incentives for a certain amount and quality of work and the application of sanctions for its inadequate quantity and insufficient quality.

Organizational and administrative methods that are based on directive instructions. These methods are based on power motivation, based on obedience to the law, law and order, seniority, etc., which relies on the possibility of coercion. They cover organizational planning, organizational regulation, instruction, management, control. Socio-psychological methods used to increase the social activity of employees. With the help of these methods, they mainly affect the consciousness of employees, social, aesthetic, religious and other interests of people and carry out social stimulation of labor activity.

This classification of motivation methods is classic. But different scientists distinguish modified classifications, supplement and complicate them. Thus, A. Bras proposed to distinguish three subgroups in the middle of administrative methods: organizational, divided into regulation, norming and instruction; administrative and disciplinary [13]. Administrative methods are used when it is necessary to intervene in the production and management process for orders and instructions. Disciplinary action is regulated by the Code of Labor Laws and is applied in case of non-fulfillment of the employee's functional duties.

In the practice of management, a general production classification of motivation methods is used, which looks like this: direct economic methods (piece rate, hourly pay, bonuses for rationalization, participation in profits, payment of training, payments for maximum use of time), indirect economic methods (discounted meals, extra payments for length of service, preferential use of housing or transport, etc.) and social or non-monetary methods (enrichment of labor, flexible work schedules, occupational health and safety, promotion in official activities, participation in decision-making at a higher level, etc.) [14].

After considering the given classifications, we can conclude that they are very similar and the difference between them is only in the names. Thus, the methods of material stimulation are simultaneously economic, which are divided into direct economic, or monetary, and indirect economic, or non-monetary methods. The basis of this group of methods is a monetary reward (salary, bonuses, allowances, etc.) or a reward provided to the employee in non-monetary form (payment of travel tickets,

travel, meals, etc.). They are focused on the material motives of employees: the desire for prosperity, a certain level of well-being. Employees are interested in increasing their labor contribution in order to receive higher wages. Therefore, the material motivation system should be based on the principles of the individuality of rewards - the dependence of the amount of labor payment on individual results - as well as on the existence of a single system of formation of material rewards.

The group of non-material methods of stimulation is primarily aimed at satisfying the motive of maintaining social status in the workforce [14]. Administrative and social methods can be distinguished in this group. The basis of administrative methods is power relations, as well as compliance with the company's regulations. They are implemented through regulatory, regulatory, and organizational documents. Social methods include socio-psychological, which are aimed at creating a favorable moral and psychological climate in the team, forming a corporate culture, meeting the needs of employees for recognition, etc.; creative, which are related to the professional development of the worker; free time, i.e. establishing flexible work regimes, providing additional rest. Thus, the main motivating force for working is the needs that are relevant for one person and not for another. Therefore, the given methods of motivation should be used in practice based on an individual approach, it is also necessary to monitor changes in the needs of employees, since they are characterized by dynamics and constantly change each other. Effective application of motivation methods will allow to form a profitable partnership for both the employer and the employee.

CHAPTER 2

RESEARCH OF THE SYSTEM THE LABOR MOTIVATION OF EMPLOYEES JSC TRZ “ORION”

2.1 Characteristics of the enterprise activity

“Ternopil Radio Factory “Orion”, in abbreviated interpretation – JSC TRZ “Orion” – is a modern enterprise of Ukraine. The main profile of his activity is the manufacture of professional devices for providing radio communication. The company was founded quite a long time ago, back in 1982.

The great advantage of the enterprise is its location. In fact, it is located at the intersection of main roads, which makes it possible to successfully transport its products in many different directions: Khmelnytsky, L’viv, Ivano-Frankivsk and Vinnitsa regions. The enterprise employs highly qualified employees who have considerable experience in the production of radio products.

The company occupies a high position in the export rankings of Ukraine, its products are in great demand in our country and abroad. In particular, the company's products are exported to Poland and Romania. There are plans to expand the horizons of export activity to other countries of the European Union.

The main types of products of the investigated enterprise are JSC TRZ “Orion”, which is the production of radio equipment for communication, as well as other special purpose products. This is a highly specialized enterprise; it manufactures large volumes of its products for the internal power structures of our country. Significant volumes of products are sold through the fulfilment of a state order. The clients are state security structures, authorities, and foreign law enforcement enterprises.

The war left its mark on the company's activities. The number of orders has decreased sharply. Therefore, now the company is going through not the best times. But and now it is the only industrial and economic complex in which technical, economic and social components are combined. Enterprises in this field are very

important for our country, as they are high-tech business entities. They create products that are strategically important for Ukraine.

The main types of production presented at this enterprise are:

1. Instrumental and technical production – production of technical equipment, radio technical parts, nodes, automatic devices. Ukrainian and foreign production equipment is involved in this production. The combination of complex aggregates allows you to ensure a high-tech process at a sufficient quality level. CNC machines, metal cutting units and assembly lines are also used here.

2. Radio engineering production, which involves the production of devices for VHF radio communication. All stages of the production process are present here. Products are designed at the enterprise, then prototypes are made, and serial production is set up. Among other technological operations, it is possible to single out automated and manual assembly of printed circuit boards, production of cable and conductor products, assembly production and packaging lines.

There are also special business units that are responsible for performing management functions, studying sales markets and selling products, advertising activities and finding customers, production processes and compliance with product manufacturing technology. The enterprise also has an economic security department, which is responsible for preserving the information resources of the enterprise. After all, a large volume of these information resources is a commercial secret of the enterprise. All the mentioned business processes are reflected in the organizational management structure of JSC TRZ "Orion", which is presented in Figure 2.1. This organizational structure is linear and functional, as all units and departments report to only one direct manager.

The management structure of JSC TRZ "Orion" is characterized as an ordered collection of interconnected elements. These elements are in a stable relationship with each other, which ensures their functioning and development. Elements of the structure are individual employees, services, and other links of the management apparatus.

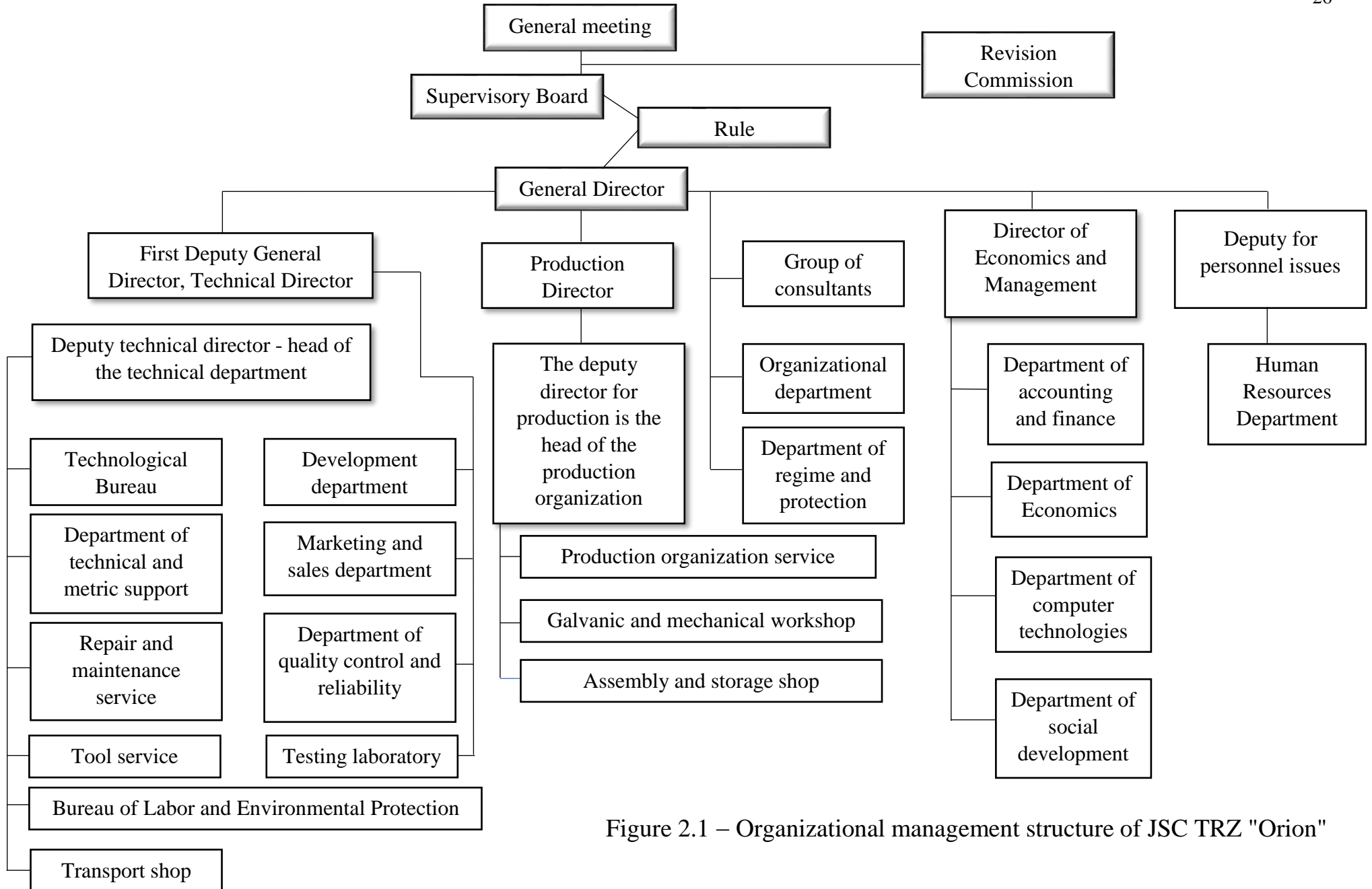


Figure 2.1 – Organizational management structure of JSC TRZ "Orion"

These structures cooperate thanks to the horizontal and vertical connections between them. Horizontal connections have the nature of the agreement and are, as a rule, one-level. An example of such communication at JSC TRZ "Orion" is the technical director, production director, and director of economics and management. As for vertical relationships, these are subordinate relationships, and the need for them arises in the case of hierarchical management, that is, in the presence of several levels of management, such as the head of the service of the production organization, heads of individual services, and workshops.

This enterprise has a linear and functional management structure. This structure is characterized by the high competence of specialists, the combination of the principle of specialization of management with the principle of unity of management, as well as the presence of functional services under line management. There have been no recent changes in the management structure, as the company has not undergone significant expansion, so there is no need to recruit additional employees or create special departments.

The advantages of the linear-functional structure are the high competence of specialists responsible for implementing specific functions; combining the principle of management specialization with the principle of leadership unity. At the same time, such a management system has several disadvantages: it is not always flexible when solving new tasks; complicated cross-functional coordination of activities for the implementation of new programs; complex implementation of new products without the involvement of top managers; excessive development of the vertical interaction system. The main functions of the administrative staff of JSC TRZ "Orion" are given in table 2.1.

The enterprise has its own powerful research, design, and technological potential. Therefore, the company produces products designed and equipped by its specialists. As a result, the consumer can choose his own configuration of communication systems that he needs, and if justified, he is given the opportunity to make software or design changes to the equipment.

Table 2.1 – Administrative staff of JSC TRZ "Orion" and its functions

Employee positions	Functions (types of employee activities)
Employee positions	Manages the company, issues orders and orders that are mandatory for all employees of the enterprise, organizes the preservation of the enterprise's property, ensures accounting and reporting, disposes of the enterprise's property within the limits established by the statute, ensures safe working conditions for employees, ensures the fulfillment of obligations according to contracts.
Deputy for personnel issues	Leads the work of providing the enterprise with employees of the necessary professions, specialties and qualifications in accordance with the level and profile of their training and business qualities, resolves the issue of hiring, firing, transferring employees, controls their placement and correct use in the company's divisions, systematically studies business qualities and other individual characteristics of the company's employees for the purpose of recruiting, participates in the organization of employee training, manages the department's employees.
Technical Director	Ensures a constant increase in the level of technical preparation of production, its efficiency, reduction of material, financial and labor costs for production, organizes the development and implementation of plans for the introduction of new equipment and technology, organizational and technical measures, scientific research and experimental design works, organizes work on improving the assortment, improvement and renewal of manufactured products, performed works (services), creation of fundamentally new types of products, equipment and technology.
Production Director	Day-to-day management of the activities of workshops that produce the company's products, ensuring the implementation and compliance with approved standards and technical conditions, as well as the use of modern means and methods of measurement and testing in the production of products, ensuring control over the condition of these means and compliance with the established order of their use, development and implementation measures to improve product quality, systematic analysis of its technical level.
Director of Economics and Management	Participation in the development of economic policy, creation of conditions for planned sale of goods, satisfaction of customer demand for goods, study of the market of similar goods and services and trends in its development, analysis of the competitive environment.
Head of the accounting and finance department	Ensures accounting, adhering to the uniform methodological principles established by the Law of Ukraine "On Accounting and Financial Reporting in Ukraine", organizes the work of the accounting service, control over the reflection of all economic transactions on the accounting accounts, participates in the preparation and submission of other types of periodic reporting, which require the signature of the chief accountant, ensures the verification of the state of accounting in branches, representative offices, departments and other separate divisions, manages the company's accounting staff and distributes job tasks and responsibilities among them.

When designing and manufacturing products, JSC "TRZ "Orion" uses advanced design and technological solutions, which allows to development of

products on a progressive element base, thereby ensuring their compliance with the best global standards. In the first stage of the development of new products, the technical task is agreed upon with the potential customer, the next step is the layout of the electrical circuit, then the list of elements is drawn up, the design of the product is formed, the topology of the printed circuit board and the corresponding software are developed.

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The activity of TRZ "Orion" JSC is characterized by four directions. The first direction consists of the production of a complex of radio communication equipment intended for work on the railway. Today, Ukraine has established a well-established and reliable system of railway communication, which serves as the basis of a closed technological cycle for the organization of safe movement of railway transport. The system provides train, station, and repair-operational types of communication on "Ukrzaliznytsia".

In order to preserve the gained positions at Ukrzaliznytsia, JSC TRZ Orion aims to start production of radio stations of the DMR standard in the near future,

with which it is planned to replace all existing analog means of train radio communication. Communication in the short-wave band used today will be completely eliminated, and DMR standard communication should be organized on the frequencies of the analogy VHF band.

The second line of work is the production of radio communication equipment for law enforcement agencies, such as the police, fiscal service, security service, and others. These devices operate in the 146-174 MHz or 400-470 MHz bands. Radio stations of this type are designed to work in analogy and digital modes. They can be used to transmit speech, digital messages, or special data. The enterprise manufactures radio stations of various designs. Data transmission is provided by the built-in modem. A special GPS module on a computer connected to the base radio station, at the request of the latter, can display the location of the subscriber either by geographical coordinates or by a mark on the map of the area (depending on the software installed on the PC). Voice messages can be transmitted in open or closed modes for guaranteed protection against eavesdropping. The system can interface with satellite communication stations to ensure guaranteed information exchange with a remote database. Each radio station is assigned an individual number, which makes it possible to transmit or receive alarm signals, to remotely disable a lost or stolen radio station, and to transmit individual or group calls.

The third direction of the company's work consists of the production of radio stations intended for installation on armoured vehicles of various types by the Ministry of Défense of Ukraine. These radio stations are adapted to work in various extreme conditions, for example, when the temperature fluctuates from -50 to +50°C, or under heavy shock loads, at high humidity or dust. The frequency range of radio stations is from 30 to 100 MHz with a step of 1 kHz. With their help, you can control the fire control system over the radio channel, organize the transmission of data regarding the diagnosis of the condition of the armoured vehicle, etc.

The fourth direction of the company's activity is the production of energy-saving lamps. For the production of lamps of the modern generation, the work of

special lines has been organized, on which modern energy-saving lamps with built-in start-regulating equipment of various capacities are manufactured.

JSC TRZ "Orion" constantly modernizes and updates its products. New radio communication systems are developed and implemented by the enterprise almost every year. The continuous technological process of the enterprise is provided by advanced engineering communications. According to its parameters, the current production is not inferior to similar ones in the industry. A company is a legal entity that owns a certain property, which is on an independent balance sheet, has accounts in banking institutions, a seal, and a corner stamp, and has its own trademark and other requisites characteristic of a legal entity.

2.2 Analysis of production and economic activity of JSC TRZ "Orion" and its financial support

JSC TRZ "Orion" carries out production and commercial activities in an unstable economic environment. Production processes inside the enterprise can both contribute to the development of its potential and contain a threat to economic growth and financial stability. In order to assess the financial capabilities of JSC TRZ "Orion", it is advisable to conduct an analysis of quantitative indicators of financial support for its activities. We will conduct a horizontal and vertical analysis of the balance sheet of the company under study (Table 2.2, 2.3). Information about the types, numbers, and volumes of manufactured products in 2020 is shown in Table 2.4.

The main features, the presence of which in the balance sheet of JSC TRZ "Orion" makes it possible to note the trend of negative changes in the financial support of the competitive activity of the investigated enterprise in the dynamics of 2019/2020, are the decrease of the currency of the balance sheet at the end of the reporting period compared to its beginning by UAH 6,318 thousand; decrease in the amount of current and non-current assets of the enterprise.

Table 2.2 – Horizontal and vertical analysis of JSC TRZ “Orion” balance sheet assets in the dynamics of 2019-2020

Assets	By the end of 2019	By the end of 2020	Absolute deviation, thousand UAH	Relative deviation, %	Specific weight, %		Changes in specific gravity, %
					2019	2020	
1. Non-current assets							
Intangible assets	4,00	5,00	1,0	25,0	0,0	0,0	0,0
Unfinished capital investments	2329,00	2329,00	0,0	0,0	4,6	5,3	0,7
Fixed assets	20488,0	17737,0	-2751,0	-13,4	40,5	40,0	-0,4
Other non-current assets	551,0	567,0	16,0	2,9	1,1	1,3	0,2
All according to chapter 1	23372,0	20638,0	-2734,0	-11,7	46,2	46,6	0,4
2. Current assets							
Reserves	16821,0	16115,0	-706,0	-4,2	33,2	36,4	3,1
Inventories	4196,0	4714,0	518,0	12,3	8,3	10,6	2,4
Goods	1,0	1,0	0,0	0,0	0,0	0,0	0,0
Accounts receivable for products, goods, works and services	2328,0	3383,0	1055,0	45,3	4,6	7,6	3,0
Accounts receivable according to calculations	375,0	266,0	-109,0	-29,1	0,7	0,6	-0,1
Other current receivables	5691,0	3175,0	-2516,0	-44,2	11,2	7,2	-4,1
Money and its equivalents	1558,0	254,0	-1304,0	-83,7	3,1	0,6	-2,5
Bank accounts	1554,0	254,0	-1300,0	-83,7	3,1	0,6	-2,5
Other current assets	483,0	476,0	-7,0	-1,4	1,0	1,1	0,1
All according to section 2	27265,0	23681,0	-3584,0	-13,1	53,8	53,4	-0,4
BALANCE	50637,0	44319,0	-6318,00	-12,48	100,00	100,00	0,00

Table 2.3 – Horizontal and vertical analysis of the balance sheet liability of JSC TRZ “Orion” in the dynamics of 2019-2020

assive	By the end of 2019	By the end of 2020	Absolute deviation, thousand UAH	Relative deviation, %	Specific weight, %		Changes in specific gravity, %
					2019	2020	
1. Own capital							
Registered (share) capital	25888,0	25888,0	0,0	0,0	51,1	58,4	7,3
Additional capital	23872,0	23857,0	-15,0	-0,1	47,1	53,8	6,7
Reserve capital	160,0	160,0	0,0	0,0	0,3	0,4	0,0
Retained earnings (uncovered loss)	-24436,0	-24329,0	107,0	-0,4	-48,3	-54,9	-6,6
All according to chapter 1	25485,0	25576,0	91,0	0,4	50,3	57,7	7,4
2. Long-term obligations and security							
Long-term provisions	3596,0	3591,0	-5,0	-0,1	7,1	8,1	1,0
Long-term provisions for personnel costs	3208,0	3229,0	21,0	0,7	6,3	7,3	1,0
Targeted financing	1,0	0,0	-1,0	-100,0	0,0	0,0	0,0
All according to section 2	3570,0	3591,0	21,0	0,6	7,1	8,1	1,1
3. Current liabilities							
for goods, works, services	8222,0	7167,0	-1055,0	-12,8	16,2	16,2	-0,1
according to calculations with the budget	2783,0	1334,0	-1449,0	-52,1	5,5	3,0	-2,5
according to insurance calculations	98,0	49,0	-49,0	-50,0	0,2	0,1	-0,1
according to salary calculations	6634,0	3195,0	-3439,0	-51,8	13,1	7,2	-5,9
for advances received	2635,0	2553,0	-82,0	-3,1	5,2	5,8	0,6
Current provisions	671,0	613,0	-58,0	-8,6	1,3	1,4	0,1
Other current commitments	541,0	241,0	-300,0	-55,5	1,1	0,5	-0,5
All according to section 3	21582,0	15152,0	-6430,0	-29,8	42,6	34,2	-8,4
BALANCE	50637,0	44319,0	-6318,0	-12,5	100,0	100,0	0,0

Table 2.4 – Types, numbers, and volumes of manufactured products in 2020¹

Product	Produced, quantity, pieces	Produced, value, million UAH	Implemented, quantity, pieces	Realized, value, million UAH
Sholomophone ShSH-1	2221,00	10,52	2177,00	10,34
Blocks to SP	311,00	3,56	320,00	3,61
AVZK1	20,00	1,47	30,00	1,86
Radio Station R-173M	10,00	1,31	21,00	2,74
Radio Station R-173PM	0,00	0,00	21,00	1,70

Also, this is an increase in the number of long-term liabilities by UAH 21 thousand, which was 0.6%, and a decrease in the number of fixed assets of the enterprise by UAH 2,751 thousand, which was 13.4%; growth in the volume of uncovered losses of the enterprise.

Positive changes in the economic activity of JSC TRZ "Orion" are evidenced by the increase in the amount of the company's equity capital by UAH 91 thousand, which was 0.4%, and the decrease in the number of current liabilities, respectively, by UAH 6,430 thousand, which amounted to 29.8%; decrease in the number of receivables according to calculations by UAH 109,000, which was 29.1%. Therefore, negative trends in the financial and economic activity of JSC TRZ "Orion" prevail.

To complement the analysis of the balance sheet, we will analyze the level of profitability of JSC TRZ "Orion". Let's evaluate changes in the volume and composition of the company's financial results for the analyzed period, according to the calculated indicators of the analytical table 2.5. Calculations were made using the Microsoft Excel spreadsheet editor.

¹ Analyzed by the author based on the data https://clarity-project.info/edr/22607719/finances?current_year=2020

Table 2.5 – Analysis of the profit and expenses dynamics and composition of JSC TRZ "Orion"²

Article	By the end of 2019	By the end of 2020	Absolute deviation, thousand UAH	Relative deviation, %
Net income from the sale of products (goods, works, services)	17572,0	22767,0	5195,0	29,6
Cost of goods sold (goods, works, services)	14915,0	18970,0	4055,0	27,2
Gross profit	2657,0	3797,0	1140,0	42,9
Other operating income	13026,0	12098,0	-928,0	-7,1
Administrative expenses	7468,0	6436,0	-1032,0	-13,8
Selling expenses	1097,0	1280,0	183,0	16,7
Other operating expenses	10291,0	8088,0	-2203,0	-21,4
Financial results from operating activities: profit	0,0	91,0	91,0	–
loss	3173,0	0,0	-3173,0	-100,0
Other income	25,0	16,0	-9,0	-36,0
Other expenses	35,0	0,0	-35,0	-100,0
Financial result before taxation: profit	0,0	107,0	107,0	–
loss	3183,0	0,0	-3183,0	-100,0
Net profit	0,0	107,0	107,0	–
loss	3183,0	0,0	-3183,0	-100,0

The graphic representation of financial receipts and expenses of the enterprise under study in the dynamics of 2019-2020 is presented in figures 2.2, 2.3. We can note a number of dominant trends in the financial support of the enterprise under study. Thus, in the dynamics of 2019-2020, there was an increase in the volume of net income from the sale of products of JSC TRZ "Orion" (by UAH 5,195 thousand, which was 29.6), an increase in gross profit (by UAH 1,140 thousand or by 42.9%). The net profit from the company's operating activities amounted to UAH 107,000. in comparison with the loss in the amount of UAH 3,183,000. according to the results of the activity in 2019.

² Analyzed by the author based on the data https://clarity-project.info/edr/22607719/finances?current_year=2020

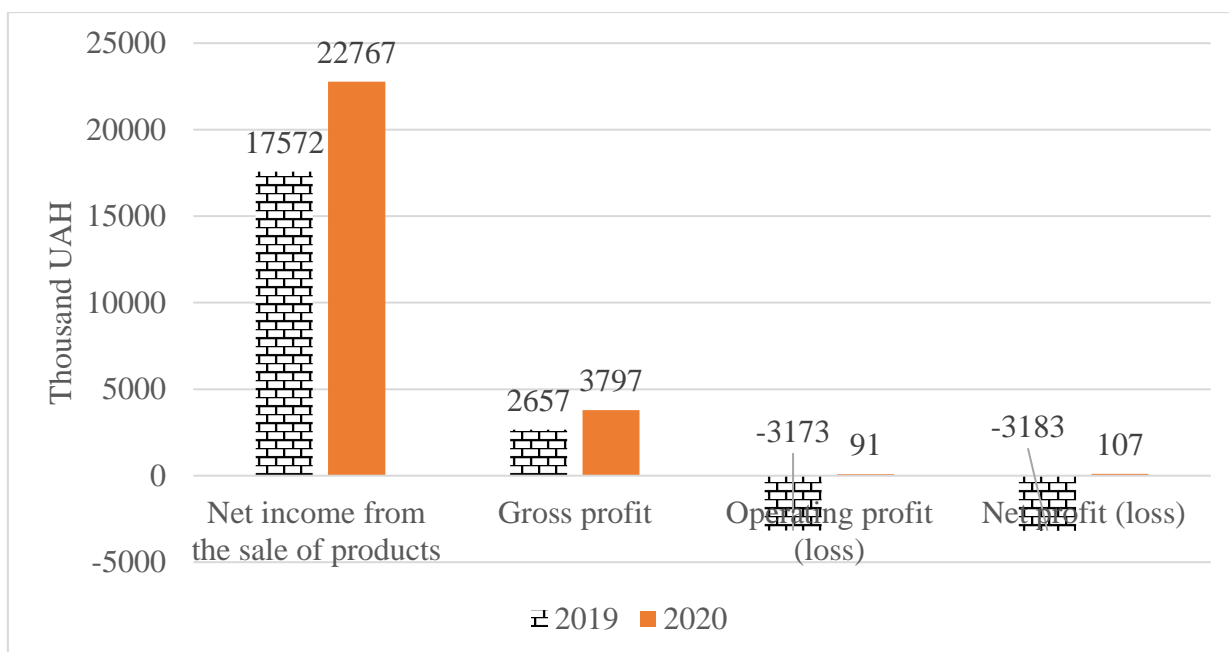


Figure 2.2 – Graphic representation of financial receipts
JSC TRZ "Orion" in the dynamics of 2019-2020

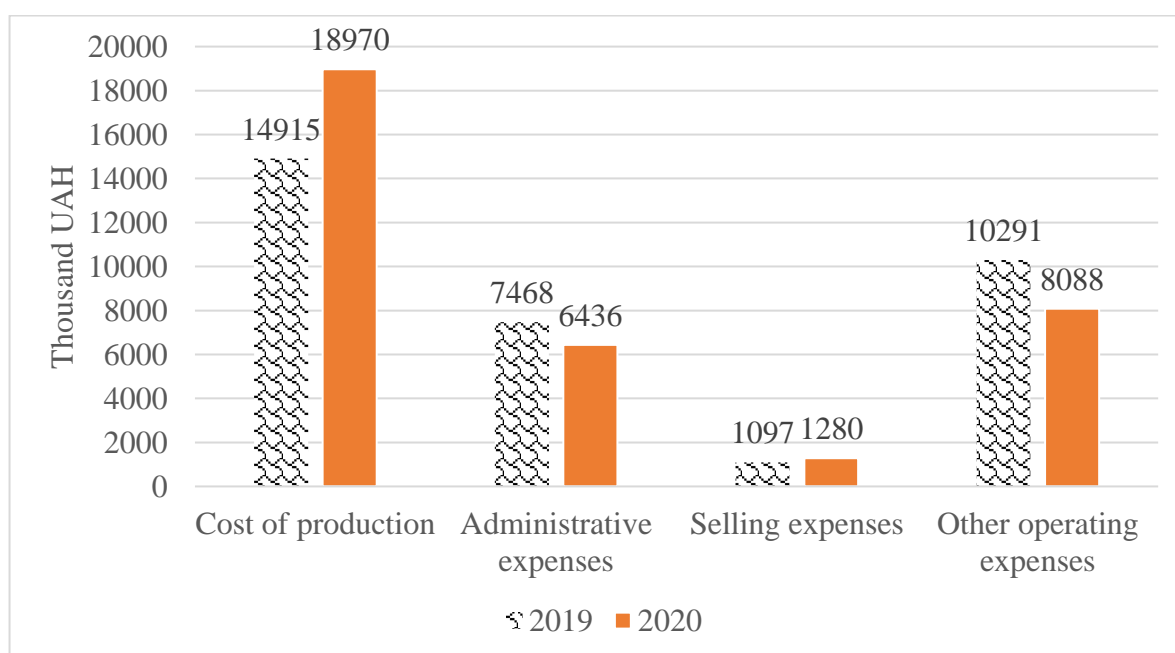


Figure 2.3 – Graphic representation of financial costs
JSC TRZ "Orion" in the dynamics of 2019-2020

At the same time, we can observe an increase in the cost of production and sales costs, which indicates an increase in the cost of raw materials and materials for the production of radio devices. Labor costs and other operating costs occupied the

main specific weight in the volume of operating expenses of JSC TRZ "Orion" (Table 2.6).

The results of the analysis of the cost structure of the enterprise's products showed (Fig. 2.4) that in 2020, the largest specific weight in the cost of production was occupied by materials, purchased components, general production costs, and salaries of key employees.

Table 2.6 – Volumes and structure of JSC TRZ "Orion" operating expenses in the dynamics of 2019-2020

Title of the article	By the end of 2019, thousands of UAH	By the end of 2020, thousands of UAH	Specific weight, %	
			2019 year	2020 year
Material costs	4973	7556	14,71	21,83
salary expenses	10843	12673	32,08	36,62
Deductions for social events	2777	2904	8,22	8,39
Amortization	1019	851	3,01	2,46
Other operating expenses	14371	10621	42,51	30,69
TOTAL	33803	34605	100,00	100,00

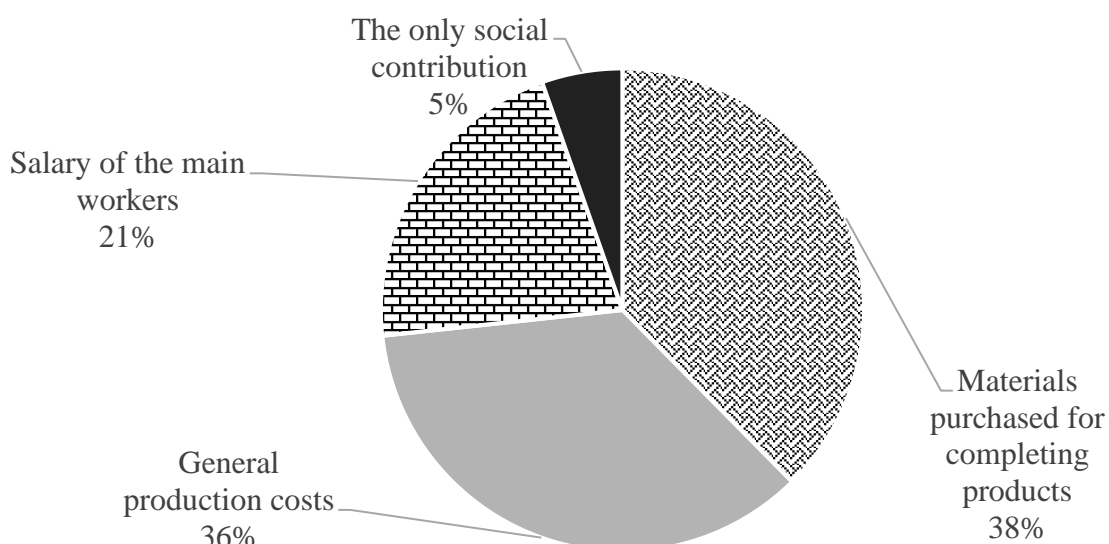


Figure 2.4 – Analysis of the JSC TRZ "Orion" products cost structure

So, the results of the analysis show that there are many threatening trends in the financial development of JSC TRZ "Orion". Therefore, the management should work on increasing the efficiency of its activities.

2.3 Evaluation of personnel composition and motivation of JSC TRZ "Orion" personnel

The analysis of the personnel management system characterizes the effectiveness of providing the researched trading enterprise with personnel of appropriate qualifications and a level sufficient for the implementation of productive activities of all its divisions. Data for analytical calculations were obtained from the reporting documents of JSC TRZ "Orion". The headcount by category of employees of JSC TRZ "Orion" is given in table 2.7. So, a number of conclusions can be drawn from the conducted analysis. Thus, the number of administrative and managerial personnel of the investigated enterprise increased by 15 people in the dynamics of 2019-2020, which led to an increase in the specific weight of this type of personnel by 5.57%.

Table 2.7 – Analysis of the accounting composition of employees of JSC TRZ "Orion"

Staff categories	By the end of 2019		By the end of 2020		Deviation 2019/2020	
	persons	%	persons	%	(+/-)	% in specific weight
Administrative and managerial staff	112	33,33	127	38,9	15	5,57
Production staff	201	60	178	54,7	-23	-5,3
Support staff	22	6,67	21	6,4	-1	-0,27
Together	335	100	326	100	-9	-

We observe a decrease in the number of production personnel by 23 persons and a decrease in its specific weight by 5.3%. The number of support staff also decreased. In general, the number of employees of JSC TRZ "Orion" decreased by

9 people in the dynamics of 2019-2020. Such a sharp change in the number of employees can lead to a number of negative trends in the activity of the investigated production enterprise. Therefore, when reducing the number of employees of certain categories, optimal proportions should be observed in order to prevent a threat to the personnel security of JSC TRZ "Orion".

The decisive indicator of the influence of motivational factors on the production activity of the personnel of the enterprise under study is the movement of the workforce, which is quantitatively reflected by calculating the coefficients of staff turnover and turnover. Table 2.8 shows the main characteristics of accounting for personnel movement of JSC TRZ "Orion".

Table 2.8 – Analysis of the JSC TRZ "Orion" staff movement

Personnel categories	By the end of 2019	By the end of 2020	Absolute deviation
1	2	3	4
The average registered number of employees, persons	335	326	-9
Employees, persons are accepted	37	44	7
Employees, persons are accepted	46	52	6
- voluntarily	34	37	3
- dismissed for violation of labor discipline	10	14	4
- released due to downsizing	2	1	-1
Turnover rate for reception	0,11	0,13	0,02
Staff turnover rate	0,14	0,10	-0,04
The coefficient of the general turnover of personnel	0,25	0,29	0,05

From the conducted analysis, it can be determined that there is a tendency to decrease the average number of personnel of the production enterprise, but we can observe an increase in staff turnover. This is evidenced by the positive deviations of the high values of the turnover ratio in relation to admission (0.11 and 0.13 coefficient points), staff turnover rates, and total staff turnover. Such a trend is a negative phenomenon, as the increase in turnover reduces the qualification level of the personnel potential of JSC TRZ "Orion" staff and indicates an ineffective policy of personnel stimulation.

Labor productivity is measured by the number of products produced per unit of time, or by the amount of time required to produce a unit of product. To assess the level of labor productivity of a manufacturing enterprise, a system of generalized indicators, partial and auxiliary indicators is used (Fig. 2.4). It is expedient to analyze labor productivity by studying its level, dynamics, and generalized assessment of the labor intensity of production (Table 2.9).

Table 2.9 – Dynamics of JSC TRZ "Orion" indicators of labor productivity and labor intensity

Indicators	By the end of 2019	By the end of 2020	Absolute deviation
1	2	3	4
Commodity products, thousand UAH	17572	22767	5195
The average number of full-time accounting employees, persons	335	326	-9
Average annual income of one worker, thousand UAH	52,45	69,84	17,38
The average number of working hours of one employee, hours	1671,88	1811,05	139,17
Average hourly output of one worker, UAH	10,51	12,57	2,06
Worked by all employees, man-hour	280876	278901	-1975
Specific labor intensity per one thousand UAH, hour.	0,06	0,08	0,02

So, we can conclude that the increase in the average hourly earnings of one worker in the dynamics of 2019-2020 by UAH 2.06 thousand. occurred due to the increase in labor productivity. The factors of the number of days and the duration of the working day increase the level of the average annual production of an employee of the enterprise and are reserved for its further increase, as extensive factors of the synthetic analyzed indicator. Reducing the specific labor intensity of JSC TRZ "Orion" products can also contribute to reducing sales costs and increasing labor productivity.

Work motivation acts as the basis of socio-economic behavior and should activate the efforts of the personnel of the enterprise (organization), which are aimed at increasing the effectiveness of their activities. The motivation system of JSC TRZ "Orion" characterizes a set of interconnected measures that stimulate an individual employee or the labor team as a whole to achieve the individual and joint goals of the enterprise. Factors that determine the employee's behavior and have an impact on the motivation to work at JSC TRZ "Orion" are taken into account:

- the physical personality of the employee (age, gender, etc.),
- level of self-awareness and education,
- professional training,
- psychological climate in the team,
- the influence of the external environment, etc.

In order to stimulate the staff to work, to achieve a higher return for each employee, it is important for the manager to know the personal qualities of his subordinates, as well as their basic needs, which can be turned into permanent motives of labor activity with skilful use of managerial resources. Among the employees of JSC TRZ "Orion", a certain proportion are women, for whom the main incentives are: attention to their family or child (healthcare at a sanatorium, benefits for paying for education at a technical school), flexible work schedule, additional earning opportunities. The formation of an effective system of motivation at the enterprise includes the analysis and improvement of relations between employees and employers; management and subordinates; competing work groups; groups performing related functions.

The motivation system at the level of JSC TRZ "Orion" is based on certain requirements, namely: equal opportunities to occupy positions and promotion based on the principle of labor productivity; compliance of remuneration with results, and recognition of personal contribution to overall success. This involves a fair distribution of income depending on the degree of increase in labor productivity; creation of conditions at the enterprise to protect the health, safety, and well-being of all employees, in accordance with existing legislation; provision of conditions for

the growth of professional competence, the realization of the abilities of employees, which implies the creation of programs of professional development, retraining and training at the enterprise; maintaining an atmosphere of trust in the team, striving to achieve a common goal, the possibility of two-way communication between managers and workers. JSC TRZ "Orion" uses the following methods of motivation (Table 2.10).

Table 2.10 – Motivation methods used by the management of JSC TRZ "Orion"

Economic (direct)	Economic (indirect)	Cashless
<ul style="list-style-type: none"> - lump sum payment, - hourly payment, - bonuses for rationalization and invention, - payment for employee training, - rating supplements, - payments for maximum use of working time, etc. 	<ul style="list-style-type: none"> - additional payments for seniority, - discounted rest, - discounted use of transport. 	<ul style="list-style-type: none"> - labor protection, - labor enrichment, - flexible work schedules, - work quality improvement programs.

At the same time, it is worth noting that wages are the dominant condition for motivating employees of JSC TRZ "Orion". Material incentives make work motivation effective only if the latter functions as a system based on the following basic principles:

- two-way communication between employees and the administration regarding the general principles of the system;
- a well-founded system of evaluating the completed works and determining their scope;
- well-thought-out and substantiated criteria for measuring and evaluating works; balanced standards, their control, systematicity, and periodicity of revisions;
- clear coordination of incentives with performance;
- a reward, especially an additional one, for a high level of quality work. It is these principles that form the basis of the organization of labor remuneration at JSC TRZ "Orion", which is carried out in accordance with the developed provision for

assessing the personal labor contribution to the overall economic results and calculating wages based on it. The assessment is carried out by groups of workers – united temporarily or on a permanent basis to perform a work task. The remuneration accrued to the group is distributed among its members according to the personal contribution of each employee.

At present, payment of labor is the main condition of labor motivation, it is the cause and the main incentive of labor. At JSC TRZ "Orion", the average salary as of November 1, 2022, was UAH 10 440, which is not a sufficiently effective financial incentive. The distribution of employees of JSC TRZ "Orion" by salary level is shown in the form of a pie chart in Figure 2.5.

So, the current state of motivation management at JSC TRZ "Orion" has a number of shortcomings. There is a negative moral motivation due to numerical errors in the personnel management system. Little attention is paid to the motivation of the production staff, it is among them that the highest staff turnover is observed. Material interest is also at an insufficient level.

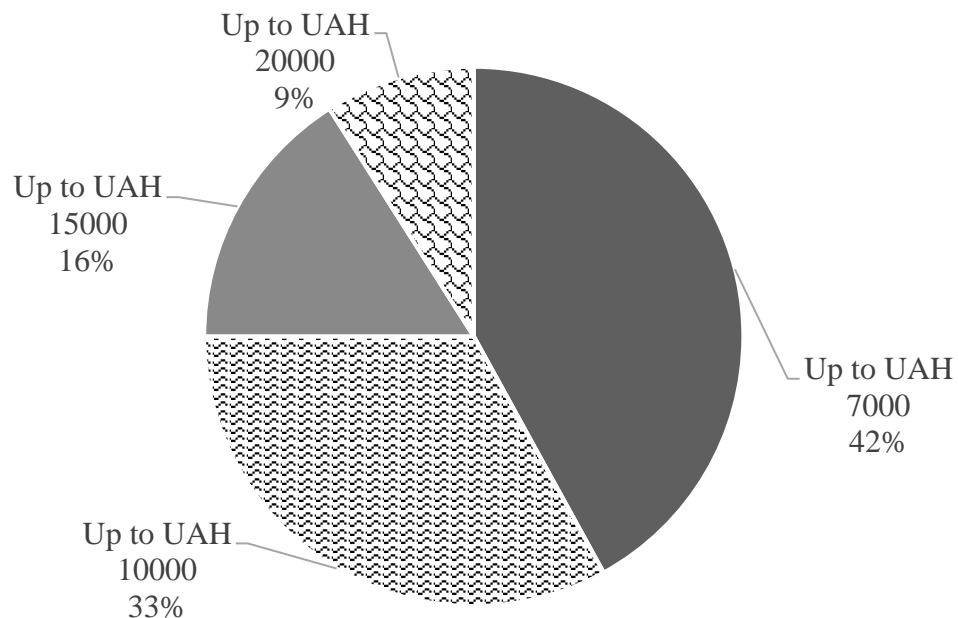


Figure 2.5 – Distribution of employees of JSC TRZ "Orion" by salary, %

It is necessary to develop a new effective mechanism of labor motivation at the enterprise, which would correspond to the market conditions of business and

would be able, with the help of effective levers and incentives, to increase the interest of employees in highly effective work and the development of their competitiveness, to ensure the quality formation of a labor mentality.

So, in the second chapter of the master's thesis, we investigated the peculiarities of production and economic activity, financial support, and management of personnel resources of JSC TRZ "Orion". The results of the conducted research allow us to state that motivational mechanisms are a very important tool for increasing the level of profitability of the enterprise. After all, human resources are the main type of resource that the company owns. Therefore, the third section of the work will be devoted to the improvement of motivational processes at JSC TRZ "Orion".

CHAPTER 3

DIRECTIONS FOR THE IMPROVEMENT THE MOTIVATIONAL SYSTEM JSC TRZ "ORION"

3.1 Improvement and justification of an effective financial labor motivation at JSR TRZ "Orion"

One of the ways of motivating employees of JSR TRZ "Orion" is financial incentives, which include compensatory and incentive payments. The structure of compensatory and incentive payments, their amount, the mechanism of using surcharges and allowances for JSR TRZ "Orion" are defined in the Regulation on remuneration of personnel (Fig. 3.1). Compensation payments are related to working conditions that affect human health. We attribute incentive payments and allowances to the variable part of payments. In our opinion, the main ones are the bonus for the complexity and intensity of work and the bonus for professionalism.

In order to create an effective incentive system at the enterprise, it is necessary to determine the goals of the remuneration system.

The main objectives of the remuneration system at JSR TRZ "Orion":

- attraction and retention of effective employees at enterprises;
- increasing the interest of employees in achieving the strategic goal (tasks) of the enterprise;
- increasing the interest of employees in carrying out changes at the enterprise on the basis of professional development and practical use of the acquired knowledge.
- increasing the degree of employee satisfaction.

As practice shows, in modern market conditions, the optimal ratio of the constant and variable part of the salary should be 60% and 40%, respectively. Only such a ratio, when the constant part exceeds the variable, forces the workers to carry out the plan, so as to receive a large part of their earnings. And the second (variable) part will establish the final fairness, since it will include only bonuses that clearly

make it clear what the employee received (for his contribution to the work results of the unit or the entire enterprise).

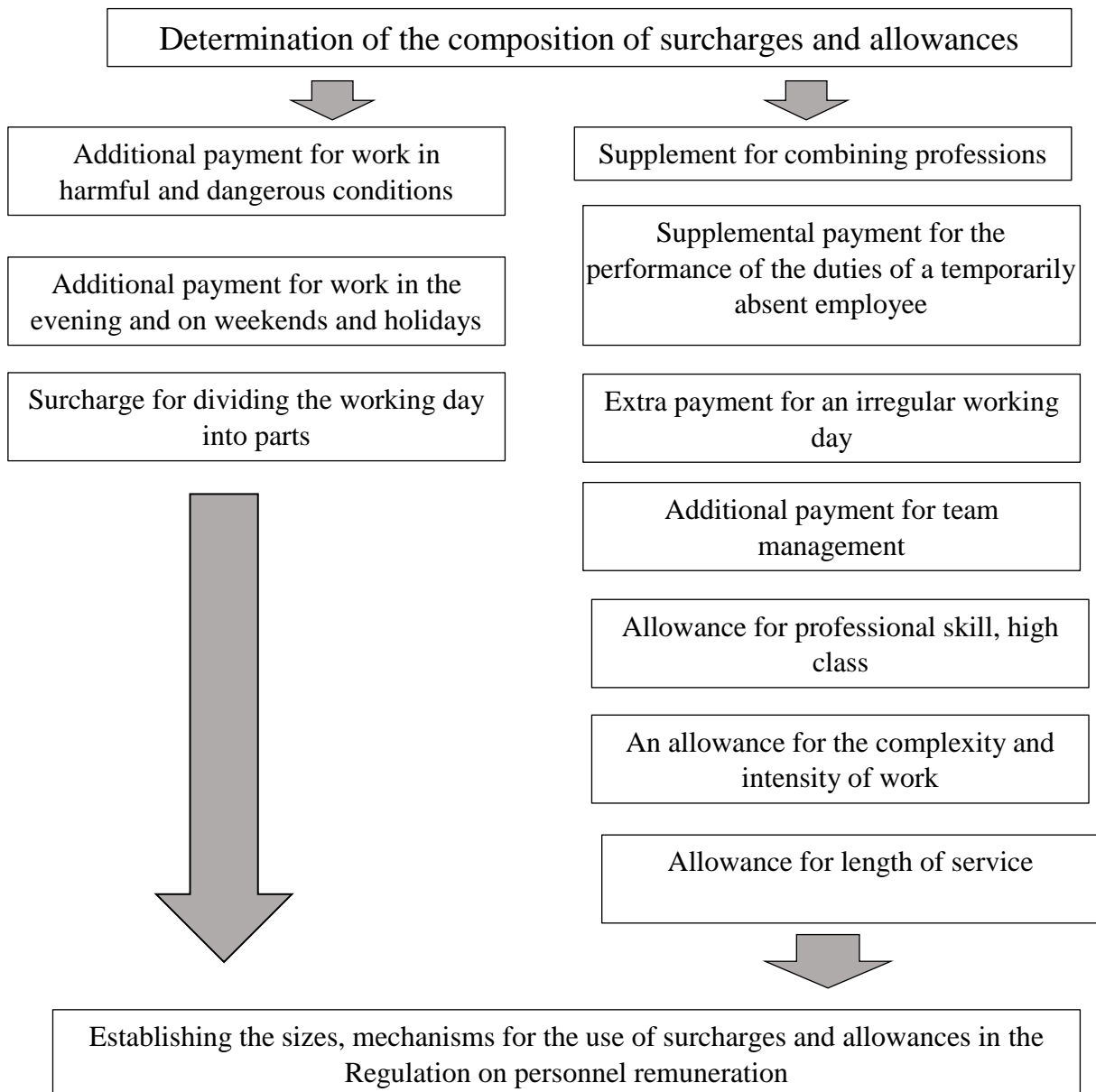


Figure 3.1 – Structure of compensation and incentive payments for employees of JSR TRZ "Orion"

Information about the structure of the reward system at JSR TRZ "Orion" is presented in table 3.1. The bonus award applies to all JSR TRZ "Orion" staff - based on the results of the half-year or the year. The amount of the bonus reward

is differentiated by size: depending on the increase in the volume of sales (compared to the previous year). It is calculated according to a certain formula, which is based on the size of the average monthly rate, the number of tariff rates and a certain coefficient of increase.

Table 3.1 – Structure of the reward system at JSR TRZ "Orion"

Type of award	Characteristics of the award				
	Staff categories (grades)	Bonus indicators	Categories for determining the amount of premiums	Source	Periodicity
Bonus	Managers (A, B)	Goals of the company and divisions	- the results of the company's work - management level	Profit	Half a year/year
	Specialists (C)	Goals of the company, divisions and employees	- the results of the company's work - personnel evaluation results		
	Workers (D)	Objectives of units	- results of individual work		
Award for performance of KPI (key performance indicators)	Grade A, V	Key indicators efficiency (KPI)	- the results of the units' work - distribution of indicators by weight	Cost	Quarter
	Grade C, D		- differentiation - by categories - staff		Quarter

Source: compiled by the author.

Compliance with industry regulations has little effect on the size of the bonus, it depends much more on the achievement of the company's strategic goals. Exceeding the plan also has little effect on the reward, as we are not interested in it. Thus, each group of personnel receives "its" bonus, taking into account the level of management, the level of the position and the degree of its influence on the final

result. The distribution of bonus remuneration between divisions and individual employees depends on the following factors (Table 3.2):

- degree of fulfilment of goals: company, division, individual;
- the degree of influence of the position on the achievement of the strategic goals of the company (at the same time, the lower the employee's status, the more the reward depends on his personal efforts, the higher the status - the more the reward depends on the success of the team as a whole).

Table 3.2 – JSR TRZ "Orion" bonus award distribution matrix

Grade	Whole companies	Objectives of units	Individual goals
A	100%	–	–
B	60%	40%	–
C	10%	40%	50%
D	–	30%	70%

The size of the worker's personal bonus reward depends only on his individual indicators, productivity and quality. If he had no comments on productivity, quality and work discipline during the year, he will receive the bonus in full. But at the same time, the amount that will be allocated to the payment of rewards depends on the fulfilment of the company's goals.

In addition, specialists and managers can receive an additional bonus for high personal results related to project management, for participation in projects, for personal achievements. For such achievements, the coefficient of the bonus reward can increase several times.

The most important thing in the system of rewarding for the performance of key indicators is the technology of forming indicators. We distinguish several groups of key performance indicators – KPI: enterprises (sales volume, profitability, net profit); individual business processes (strategic management, continuous improvement, etc.); divisions (influence on business process results, division efficiency, customer satisfaction level) and employees (contribution to division results, competencies, productivity, quality).

Today, the grade system and KPI are the two best salary calculation systems. In a pair, they completely unify the calculation of both components of the salary (permanent and variable).

In order for the employee to learn the conditions under which bonuses are calculated, should be no more than three:

- employees will receive a minimum bonus for their contribution to the unit's work results, as well as for the quality and quantity of fulfilment and over-fulfilment of obligations (plans);

- average premium – for contribution to the company's results and for individual records for specialists;

- the maximum premium, which is calculated for rational proposals, the implementation of which brought the company a profit in fact.

As part of this management approach, an orderly system of setting general and individual goals, development of key performance indicators (KPI) and mechanisms for evaluating the effectiveness of activities is proposed.

The difference from a fixed wage (salary) is that the variable part based on KPE stimulates the highest quality implementation of the "Work Plan", i.e. functional duties, as well as the fulfilment of the company's strategic goals. An employee's strategy-oriented motivation ultimately consists of a set of KPIs for which he is responsible, evaluation of performance affects the final bonus.

The most important thing in the system of rewarding for the performance of key indicators is the technology of forming indicators (Fig. 3.2). When implementing the KPI evaluation system, it is important to adhere to the vertical model of criteria composition planning. First, top management defines the main goals and assigns weight to each of them. The director establishes performance criteria for department heads and agrees with senior management. Heads of departments determine KPE and their weight for direct subordinates, who, in turn, form a list of performance criteria for their subordinates - the so-called KPE cascade. It is desirable to constantly replenish the list of indicators in connection with the appearance of new priorities, tasks, positions and positions.

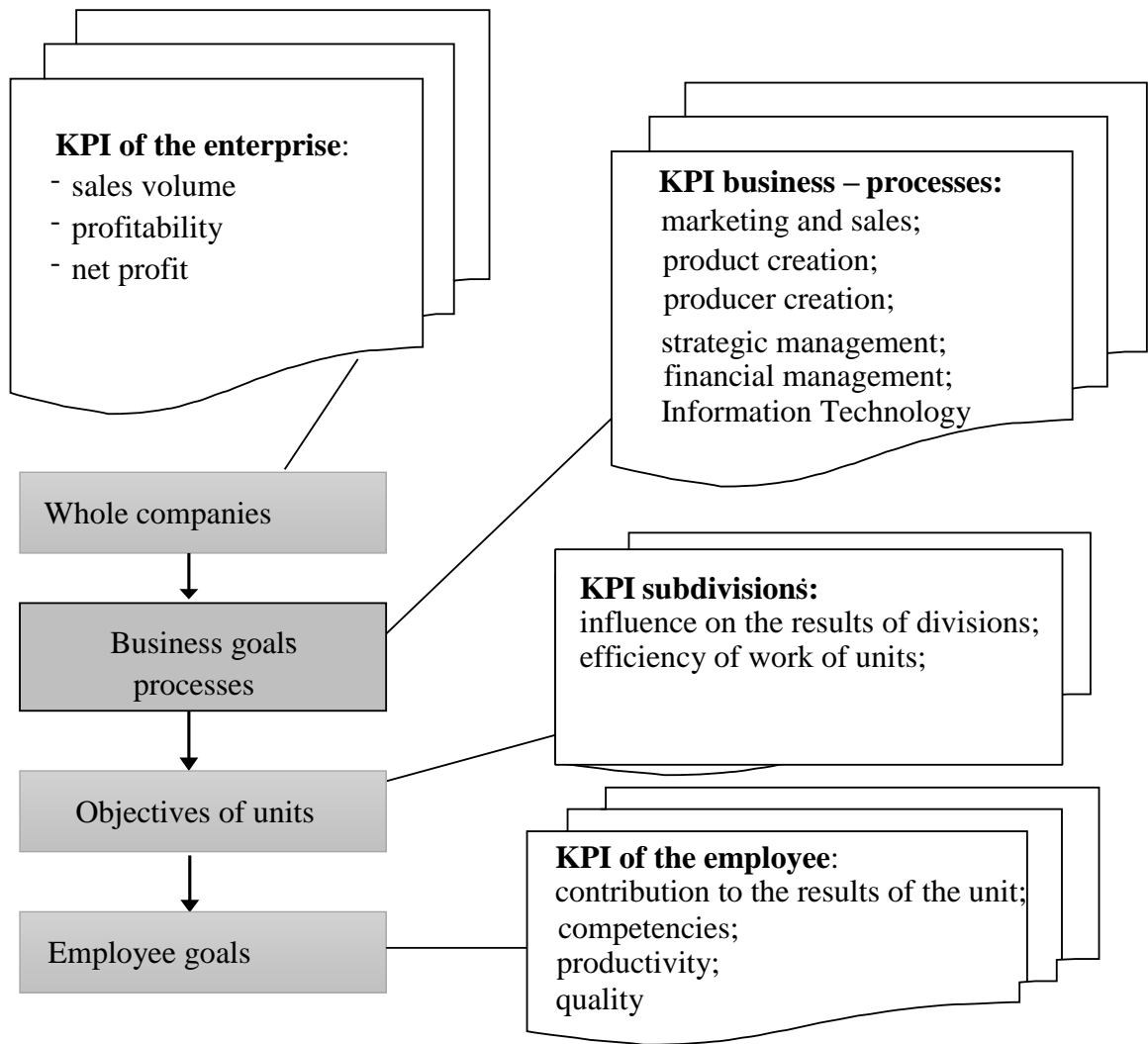


Figure 3.2 – Technology of formation of bonuses for employees of JSR TRZ "Orion"

In order to understand in detail, the impact of achieving the goal on the bonus that the employee will receive, it is necessary to consider in detail the typical bonus formula for the results of achieving KPI (without taking into account income tax) [29]:

$$\text{Total income} = \text{Salary} + 30\% \cdot \text{Salary} (K_1 \cdot \text{weight of } K_1 + K_2 \cdot \text{weight of } K_2 \dots + K_n \cdot \text{weight of } K_n) \quad (3.1)$$

This formula is an integral expression, and the final value informs about the percentage or ratio of the fulfilment of goals through KPI.

K_1 is a corrective factor depending on the degree of performance of the KPE employee, calculated on the basis of the bonus scale; weight of K_1 is a weight depending on the degree of importance of the indicator in the total number of indicators. The sum of the KPE components in the calculation formula is 100%; 30% of the salary is the basis for calculating the maximum bonus.

In order to determine the target values at which the bonus will be paid for each KPI, the bonus scale is used. It establishes at what percentage or KPI performance coefficient the corrective coefficient K_1, K_2, K_n acquires value: for the sake of a typical bonus formula. The bonus scale makes it possible to avoid the need to pay part of the bonus for the performance of KPI when its values are unacceptable, at the same time it allows to increase the value when the plan is over-executed (Table 3.3).

Table 3.3 – Staff bonus scale at JSR TRZ "Orion"

Number	Percentage of performance of KPI	Correction factor (K)	The value of K
1.	100 %	K_1	1
2.	90-99%	K_2	0,9
3.	80-89%	K_3	0,8
4.	70-79%	K_4	0,7
5.	60-69%	K_5	0,6
6.	50-59%	K_6	0,5
7.	< 50%	K_7	0

Below, in Table 3.4, data on the achievement of objectives through KPIs for JSR TRZ "Orion" grades and the importance of each KPI indicator are presented. Detailed calculation of premiums by grades after implementation of KPI. When performing KPI at 100%, the total income is calculated according to the formula [29]:

$$Total\ income_{max} = Salary + 30\% \cdot Salary (K_1 \cdot weight\ of\ K_1 + K_1 \cdot weight\ of\ K_2 \dots + K_1 \cdot weight\ of\ K_n) \quad (3.2)$$

The maximum aggregate income will include:

$$Total\ income_{max} = Salary + 30\% \cdot Salary. \quad (3.3)$$

Table 3.4 – Key performance indicators of JSR TRZ "Orion" grades

Number	Grade	Goals (indicators)	The weight of each target (importance)
1.	A, B	Solving complex complex analytical, technical, management problems, finding extraordinary solutions	0,25
		Using broadly defined policies and specific goals to evaluate and prepare solutions for changing situations.	0,1
		Research and planning, program development, policy and research initiatives	0,15
		Professionally formed skills, in which theoretical knowledge is supplemented by real work experience or increased due to additional training in specialization	0,03
		Development of company strategy, corporate policies, new programs, business plans	0,35
		Solving complex problems, characterized by a high degree of independence and responsibility	0,07
2.	C	High requirements for managerial skills, professional knowledge and personal qualities.	0,05
		Development of new procedures, findings and analysis of initiatives in the areas of programs and policy development and research	0,2
		Solving multifaceted situations affecting the use of various professional, technical, scientific principles and knowledge	0,18
		Coordination Responsible for the final result of the implementation of the main decisions program. In other cases, implements company policy or develops programs	0,17
		The performance of tasks assumes that in the process of activity, employees will necessarily use special knowledge, skills and abilities	0,12
		Diverse situations affect the use of various professional, technical, scientific principles and knowledge, primary analysis, primary identification and analysis with recommendations	0,13
3.	D	Work is organized and planned. Support is always available. Some new applications	0,35
		Solutions are within the agreed framework, new processes are being developed. Decisions are based on working knowledge and experience	0,25
		Activities are balanced between development and implementation	0,4

The minimum total income, when the KPIs were fulfilled by less than 50%, will be the amount of the basic salary. Since the amount of the bonus is calculated

once a month, the KPI is also determined based on the results of the activity for the month of the current year, and the total income, taking into account the bonus for the performance of KPI, is paid at the end of the month. The social package is aimed at creating comfortable, safe and socially protected working conditions for employees (Table 3.5).

Table 3.5 - Social package for employees JSR TRZ «Orion»

Number	Type of social assistance	Payments, UAH	Percentage of social package, %
1	Assistance in case of loss of working capacity	4800	28
2	One-time payments for memorable dates	3600	21
3	Social assistance (for the birth of a child, for the loss of loved ones)	5000	29
4	Payment of extra-normative per diems during business trips	4000	23
	TOTAL	17400	100

Source: compiled by the author.

So, it can be noted that the proposed motivation system allows optimizing the structure of personnel costs (Fig. 3.3).

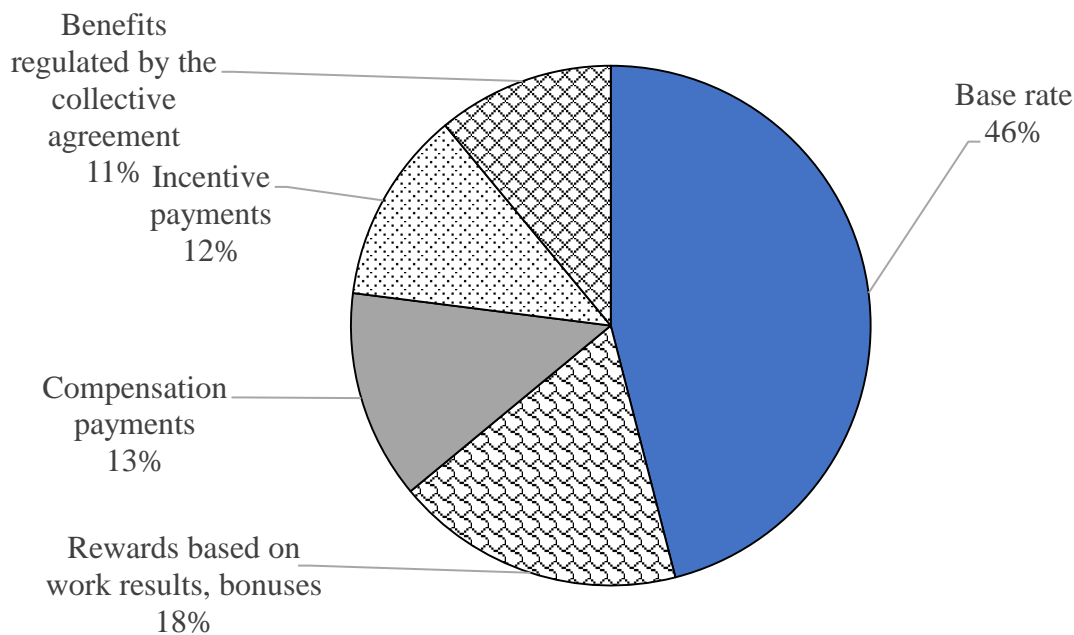


Figure 3.3 – The structure of staff maintenance costs

In this proposal, we implemented a modern, comprehensive approach: we took into account the regulatory requirements of the state, used the tools of management by objectives (KPI), employees will be given additional payments in accordance with their contribution. The fixed and variable parts of the salary are approximately equal. This means that people will feel confident enough, since half of their income is guaranteed to them - provided they meet the basic standards. At the same time, they have enough incentives to improve quality, work more intensively and creatively, since they can influence a significant part of their earnings independently. Thus, the payment of labor will really perform a motivating function.

3.2 Improvement of attestation and training system of as motivational factors for the development of JSR TRZ "Orion" personnel

Certification and training of the company's personnel is a necessary means of studying the quality of the personnel, its strengths and weaknesses. This is the basis for improving individual abilities and improving his qualifications. The driving force behind certification and training is the need for personnel development [18; 20]. Table 3.6 presents the advantages and disadvantages of methods for determining the need for training.

Table 3.6 – Advantages and disadvantages of methods for determining the need for training

Number	Method	Benefits	Disadvantages
1	2	3	4
1	Employee suggestions	The wishes of the employees themselves are taken into account on the basis of: knowledge of their own strengths and weaknesses; knowledge of one's own interests; vision of personal career development.	Employees submitting an application may be characterized by: insufficient knowledge of the company's goals and strategy; formalism and scepticism.

Continuation of Table 3.6

1	2	3	4
2	Certification of personnel	Managers have the opportunity to assess the potential of each subordinate. Regularity of the process.	There is a danger of setting too general criteria and getting too general assessments.
3	Analysis of employee performance	The following are ensured: clarity and specificity of assessments; connection of training with the goals and strategy of the enterprise. The motivation of employees to work efficiently increases	Cannot be applied to top managers.
4	Analysis of job instructions It is possible to assess the compliance of the requirements with the professional qualities of the employee.	Analysis of job instructions It is possible to assess the compliance of the requirements with the professional qualities of the employee.	It is difficult to estimate what kind of work will be done in the future.
5	Expert assessment of an independent consultant	The consultant gives an assessment based on: a deep understanding of the learning goals and strategy; special professional knowledge and experience.	The consultant's stock of knowledge about enterprises is limited.
6	Psychological assessment	The following are ensured: the connection of training with the company's strategy; direct assessment of specific employees; high accuracy of assessing the potential of employees; individual approach.	High costs. Not all employees readily agree to undergo testing and participate in training.

When determining the need for staff training, managers can use the following: business assessment results, certification results, personal interview with employees, manager's opinion, questionnaires.

Expert assessment by an independent consultant and psychological assessment require additional involvement of specialists and funds. Analysis of job instructions and analysis of employees' work does not take into account their potential. Therefore, we recommend using JSR TRZ "Orion" to determine the need for training: employee suggestions and certification.

Continuous training of personnel is associated with significant financial costs, control over the use of the budget is the most important component of professional

training management. There are two main factors that influence the size of the budget allocated for personnel development: firstly, the enterprise's need for qualified employees, and secondly, the enterprise's financial situation.

When calculating the budget for personnel training, it is necessary to take into account all components of costs. They include direct costs [21, 23]:

- salaries of instructors (coaches);
- rent of educational premises;
- materials and technical equipment.

The company does not include in the costs: lack of specialists at the workplace. Therefore, the availability of complete information on costs related to development will make it possible to choose appropriate methods of personnel training. Taking into account the minimization of budget costs and the features of JSR TRZ "Orion", we proposed a method of informal resolution of local problems for effective personnel training (Fig. 3.4).

In the process of work, the employee performs similar tasks associated with medium and high degrees of responsibility. Solving the latter requires significant physical, mental, and informational costs. A person may think that they do not have the resources to overcome work-related difficulties (problems). The method of informal resolution of local problems consists in the selection by the employee of the routine and new work, the tasks in which there are difficulties in solving them. This is done voluntarily by all employees of the department.

The list of problems is presented for discussion, which is held during working hours and lasts no more than an hour. The participants in the discussion cannot be heads of departments or higher-level managers. An informal leader takes over his function. The department selects a person (informal leader) once a year through open voting. The leader will be responsible for the regulation of the discussion and will monitor compliance with the assigned duties. The presence of all employees of the department is not mandatory, employees of other departments can also be involved if they contribute to the solved problems.

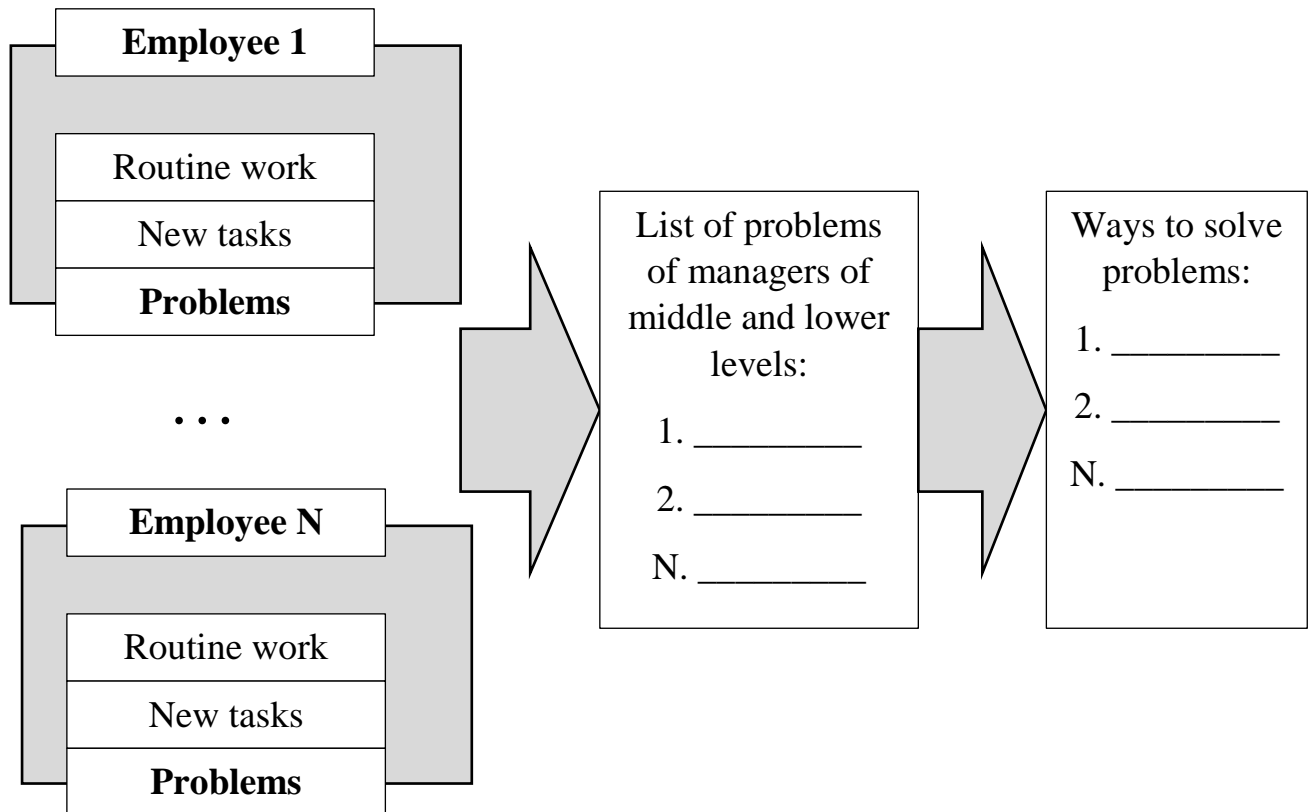


Figure 3.4 – Method of local problems informal solution³

The date of the discussion is determined by the leader and is held once a month, more often if there is a need for help from colleagues and the solution of which requires at least 5 hours; the list of problems per month exceeds six. The result of the discussion is a plan for solving each problem. Which includes: a development questionnaire, employee actions, assistant actions, a defined goal. A development questionnaire is a form used by an employee for a complete analysis of a problem and ways to solve it.

An assistant is another employee informally attached in his spare time for the period of problem solving. A problem that has not been solved for the current month is carried over to the next discussion.

Advantages of the method of informal resolution of local problems:

- reducing the adaptation period of employees;

³ Source: developed by the author.

- improvement of internal communications;
- team cohesion through teamwork;
- analysis of employees' work;
- elimination of problems in the work of employees;
- increasing the level of mutual assistance between colleagues;
- increasing the level of trust in the manager and employees due to collective responsibility.

Disadvantages:

- competition between formal and informal leaders;
- excessive reliance on other colleagues;
- costs of working time and separation from production.

The difference between learning by the method of informal solution of local problems and others lies in the use of an informal leader and his influence on the team. Solving difficult work issues through discussion by its employees. The method allows you to learn and learn from the experience of your colleagues in an informal setting.

Interdependent and inseparable from training is personnel certification, which is carried out previously, currently and as a summation of training results. It is the identification of the strengths and weaknesses of the company's employees, and not the submission of certification forms to the personnel department. Before the attestation, the goal is defined, and upon its completion, it is assessed whether it has been achieved. The information obtained as a result of the attestation procedure must be kept in the archives of the personnel department.

The purpose of certification is to identify and analyze the potential of the company's personnel. The action plan is a step-by-step distribution of functions and responsibilities of everyone in the certification system. We will conduct an attestation of the personnel department of JSR TRZ "Orion" and identify the need for training and the availability of appropriate skills for working with people.

Department certification will include two parts to balance objective and subjective factors. The first part is electronic testing. The second part of the conversation with the manager of JSR TRZ "Orion", which should be conducted as a dialogue. The duration of which should not exceed twenty minutes and not less than fifteen minutes. The topic of the conversation is "The role of each employee in JSR TRZ "Orion", what YOU do for your development and for the development of the company." The main stages of a manager's conversation with a subordinate are the manager's preparation for the interview, which is aimed at making each person feel the importance of the company. The beginning of the conversation, aimed at expressing trust and sincere conversation, for the employee to independently understand his actions and decisions. The final stage is summing up by the employee himself.

When conducting a conversation with employees, the manager should remember that the effectiveness of the conversation requires [22]:

- Avoid formations that complicate argumentation.
- Present your evidence as clearly as possible.
- Persuasiveness causes resistance on the part of the interlocutor, especially if he has an aggressive nature.
- Adapt arguments to the characteristics of the employee, take into account his tastes in the manner of conducting business.
- Use terminology understandable to the interlocutor.

The manager's list of questions for personality analysis should include:

- How is your family? How's your session going? (Questions on personal topics will allow the interlocutor to open an open conversation.);
- Are there any difficulties at work? Is there a need for new equipment? (Reveals the employee's need for information, technical means);
- How do you feel about studying in your field? Is it worth holding a seminar on the topic "..."? (It will allow you to understand whether a person is ready to spend his efforts for the sake of development.);

– Are you satisfied with the working conditions in the team? (Makes it possible to understand the status of a person in informal groups.);

– What are your plans for next year? What position do you see yourself in a year from now? (Indicate the employee's interest in long-term work at the enterprise.);

– Why do you think I am telling you this? (Allows the employee to draw conclusions independently.).

The manager's dialogue with his subordinate will allow not only to understand the employee's interest in work and development, but also show his importance in the enterprise system. The manager communicates with subordinates on a daily basis, giving out orders, forgetting that dialogue should be conducted not only when hiring or dismissing employees, but for general analysis of activities.

Electronic testing of an employee should include groups of the following questions:

1. Survey regarding the quality of the work process;
2. Questions on specialty;
3. Analytical questions on the employee's provision of appropriate resources;
4. Employee suggestions.

The indicated groups of questions will help to analyse not only the qualifications of the employee (group 2 of questions), but also to determine the possible reasons for ineffective work (groups 1.3 of questions) and solutions (group 4 of questions). In this way, not only the main reason for low-quality work is determined, but also secondary reasons for the full evaluation of the employee.

3.3 Implementation of the project to improve the management of personnel development, taking into account world experience

The results of research into the staff motivation system of JSR TRZ "Orion" make it possible to highlight the following recommended areas of employee development:

1) improvement of the company's policy regarding the selection of young specialists;

2) improvement of the policy of raising the educational level of employees.

Given the fact that the personnel work program includes contractors from various structural divisions and services, it is useful to reflect in it the responsible officials for different areas of work.

It should be noted that since personnel management functions are currently carried out by different departments, this responsibility can be borne by an employee of any of the departments involved.

Based on the above, it is possible to distinguish the following areas of development of the system of personal development of personnel:

1) improvement of the system of professional training of personnel;

2) improvement of the personnel rotation system.

Within the designated development zones, it is advisable to implement the following proposals for improving the personnel development system (Table 3.7).

Table 3.7 – Proposals for improving work with JSR TRZ "Orion" personnel

Development zone	Offers
1	2
Improving the company's policy in the field of attracting young professionals	<ol style="list-style-type: none"> 1. Redistribution of funds from the budget of the collective agreement to support young specialists 2. Improvement of the program of work with young specialists (increasing the flow of interns or interns, i.e. involving not only graduates, but also younger students)
Improvement of the professional training procedure	<ol style="list-style-type: none"> 1. Implementation of the system of development of professionally important characteristics of employees 2. Creation of a system of monitoring and analysis of the educational services market 3. Introduction of an electronic database on the offers of educational institutions
Improvement of the professional training procedure	<ol style="list-style-type: none"> 4. Transition to a training planning system taking into account the needs of the company, rather than the proposals of educational institutions
Improvement of the personnel rotation system	<ol style="list-style-type: none"> 1. Development and implementation of a personnel rotation system within the framework of personnel reserve training 2. Development and implementation of a system of career planning and vertical rotation of employees

It should be noted that there is a need to improve the incentive system for JSR TRZ "Orion" employees, especially in terms of establishing a fixed part of the salary.

Also, during the research, a number of topical problems were identified:

- 1) Impossibility of self-realization of personnel;
- 2) There is no provision for the formation of a reserve of the organization's personnel;
- 3) Minimal stimulation for independent development.

Therefore, the following measures can be proposed to solve these problems:

1. Staff development through training seminars, business games.

A system of professional trainings designed for the formation of professional skills is necessary for one or another profession. Lectures conducted by the heads of departments in the main areas of activity and seminars with the involvement of specialists from third-party organizations will create conditions for employee mobility, motivation and self-regulation, and even staff self-realization.

Communication training - with the help of this program, employees will get used to new work conditions faster, establishing good relations with the team. Organization of professional games that stimulate the development of personal and business qualities of employees.

The development of personnel along the career ladder has a positive effect on the motivation of employees, directly affects the financial indicators of the organization, and also provides a more favorable climate in the team and continuity in management.

2. Formation of the organization's personnel reserve.

It is necessary to implement actions aimed at the formation of the personnel reserve at JSR TRZ "Orion".

The sequence of development stages in this direction:

- 1) Nomination of candidates based on criteria and principles of formation. Nominating candidates is the responsibility of their direct supervisors, HR staff may also participate in this process. The best option is when the line manager is

responsible for nominating employees from the personnel reserve, because he is the one who can most adequately assess the employee's capabilities.

2) Creation of joint lists of candidates for the personnel reserve. Lists are created by HR staff based on input from line managers.

3) Psychodiagnostic measures aimed at establishing possible candidates for the reserve, leadership qualities, psychological, personal properties, degree of motivation and loyalty, as well as real attitude to joining the personnel reserve. Various methods can be used for this purpose. The most effective are interviews and evaluative business games, and the most time-saving and questionable in terms of results is psychological testing. A schematic presentation of the proposed measures is presented in Figure 3.5.

Based on the results of the submitted measures, personal psychological characteristics, recommendations and forecasts are compiled. This stage involves artificial (according to the results of psychodiagnostic measures and tests) and natural selection, when the candidate himself refuses to be accepted into the personnel reserve under any circumstances.

4) Creation of final (or clarified) lists of employees accepted into the personnel reserve, with a specific indication of the reserved position.

5) Official approval of the lists by order of the general director of the organization. Of course, the process of creating a personnel reserve can be transformed. The number of stages may vary depending on the selected model of reserve formation of a specific organization. Formation of personnel reserve at the enterprise will be a new stage in its work and development.

3. Development of an effective system of incentives for independent development with the help of mentoring, as well as development and adoption of regulations on personnel development.

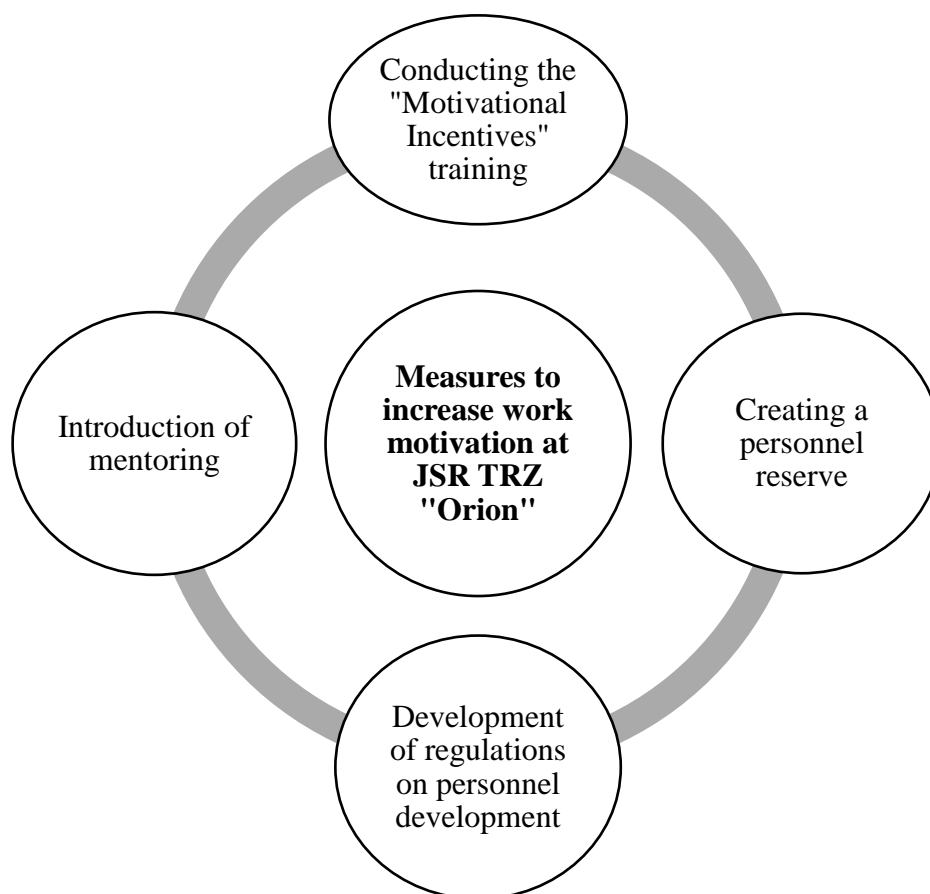


Figure 3.5 – Schematic presentation of the increasing the motivation of JSR TRZ "Orion" personnel main directions

These measures will allow the organization and its staff to significantly increase the level of the development system and develop stably in the future. In Table 3.8, we have marked the project activities, also indicated the conditional implementation dates and determined the person responsible.

Table 3.8 – Plan of measures for personnel development of JSR TRZ "Orion"

Activities	Frequency of conducting	Who is responsible?
1	2	3
Conducting the "Motivational Incentives" training	Every 6 months	HR Manager
Creating a personnel reserve	From 1 to 5 years	HR Manager
Introduction of mentoring in the organization	Once a year	HR Manager
Development of regulations on personnel development and its approval	Once a year	HR Manager

Next, we will consider the possible risks of the proposed measures (table 3.9).

Table 3.9 – Possible risks of the proposed measures to increase the level of motivation of JSR TRZ "Orion" personnel

Activities	Risk (possible event with negative consequences for the project)	Expected consequences of risk occurrence	Risk prevention measures	Actions in case of risk
Conducting the "Motivational Incentives" training	The emergence of problems during the transition from training to direct performance of real work	Unforeseen expenses	Management control	Prevention of problems with the help of leading specialists, referral to repeated trainings
Creating a personnel reserve	No need for a personnel reserve	Loss of staff time for candidate selection	Calculation of personnel turnover, as well as accounting of positions, require a reserve	Disband the reserve
Introduction of mentoring in the organization	Long-term adaptation of personnel to the forms of development indicated in the position	Insufficient understanding by staff of problems in the organization's development system	Training of personnel for innovations	Adjustment of the regulation on personnel development
Development of regulations on personnel development and its approval				

Having considered all points related to the risks of introducing these measures, it should be noted that the risks are minimal and the effectiveness of these measures is expected to be quite high. It is advisable to start the implementation of the proposed measures from the new reporting period. For this, a plan-schedule of measures for their implementation should be drawn up (table 3.10).

Table 3.10 – Estimated deadlines for the implementation of the JSR TRZ "Orion" staff motivation project

Activities	Duration	Start date	Completion date
1	2	3	4
Conducting trainings	2 months a year	01.01.2023 01.06.2023	01.02.2023 01.07.2023
Creating a personnel reserve	During the year	01.01.2023	01.01.2024

Continuation of Table 3.10

1	2	3	4
Stimulation of the personnel development system	Every 4 months	01.01.2023	01.02.2023
		01.05.2023	01.06.2023
		01.09.2023	01.10.2023
		01.01.2024	01.02.2024

If there is material and psychological support from the management, the employees of the organization feel much more confident in themselves and their choice of profession, as well as fulfil the goals and tasks set before them by the organization, and strive for their own development, achieving the best results.

Thus, in the process of implementing the project of improving the motivation system of JSR TRZ "Orion" employees, it is advisable to highlight the following stages:

- 1) improvement of the organizational and functional structure of personnel management units;
- 2) assessment of the personnel potential of the company, formation and implementation of the personnel development (training) program;
- 3) determination of long-term personnel needs and recruitment planning;
- 4) improvement of the personnel incentive system;
- 5) development of corporate culture (first of all, in the field of formalization of corporate norms and values and internal PR innovations).

We will conduct an economic justification of the effectiveness of the proposed measures. Costs for improving the staff motivation system of JSR TRZ "Orion" are presented in table 3.11.

Table 3.11 – Structure of projected costs of the project to increase the level of motivation of JSR TRZ "Orion" employees

Name of the event	Estimated amount of expenses, hryvnias.
Creating a personnel reserve	20000
Conducting training	26000
Stimulation of the personnel development system	13000
Development of corporate culture	16200
Together for a year	75200

To improve the reserve system, it is necessary to develop a methodology for which UAH 20,000 should be allocated. Training is necessary to improve the qualifications of employees. UAH 26,000 will be allocated for these purposes.

It is proposed to improve the personnel incentive system so that trained employees do not leave the company and do not lose money. UAH 13,000 are provided for this.

In addition to the above, the company needs to develop a corporate culture. Funds allocated for these purposes will be used for the organization of holidays, training programs, the introduction of a "hotline" – communication with the general director for employees, equipment of the enterprise with information stands.

The expected growth of the company's sales from measures to improve the personnel management system will be 0.5%. In connection with the forecast of revenues from the implementation of services for 2022, the expected amount of revenues will be UAH 25,043.7 thousand.

The economic effect of the implementation of measures is the difference between the planned increase in income from additional turnover, which will take place as a result of the implementation of the proposed measures, and the costs of these measures.

$$E = (R_M - C_M) - R_{LP} \quad (3.1)$$

де E – economic effect of the implementation of the measure, UAH;

R_M – the forecast indicator of revenue from implementation of measures and only under their influence, UAH;

C_M – costs for the implementation of measures, UAH;

R_{LP} – sales revenue for the last period, UAH.

$$R_M = \left(R_{LP} + \left(R_{LP} \cdot \left(\frac{R_{INCR}}{100} \right) \right) \right) \quad (3.2)$$

there R_M – the forecast indicator of revenue from implementation of measures and only under their influence, UAH;

R_{LP} – sales revenue for the last period, UAH.

R_{INCR} – the planned increase in sales revenue as a result of the implementation of the proposed measures, %.

Revenue after implementation of measures = UAH 25,168.92 thousand.

Calculation of the effect of the proposed measures:

$$(25168.92 - 75.20) - 25043.70 = 50.02 \text{ thousand UAH.}$$

The economic effect of measures can be:

- a) positive – expenditure on measures is less than additional profit;
- b) negative – expenditure on activities is higher than additional profit;
- c) neutral – the costs of the measures are equal to the additional profit.

Therefore, the economic effect of the proposed measures is positive, as the costs of the measures amount to UAH 75.2 thousand increased revenue by UAH 125.22 thousand.

The effectiveness of costs for the formation of a personnel motivation system can be determined using the profitability index of the proposed measures:

$$P = \left(\frac{E}{C_M} \right) \cdot 100\% \quad (3.3)$$

there E – economic effect of the implementation of the measure, UAH;

C_M – costs for the implementation of measures, UAH.

Let's calculate the profitability of the proposed measures:

$$(50,02 / 75,20) * 100\% = 66,52\%$$

Calculation of the payback period of the proposed measures, due to the increase in revenue from the sale of products caused by them:

$$PP = C_M/E \quad (3.4)$$

there PP – payback period due to the achieved increase in revenue, years;

C_M – costs for the implementation of measures, UAH;

E – economic effect of the implementation of the measure, UAH;

$PP = 75,20 / 50,02 = 1,5$ year or 1 year and 6 months.

So, we can conclude that the costs of forming a personnel motivation system will pay off within a year and a half.

Let's summarize the calculation results in table 3.12.

Table 3.12 – Projected economic effect of implementation of the JSR TRZ "Orion" motivation improvement project

Characteristic	Predicted value
Sales revenue for 2022, thousand UAH.	25043,70
Planned revenue indicator, thousand UAH.	25168,92
Costs for the implementation of measures, thousand hryvnias.	75,20
Economic effect from the implementation of measures, thousand hryvnias.	50,02
Cost effectiveness, %	66,51
Payback period, years	1,5

Summarizing the results of the study, it should be noted that the financial results should be adjusted at the time of the decision to hold the event. The total effect should be calculated separately for each situation, taking into account both internal and external factors, since any circumstances can affect the final result.

CHAPTER 4

OCCUPATIONAL HEALTH AND SAFETY IN EMERGENCY SITUATIONS

4.1 Features of the organization of occupational health at PJSC TRZ “Orion”

All potential industrial accidents and injuries can and should be prevented. To do this, it is necessary to ensure the creation of proper and safe working conditions at JSC TRZ “Orion”. Labour protection is a system of legal, socio-economic, organizational-technical, sanitary-hygienic and medical-prophylactic measures and means aimed at preserving the life, health and working capacity of a person in the process of work (Article 1 of the Law of Ukraine “On Protection Labour” [36]).

The components (directions) of labour protection are regulated by relevant regulatory documents or a system of regulatory documents. For example, legal issues - the Code of Labour Laws [37]; sanitary-hygienic and medical-prophylactic – sanitary norms and rules; organizational and technical – normative documents, state (national) standards of Ukraine and technical safety regulations; socio-economic – laws, resolutions of the Cabinet of Ministers of Ukraine, etc.

Organization of occupational health and safety at the enterprise depends on the employer. The task of the employer is also to ensure compliance with the rights of workers provided for in normative and regulatory acts on labour protection.

In order to create safe and healthy working conditions, JSC TRZ “Orion” performs, in particular, the following functions:

- forms relevant departments and appoints authorized persons to supervise compliance with labour protection requirements, approves internal rules, technological maps and standards;
- approves the collective agreement and takes comprehensive measures to maintain and improve the level of labour protection;

- develops a production optimization program, implements the latest technologies and scientific achievements;
- is responsible for the proper condition of industrial buildings, premises, production equipment and machines;
- takes urgent measures to help victims, organizes payment of compensation to such persons;
- initiates an impartial and objective investigation of accidents, studies the causes that led to the accident and approves a list of preventive measures aimed at eliminating the risks of similar causes in the future;
- bears personal responsibility for the level of labour protection and violation of its requirements by other persons;
- supervises workers' compliance with technological processes, established rules of conduct and work regime.

In addition, the employer is obliged to provide financing and organize preliminary (at the time of hiring) and periodic (during employment) medical examinations of employees engaged in heavy work, work with harmful or dangerous working conditions, or those where there is a need for professional selection, annual mandatory medical examination of persons under the age of 21.

Article 14 of the labour Law “On Protection Labour” [36] stipulates the following duties of the employee regarding compliance with the requirements of regulatory legal acts on labour protection:

- take care of one's own safety, as well as the safety of outsiders when performing work or while staying on the territory of the enterprise;
- use means of collective and means of individual protection;
- to know and fulfil the requirements of legal acts on labour protection, rules for handling machines, mechanisms, equipment and other means of production;
- undergo periodic medical examinations, training courses, briefings, certification of occupational safety knowledge.

Also, at the time of hiring and in the course of work, employees must undergo briefings, training on occupational health and safety issues, providing first

aid to victims of accidents and rules of behaviour in the event of an accident at the expense of the employer. The employee bears direct responsibility for the violation of the specified requirements.

The creation of a separate labour protection service in the company is mandatory if the number of employees is 50 or more. For smaller enterprises, it is allowed to transfer the functions of the labour protection service on a part-time basis to persons who have the appropriate training, or to engage third-party specialists on a contractual basis. The labour protection service of JSC TRZ "Orion" reports directly to the employer.

SOP specialists have the right to:

- to issue orders on the elimination of admitted deficiencies, to receive information, documentation and explanations on labour protection issues from the responsible persons;
- demand suspension from work of employees who have not passed the mandatory medical examination, training, instruction, certification of knowledge and do not have access to the relevant work;
- in the presence of a threat to the life and safety of workers — to suspend the production process;
- to initiate the issue of bringing guilty persons to justice.

Only the employer can cancel the prescription of the labour protection specialist.

In addition, in order to ensure the proportional participation of employees in creating comfortable and safe working conditions, a Commission on labour protection may be established by decision of the collective. The conclusions of such a commission are of a recommendatory nature.

Occupational health and safety at JSC TRZ "Orion" cannot be properly ensured without an adequate level of funding. The employer is the person responsible for the formation of material and monetary support for labour protection. For enterprises, regardless of the forms of ownership, or individuals who, in

accordance with the law, use hired labour, the costs of labour protection are at least 0.5 percent of the wage fund for the previous year.

In budgetary institutions, the amount of funding for labour protection is determined in the collective agreement, taking into account the financial capabilities of the enterprise. In the collective agreement, the parties envisage, in particular, comprehensive measures to achieve the established standards of safety, occupational hygiene and the industrial environment, increase the level of labour protection, prevent industrial injuries, occupational diseases, accidents and fires; determine the scope and sources of financing of these measures.

The list of measures and tools for labour protection, approved by Resolution of the CMU of June 27, 2003 No. 994 [38], determines which expenses belong to labour protection. This List, in particular, provides for the costs of purchasing the necessary literature; conducting training and testing knowledge on occupational health and safety issues for officials and other employees during their work and organizing lectures, seminars and consultations on these issues.

Employers may be prosecuted for non-compliance with labour protection spending norms. Public control over compliance with labour protection legislation is carried out by trade unions and their associations represented by their elected bodies and representatives.

Trade unions carry out public control over compliance with labour protection legislation, creation of safe and harmless working conditions, proper industrial and sanitary conditions, provision of workers with overalls, special footwear, other means of individual and collective protection. If there is a threat to the life or health of employees of JSC TRZ "Orion", the trade unions may demand from the employer the immediate cessation of work at workplaces, production sites, workshops and other structural divisions in general for the period necessary to eliminate the threat.

In the absence of a trade union at the enterprise, public control over compliance with labour protection legislation is carried out by a person authorized by employees. Legal entities and individuals who, in accordance with the law, use hired labour, are liable to pay a fine in accordance with the procedure established by

law for violation of the legislation on labour protection and non-fulfilment of the orders of officials of the executive authorities on labour protection supervision. The payment of a fine does not release a legal entity or an individual who, in accordance with the law, uses hired labour, from eliminating the detected violations within the specified time.

The maximum amount of the fine may not exceed five percent of the average monthly wage fund for the previous year of a legal entity or an individual who, in accordance with the law, uses hired labour.

Occupational health and safety costs are less than 0.5% of the labour remuneration fund for the previous year. A penalty of 25% of the difference between the estimated minimum amount of labour safety costs in the reporting period and the actual amount of these costs for such period, but not more than 5% of the average monthly wage fund for the previous year

Non-payment or incomplete payment of a fine Pena for the unpaid amount of the fine or its part at the rate of 120% of the annual NBU accounting rate that was in effect during the period of such non-payment, for each day of delay. Funds from the application of fines are credited to the State Budget of Ukraine.

4.2 Organization of industrial enterprise employees' civil security

Any crisis changes our daily life. When an emergency occurs, the simple things we are used to can quickly become unavailable. In today's world, in addition to the military threat, attacks on critical infrastructure, transport, IT systems, communications, etc. have spread. For example, attacks can disrupt health services, communication systems, and power supplies.

However, we must always be prepared for emergency situations, and therefore it is extremely important to know exactly what each of us can do in a crisis. This especially applies to situations when the services we are used to counting on are forced to work in an emergency mode. Of course, state and local authorities, services and institutions are responsible for supporting the functioning of society

and providing assistance. However, each individual citizen also shares in the collective responsibility for the security of our country.

The legal basis of civil protection (hereinafter – CP) is the Constitution of Ukraine [36], the Code of Civil Protection of Ukraine (CPU) [37], other laws of Ukraine, as well as acts of the President of Ukraine and the Cabinet of Ministers of Ukraine.

The following main components of the central nervous system are distinguished, such as:

- protection of the population and territories from emergency situations;
- prevention of emergency situations;
- response to emergency situations and liquidation of their consequences;
- provision of civil protection measures.

State policy in the field of civil defense is implemented thanks to the unified state system of civil protection (USSCP) [38]. It consists of functional and territorial subsystems and their links. Depending on the scale and features of the emergency situation, the USSCP functions in the following modes: day-to-day functioning; heightened readiness; emergency situation; state of emergency

The mode of daily functioning is established under the conditions of normal production and industrial, radiation, chemical, seismic, hydrogeological, hydrometeorological, man-made and fire conditions and in the absence of epidemics, epizootics, and epiphytotic. If there is a threat of an emergency situation, then by decision of the Cabinet of Ministers of Ukraine, regional and city state administrations, a state of heightened readiness is temporarily established for the USSCP in full or partially for some of its territorial subsystems. And in the case of an emergency situation, the regime of an emergency situation.

The state of emergency is temporarily established within the territory where the legal state of emergency has been introduced in accordance with the Law of Ukraine “On the Legal State of Emergency” dated March 16, 2000 No. 1550-III. Central Committees are organized at all enterprises, institutions and organizations, regardless of the forms of ownership and subordination.

The object level of the territorial subsystem of the USSCP is one of the most important elements of combating man-made and natural emergency situations. Tasks and responsibilities of business entities in the field of CP are defined in Article 20 of the CP. Thus, the duties of business entities include, in particular, the following:

- provide workers with means of individual and collective protection;
- post information about safety measures and appropriate behaviour in the event of an accident;
- organize and carry out evacuation measures for employees and property during emergency situations;
- to create the object formations of the Central Intelligence Agency, the material and technical base necessary for their functioning and to ensure the readiness of these formations to act as intended, etc.

The structure of the object link of the territorial subsystem of the USSCP is formed by the management bodies, forces and means of the Central Committee. They are created at enterprises by order or order of the manager to ensure the organization of prevention, response and liquidation of emergency situations and their consequences.

The structure of the facility-level central office includes:

- permanent management bodies of the central office – the head of the central office of the enterprise, a specially appointed person for emergency situations, duty and dispatching services;
- coordinating management bodies – the commission on emergency situations;
- management bodies for liquidation of emergency situations — special commission, authorized manager, headquarters for liquidation of emergency situations;
- the forces of the Central Intelligence Agency of the enterprise – non-military formations and specialized services of the Central Intelligence Agency, their formation and formation of general purpose;

- object evacuation commission.

The authority and duties of the head of the central office are performed by the head of the enterprise. In order to protect against man-made and natural emergencies, enterprises plan and implement measures to protect employees, business facilities and the environment, as well as:

- support in readiness for the use of force and means to prevent emergency situations and eliminate their consequences;
- create and maintain material reserves for the prevention and elimination of emergency situations;
- employees are informed about the need to promptly report threats or emergency situations.

The head of the center must also take organizational, engineering-technical, sanitary-hygienic and other measures. As evidenced by the analysis of emergency situations over the past 5-8 years, a significant number of various emergency situations occur at the facility level. It also includes production enterprises, institutions, organizations, establishments (hereinafter – enterprises) with the number of employees of 50 people and less in the field of production, logistics, trade, education and science, medicine, entertainment industry, etc.

The life and health of the staff and visitors of these enterprises and the extent of the damage will depend on the effectiveness of the development and implementation of measures to prevent and eliminate an emergency situation in the event of its occurrence. In accordance with the Code of Civil Protection of Ukraine, training of personnel at enterprises, regardless of the form of ownership, for actions in emergency situations is carried out according to a specially developed scheme of measures for the protection of the population and territories.

For large and small enterprises, the system of emergency protection measures includes:

- planning and implementation of the necessary measures for the protection of employees and business facilities;

- development of plans for localization and liquidation of accidents with further coordination with the State Emergency Service of Ukraine;
- maintenance in readiness for the use of forces and means to prevent the occurrence and liquidation of the consequences of emergency situations;
- creation and maintenance of material reserves for the prevention and liquidation of emergency situations;
- ensuring timely notification of its employees about the threat of occurrence or in the event of an emergency situation.

The above measures are of a general nature, they do not fully take into account the specifics of a particular enterprise, the number of employees, the volume and type of production, etc.

The main feature of the actions of small enterprises in the event of a threat or emergence of emergency situations is, first of all, the protection of personnel and visitors. Based on this, Art. 130 of the Civil Protection Code of Ukraine provides that at enterprises with a staff of 50 or less, instructions are developed and approved regarding actions in the event of a threat or emergence of emergency situations.

In addition, in the field of industrial production, small enterprises may include those with more than 50 employees. Instructions for such enterprises are developed according to the decision of the relevant territorial body of the State Emergency Service of Ukraine.

The developed instruction should not contradict the provisions and requirements of the Code of Civil Protection of Ukraine. The instruction is developed and signed by an official of the enterprise in matters of civil protection, approved by the head of the enterprise and delivered to all employees for signature.

In addition to the Instructions, the small enterprise develops an evacuation plan in the event of a fire or the threat of an explosion. This is especially important for those objects on the territory of which there may be a significant number of visitors. Some specific measures that are not reflected in the normative documents of the enterprise need to be included in the job descriptions of employees. In addition, at a small enterprise, it is necessary to develop and demonstrate to all

employees the Procedure for 24-hour notification of management and employees in the event of a threat or an emergency situation.

All employees of the enterprise must be trained in actions, clearly know their duties and consistently perform them. This also applies to the administration of a small enterprise, which in an extreme situation cannot make wrong decisions or give unreasonable orders.

CONCLUSIONS

Thus, in the presented master's thesis the improvement of employees' motivation is investigated. The purpose of the master's work is substantiation of project decisions to increase the effectiveness of the motivation of the company's personnel, search for the most optimal methods and means of stimulating human resources.

The object of the research of the presented work is the instrument-making enterprise of the city of Ternopil JSR TRZ "Orion". The organizational structure of this enterprise is quite extensive. The organizational structure of management is headed by the chief director, who reports to four deputies. Each of the deputies organizes a separate functional direction of the enterprise.

Among the categories of personnel, the most numerous are the category of production personnel, followed by administrative personnel. In the dynamics of 2019-2020, the specific weight of administrative personnel increased, while the specific weight of other categories of personnel decreased. Analysis of personnel turnover showed that the movement of personnel to Orion is quite significant. Thus, in 2020, 52 people were dismissed, of which 37 were of their own volition. Instead, 44 people were hired. Thus, the company constantly spends a lot of time and money on training new employees.

To see how this is reflected in the efficiency of the enterprise, we conducted a study of the labor productivity of employees. The results of the study showed a significant increase in the amount of work per employee, but a relatively small increase in labor productivity. This makes it possible to conclude that the work of new employees is not very productive, and high staff turnover reduces the overall efficiency of the enterprise. Therefore, we developed a number of proposals to reduce staff turnover and improve the motivation system at the enterprise. First, we analyzed the main motivational methods that can be used on Orion. These are direct

and indirect economic incentives, as well as social incentives. Each of these groups of incentives is quite effective, you just need to skillfully combine them.

Next, we analyzed the distribution of the company's employees by salary level and saw that only 9% of employees have high salaries. This is the top management of the company. About 42% of working people have a rather low salary, which does not allow them to fully feed their own family. Therefore, we believe that material incentives at the enterprise are quite imperfect. We offer a technology for the formation of bonuses for the company's employees. This technology involves the introduction of the labor participation coefficient (KTI) to determine the contribution of a specific employee to the work of the enterprise. This ratio will have three levels: KTI at the level of the enterprise, business process, department, or specific employee. Bonus points will be credited to the employee's contribution.

The number of points will be adjusted using the bonus scale. The largest contribution to the development of the enterprise as a whole can be taken into account in the amount of 100%. Contributions at the level of a department or an individual employee will have appropriate adjustment factors. We suggest dividing the key indicators for employee evaluation into three main groups. Each of these groups will have a certain weight in the evaluation process. Everything will depend on the goals that each specific employee has achieved. These indicators must be communicated to every employee of the enterprise. And the employee will rationally distribute his efforts and productivity to achieve the appropriate result. Such a system will encourage employees to perform their duties more diligently.

Another effective incentive is the provision of a social package for each employee. Such a social package may provide for a series of payments that the employee receives in the event of a special event or a memorable date. This will allow the employee to feel needed and socially protected. After the proposed innovations, the staff remuneration structure will look as follows: the base rate will be less than half of the received remuneration. Other payments will be based on the achievements of the individual employee and his contribution to the development of the enterprise or division. This will stimulate employees to work more efficiently.

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