

Ministry of Education and Science of Ukraine
Ternopil Ivan Puluj National Technical University
Economics and management faculty
Management and Administration department

EXPLANATORY NOTE

to the Master's paper

ON TOPIC

**“Study of the company staff motivation system
(LLC “HOTEL COMPLEX “GLOBUS” as a case study)”**

Performed by: 6-th year student

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Ministry of Education and Science of Ukraine
Ternopil Ivan Puluj National Technical University

Faculty	Economics and management
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MASTER'S PAPER TASK

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1. Master's paper Topic:

"Study of the company staff motivation system (LLC "HOTEL COMPLEX "GLOBUS"
as a case study)"

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Chapter 1. Theoretical foundations of employee motivation in organizations.

Chapter 2. Analysis of the work of the staff at LLC "Globus" Hotel Complex.

Chapter 3. Ways to improve the efficiency of staff motivation at LLC "Hotel Complex "Globus".

Chapter 4. Occupational health and safety in emergency situations.

5. List of tables and figures:

The motivation process. Material and moral types of motivation in the workplace. Test for determining the level of motivation in an organization. Stages of the staff motivation process in hotel and restaurant organizations. Material and non-material motivation methods in hospitality industry organizations.

stages of the process of forming a stable workforce. Types of economic activities of LLC "Globus" Hotel Complex. Management structure of the Hotel Complex "Globus". Competitor evaluation of the Hotel Complex "Globus".

Comparison of the 'Globus' Hotel Complex with competitors. SWOT Analysis of the "Globus" Hotel Complex. Report on financial results for 2020 of LLC "Hotel Complex 'Globus'".

Analysis of labor movement at LLC "Hotel Complex Globus". Payment system at LLC "Hotel Complex Globus". Saaty scale. Hierarchical model for assessing the corporate climate of the LLC Hotel Complex "Globus". Expenses for Improving working conditions at the LLC "Globus" Hotel.

6. Consultants to Master's paper Chapters

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№	Content	Chapters Deadline	Note
	Introduction	September	Done
1.	Theoretical foundations of employee motivation in organizations.	October	Done
1.1	The essence of employee motivation.	October	Done
1.2	Characteristics of employee motivation in the hospitality industry.	October	Done
1.3	The importance and role of motivating personnel in an organization.	October	Done
1.4	The problem of employee turnover in hospitality enterprises.	October	Done
2.	Analysis of the work of the staff at LLC "Globus" Hotel Complex.	November	Done
2.1	General description of LLC "Globus" Hotel Complex.	November	Done
2.2	Analysis of the work of the LLC "Globus" Hotel Complex.	November	Done
2.3	Analysis of the work and composition of the staff at LLC "Hotel Complex "Globus".	November	Done
2.4	Payment system at the studied enterprise.	November	Done
3.	Ways to improve the efficiency of staff motivation at LLC "Hotel Complex "Globus".	November	Done
3.1	Identifying priorities in the work process of employees at LLC "Hotel Complex "Globus" through surveys.	December	Done
3.2	Identifying priority areas of motivation for staff at LLC "Hotel Complex "Globus" using the pairwise comparison method (Saaty's method).	December	Done
3.3	Improving working conditions and the socio-psychological climate in the team.	December	Done
4.	Occupational health and safety in emergency situations.	December	Done
4.1	Description of the state and organization of the occupational safety process at the LLC "Globus Hotel Complex".	December	Done
4.2	Ensuring the effective work of staff in the development and implementation of measures for the evacuation of staff and clients of the complex	December	Done
	Conclusions	December	Done
	References	January	Done

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ABSTRACT

Topic: Study of the company staff motivation system (LLC “HOTEL COMPLEX “GLOBUS” as a case study).

Master’s Degree Paper consists of 65 pages, 8 figure, 16 tables, and 35 references.

The subject of research – employee motivation in the organization.

The object of research is the personnel management of the organization.

The aim of the Master’s paper is to analyze possible ways to stimulate the work of the personnel at the studied enterprise, identify potential prospects for development and growth, and provide recommendations for improving the effectiveness of employee motivation.

The results are obtained with the following research methods: analysis of scientific sources, generalization, systematization, logical method, coefficient and comparative method, sociological survey, and questionnaire.

The practical significance of the results lies in the development of measures aimed at improving the effectiveness of the employees’ work at the studied enterprise. As a result of applying these recommendations, the employees’ attitude towards work will improve, leading to better interaction with clients, which will enhance the company’s overall image and, consequently, its profits.

Keywords: labor resources, personnel, efficiency improvement, motivation, work stimulation.

АНОТАЦІЯ

Тема: Дослідження системи мотивації персоналу організації, на прикладі ТОВ «ГОТЕЛЬНИЙ КОМПЛЕКС «ГЛОБУС».

Кваліфікаційна робота магістра: 65 сторінок, 8 рисунків, 16 таблиць, 35 літературних джерел.

Предмет дослідження – мотивація персоналу організації.

Об'єкт дослідження – управління персоналом організації.

Метою роботи є аналіз можливих шляхів стимулювання праці персоналу досліджуваного підприємства, визначення можливих перспектив для розвитку та росту, надання рекомендацій щодо підвищення ефективності стимулювання роботи працівників.

Методи дослідження – аналіз наукових джерел, узагальнення, систематизація, логічний метод, коефіцієнтний та порівняльний метод, соціологічне опитування, анкетування.

Практичне значення роботи полягає у розробці заходів, які сприятимуть підвищенню ефективності роботи персоналу досліджуваного підприємства. Внаслідок застосування цих рекомендацій покращиться ставлення до роботи працівників, і, як наслідок – зросте якість їх взаємодії з клієнтами, що дозволить підвищити загальний імідж підприємства і, відповідно, його прибутки.

Ключові слова: трудові ресурси, персонал, підвищення ефективності, мотивація, стимулювання праці.

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INTRODUCTION

Relevance of the topic. Nowadays, employee motivation is one of the major challenges within organizations due to the increasing competition and the necessity of having engaged and high-performing employees in the work teams at all costs.

It's worth noting that this motivation is closely linked to performance in the workplace. The more motivated an employee is, the more productive they will be. Conversely, an unmotivated staff member will not give their best, and this will inevitably be reflected in their performance and that of the organization as a whole.

The issue of employee performance and motivation never loses its importance. Finding ways to enhance the effectiveness of stimulating the workforce allows the full potential to be realized, demonstrating to employees their value and significance. A crucial element for improving employee performance is studying the enterprise itself, its financial condition, competitive environment, and other factors.

The purpose of this study is to analyze possible ways to stimulate the work of the personnel at the studied enterprise, identify potential prospects for development and growth, and provide recommendations for improving the effectiveness of employee motivation.

The study established and addressed the following objectives:

1. To examine the theoretical aspects of human resource management in enterprises in general and in the hotel and restaurant industry in particular;
2. To study material and non-material methods of work motivation;
3. To analyze the operations of LLC «Hotel Complex Globus»;
4. To develop proposals for measures to improve the effectiveness of the staff at the studied enterprise;
5. To assess the state of life safety at the enterprise;
6. To provide recommendations for ensuring the effective performance of personnel in developing and implementing measures for evacuating staff and clients of the complex.

Research methods: analysis of scientific sources, generalization, systematization, logical method, coefficient and comparative method, sociological survey, and questionnaire.

The **practical significance** of the work lies in the development of measures aimed at improving the effectiveness of the employees' work at the studied enterprise. As a result of applying these recommendations, employees' attitudes toward work will improve, leading to better interactions with clients, which will enhance the overall image of the enterprise and, consequently, its profits.

CHAPTER I

THEORETICAL FOUNDATIONS OF EMPLOYEE MOTIVATION IN ORGANIZATIONS

1.1 The essence of employee motivation

The word "motive" comes from Latin, meaning "to move" or "to push." In French, "motivation" ("le motif") translates as reason, impulse, or cause for an action or deed. Arthur Schopenhauer used this term in such a context in his work "The Fourfold Root of the Principle of Sufficient Reason", after which it began to be used to explain the reasons for human behavior.

Motivation is a multifaceted phenomenon, and both foreign and domestic scholars have dedicated their research to this complex topic, as evidenced by their substantial contributions in this field. One of the first scholars to classify human needs was the Ukrainian scientist M. Tugan-Baranovsky.

Motivation refers to the forces that drive an employee of an organization to take action, thereby leading to the achievement of goals. Motivation is a prerequisite for employees to carry out accepted decisions and planned tasks within enterprises.

Motivation is the encouragement for people to work effectively to achieve high performance. Why is motivation important? If we look at the formula for achievements (see formula 1.1), we can see that motivation, alongside employee abilities and resource availability, is a component of organizational achievements. To achieve maximum performance, all three conditions must also be maximized:

$$\text{Achievement} = \text{Abilities} \times \text{Motivation} \times \text{Resources} \quad (1.1)$$

The motivation process is as follows (see Figure 1.1): employees move from a need to a motive, then to behavior, followed by consequences, and finally to satisfaction or

dissatisfaction.

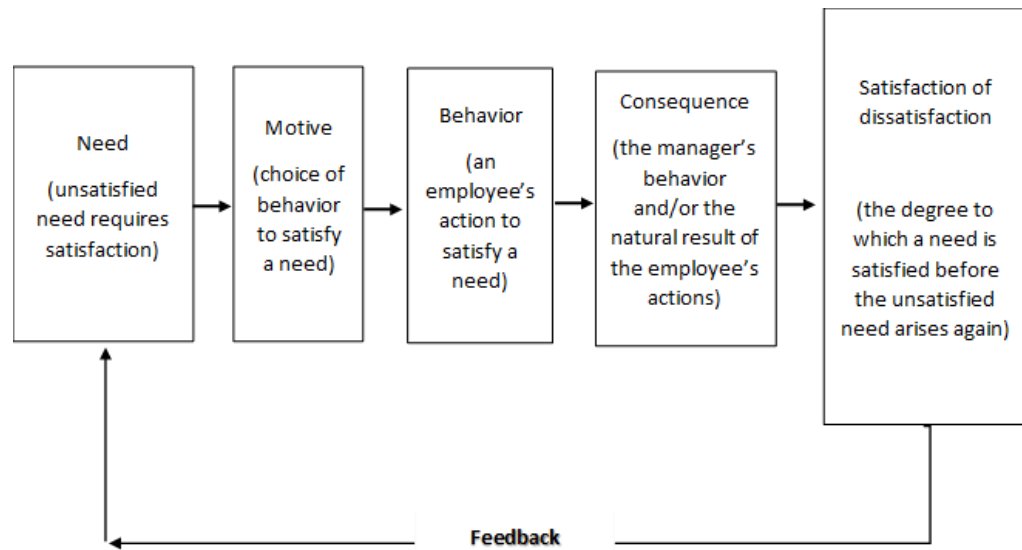


Figure 1.1 – The motivation process

If a manager wants to get work done by their employees, they can either promise a reward (positive motivation) or apply force and fear (negative motivation). Both of these types are widely used by managers. Positive motivation is typically based on rewards and leads to good team spirit, cooperation, and a sense of happiness. Examples of positive motivation include praise, salary, gratitude, and delegation. Negative motivation is based on force and fear, pushing employees to act simply to avoid an unpleasant situation. Negative motivation can reduce motivational satisfaction. Negative stimuli can be either moral (reprimands, public criticism, warnings) or material (fines, denial of privileges, lack of promotion). However, no manager completely avoids using negative motivation at some point.

There are many theories of motivation, each offering its own explanation of this complex phenomenon. Motivation theories are divided into groups:

1. Content theories, which consider human needs;
2. Process theories, which explain human behavior.

Motivation is one of the functions of management, meaning it is part of a manager's daily work. Managers at all three levels of management are involved in employee motivation

to some extent:

- Managers at the institutional level develop a comprehensive motivation system for the organization. This system is designed with several requirements: it should influence the motivational mindset of employees, consider the needs and interests of all employees, as well as those of the organization, and consider external influences on the organization.
- Managers at the managerial level seek specific forms and methods to implement this motivation system.
- Managers at the technical level apply concrete methods of motivation and, understanding the individual needs of employees (which can vary greatly), select personalized methods to motivate them.

The Labor Code includes only general norms regarding the use of incentives. Article 143 of the Code states that the encouragement of employees is regulated by the collective labor agreement. Article 144 of the Code declares that employees who conscientiously perform their work have advantages in promotion, as well as priority rights and benefits in the sphere of domestic and cultural services.

Motivation involves encouraging someone to do what you want, or on an individual level, the desire to do something for oneself for a specific reason. Motivation comes from two sources: yourself and others. Based on this, there are two types of motivation: external and internal. External motivation comes from others, while internal motivation comes from within yourself. Rewards can also be external or internal. External rewards include recognition, praise, financial compensation, or status. Internal rewards are intrinsic to the individual, such as satisfaction or a sense of accomplishment. A person driven by internal motivation works not for financial rewards, but for achieving inner harmony.

A highly motivated person works hard at their job; an unmotivated person does not. The most important thing for everyone is to motivate themselves. One way to do this is to find the right job in the right organization. A manager should:

3. Respect individual differences;
4. Clearly understand what people want from their work;

5. Distribute rewards to satisfy the interests of both individuals and the organization. There are two types of incentives: material and moral (psychological) (see table 1.1).

Table 1.1 – Material and moral types of motivation in the workplace

Material rewards Salary	Moral rewards Work or organizational incentives
Bonuses Participation in share capital	Relations with management Stimulation in free time
Copartner ship	The atmosphere in the team
Additional payment plans	Expression of social recognition
Savings funds Training programs	Organization of leisure and recreation Promotion
Provision of services	
Obtaining loans	

To determine the level of motivation within an organization, a test presented in table 1.2 can be used. The higher the total score, the more motivated the organization's employees are. This test can be used by any manager in the organization.

Table 1.2 – Test for determining the level of motivation in an organization

Manifestations	Motivation Level				
	Never (0)	Sometimes (1)	Average (2)	Often (3)	Always (4)
1. Employees work diligently	0	1	2	3	4
2. Employees arrive to work on time	0	1	2	3	4
3. Employees follow work requirements	0	1	2	3	4
4. Employees perform work with high quality	0	1	2	3	4
5. Employees enjoy their work	0	1	2	3	4
Motivation Indicators	Lowest (4)	Low (3)	Average (2)	High (1)	Highest (0)
6. Employee turnover	4	3	2	1	0
7. Labor productivity	0	1	2	3	4

1.2 Characteristics of employee motivation in the hospitality industry

In the hospitality industry, personnel play a more crucial role than in other sectors. Some organizations may be more reliant on various technologies, where the role of humans is secondary and limited to managing them. However, in restaurants and hotels, staff play a primary role as they constantly interact with clients, assist, consult, and more.

In today's world, technology, especially IT, plays a significant role in tourism. IT technologies have already taken their rightful place in areas such as online booking, information, and ordering. In high-tech countries like Japan, some hospitality establishments have replaced 90% of human service with robots. However, a full replacement of staff with robots and technology worldwide, including in Ukraine, will not happen anytime soon due to the high cost of such technologies. Therefore, personnel remain the main asset of tourism organizations.

If you ask the head of a tourism organization to name the factors that contribute to its success, they will list personnel among the first. This indicates that the manager recognizes the role that quality service plays in the competitive struggle. Employees themselves must understand that providing quality service, which clients expect, is the most important aspect of their job. Customers continually demand good service, and those organizations that can offer the best service through their personnel will have an advantage over competitors. Every employee's contribution is invaluable.

To ensure that staff perform their best, they need to be appropriately motivated. The mechanism of motivating hospitality staff does not significantly differ from those used by organizations in other sectors. It can be represented in seven stages (see figure 1.2).

We will explain each stage of the motivation process. First, it is necessary to identify the real needs and motives of the staff. Without considering these needs and motives, it is impossible to influence employees effectively. Sometimes, managers create staff motivation programs that they believe are good, but they are not well-received by the staff because they were developed without considering the employees' actual needs. As a result, such motivation does not effectively influence the workforce.

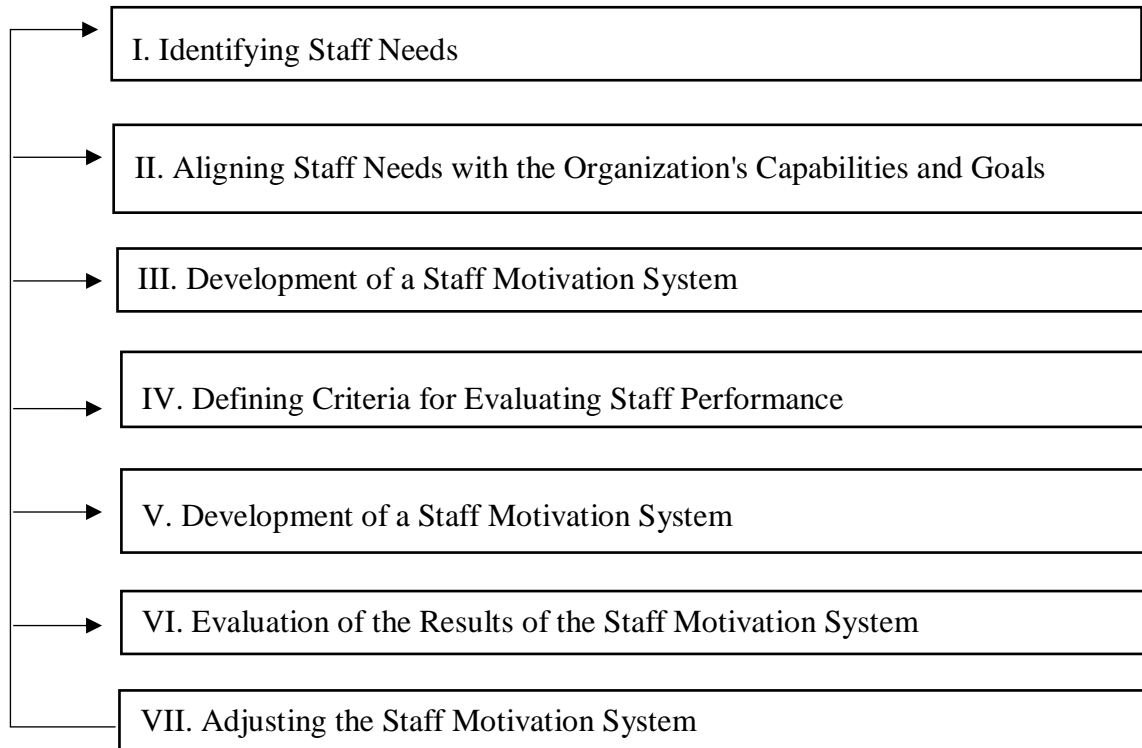


Figure 1.2 – Stages of the staff motivation process in hotel and restaurant organizations

There are two ways to determine the true motives of staff:

1. Involve individual representatives who will express the interests of their colleagues.
2. Conduct an anonymous survey of the staff regarding their needs.

The second method is more effective because it allows for considering the opinions of all employees. The anonymity of the survey relieves workers of fear and concerns, removing barriers to expressing their true thoughts.

At the next stage, the interests of employees, managers, and owners are balanced. All three parties must satisfy their interests, which can be challenging for various reasons, often requiring compromises. For example, if managers set a goal for employees to increase the organization's profit by 15%, and this goal is achieved, all employees will receive a reward (4% of the additional profit will be distributed among employees). Adhering to this principle satisfies the needs of both owners and employees.

Once the interests of all parties are aligned, the next stage involves developing

methods for motivating employees. These methods will depend on the organization's capabilities and employee needs. Research shows that the motivation system should include 3-4 material incentives and 4-5 non-material incentives. A lack of motivational incentives, as well as an excess, is ineffective.

At the fourth stage, criteria are established for evaluating employee performance. Having these criteria will allow for a fair approach to rewarding employees according to their contributions to the final results. Employee motivation can be both individual and collective. Collective motivation involves distributing rewards among team members without considering individual contributions. This could involve organizing recreational events. Individual motivation focuses on recognizing the achievements of each employee, for example, by awarding a bonus. In hospitality organizations, it is advisable to combine both collective and individual employee motivation. This approach does not undermine team cohesion and integrity.

Next, the motivation system is developed. It is important for all employees to be informed about the established employee motivation system and the criteria for evaluating their work. This will help prevent conflicts between the organization's management and staff, as well as among the employees themselves. Employees will understand under what conditions they can meet their needs and obtain what they desire. Any lack of information, uncertainty, or ambiguous interpretation of situations can lead to gossip, rumors, and conflicts within the workforce.

At the sixth stage, the effectiveness of the organization's motivation system is evaluated after its practical implementation. This involves comparing the organization's costs with the results obtained. Both quantitative and qualitative indicators are used for evaluation. Quantitative indicators may include growth in profitability, productivity, market share, service range, employee qualifications, employee salaries, reduced turnover rates, and the number of customer complaints. Qualitative indicators include employee satisfaction with their work in the organization, good working conditions, a positive organizational image, and employee loyalty.

In hospitality organizations, it is also important to periodically assess employees' satisfaction with their rewards, as employee needs can change over time satisfying one set of needs may lead to the emergence of others. This will allow the organization to continuously review and improve its motivation system. When the motivation system yields expected results, it is deemed effective and in need of no changes. However, if the motivation system is found to be ineffective, the organization must identify the reasons for deviations and conduct a re-evaluation of employee needs.

A synthesis of research in personnel management allows for conclusions regarding the peculiarities of motivating employees in service and tourism organizations. Based on this, a system of employee motivation should be developed. The features include:

- The initial salary level for employees is generally lower than in other sectors;
- Non-material motivation carries more weight than in other areas of the economy;
- It is important to emphasize collective cohesion, uniting employees around common goals, and creating a favorable atmosphere within the team when motivating personnel.

Foreign experience can also be useful for developing the motivation system. For instance, one hotel in France, "Chouchou Hotel," has developed its own motivation system. Its foundation is the openness of management, treating staff as partners in the business. Each hotel employee can access information about the establishment's profits, manager salaries, the number of clients, etc. The hotel has also eliminated the dress code for service personnel, allowing them to dress as they please, and covers employee meals, even allowing them to order the most expensive dishes.

The "Holiday Inn" hotel chain offers meals and accommodation in its hotels at prices only slightly higher than cost, not only to its employees but also to their families.

The "Starwood Hotels & Resorts" network has created a bonus program for employee rewards. According to this program, bonuses are awarded to employees for achieving specific indicators, such as positive customer feedback and full occupancy rates. This hotel chain also employs collective bonus distribution, where tips are equally shared among all

staff members. Hotel managers believe this approach enhances the workplace atmosphere and unites personnel in achieving common goals.

The "Four Seasons" hotel chain allows employees to stay for free in even the most expensive rooms (the length of stay depends on their length of service) and offers a 50% discount on meals. For example, if an employee has worked for over ten years, they can spend 20 days at the hotel for free. This motivation method impacts employee turnover and helps retain the best staff.

In crisis situations, such as a pandemic or war, there is a need for crisis motivation measures. These measures mainly include:

1. Stabilizing the staff.
2. Improving material motivation.

In terms of stabilizing staff, managers can inform employees about the organization's situation and the measures planned for the future. During a crisis, employees have a special need for certainty and confidence that managers have a plan of action. For this, managers should conduct explanatory work, and information should come directly from them, whether during interactions with employees or at team meetings. Through personal communication, managers can gauge employee sentiments and quickly make necessary decisions. It is also important for communication between managers and employees to be regular during a crisis. This regularity encourages employees to overcome difficulties. Thus, informing employees should cover: the situation in the company; the most likely developments if no crisis measures are taken; the measures that will be taken to avoid worsening the situation in the organization and the expected results from these measures; the program for overcoming the crisis situation in the organization; the role of employees in implementing measures to overcome the crisis.

The second step is to improve the material means of motivating employees, which presents challenges. During a crisis, the entire wage system must be adjusted, as performance indicators in stable periods differ from those in crisis conditions and become less relevant.

Effective pay in hospitality organizations should meet several requirements:

- It should stimulate personnel to achieve the goals set by the organization's managers;
- Employees should clearly understand how their income is formed, what the organization expects from them, and how they can increase their pay;
- It should be understandable and predictable for employees, allowing them to calculate their salaries themselves;
- It should be timely. Delays in salary during periods of instability cause anxiety, feelings of insecurity, and instability, thereby demotivating employees.

Along with meeting these requirements, organizations in crisis conditions must also:

- Identify key specialists whose work is critical for the organization's survival and develop methods for retaining them;
- Release some employees. This can be managed by creating work schedules based on the organization's workload;
- Use various approaches to pay for different categories of employees (see table 1.3).

Table 1.3 - Material and non-material motivation methods in hospitality industry organizations

Staff categories	Stimulation method
restaurant manager; administrators of the trading hall.	Motivation to hold involvement in capital participation. The possibility of delegating authority to prospective employees. Ability to make decisions independently. Additional fixed days off after major maintenance events.
Specialists: production manager	Travel to specialized exhibitions.
Technical staff: support staff; commercial service personnel	Proper organization of work, respect, correct communication tactics. Treating employees as a necessary element of the technological process. A percentage of the total amount of checks that exceeds the established the volume of turnover. Bonuses based on certification results. Bonus for selling exclusive dishes and drinks

1.3 The importance and role of motivating personnel in an organization

Managing human resources involves the continuous improvement of methods for working with personnel and the application of scientific advancements from both domestic and foreign researchers, as well as the best practices from industries. The content of human resource management is expressed through the establishment of organizational-economic, socio-psychological, and legal relationships between the subject and the object of management. The foundation of these relationships consists of principles, methods, and forms of influence on the interests, behavior, and activities of employees, aimed at maximizing the use of their potential.

Personnel management occupies a central place in the organization's management system. This area of management is characterized by a specific conceptual framework, individual characteristics and performance indices, as well as particular algorithms and methods for studying and analyzing the work content of different categories of personnel.

The transition to a market economy requires enterprises to increase production efficiency and improve the competitiveness of their products and services through advancements in scientific and technological progress (NTP), effective forms of management and production, overcoming mismanagement, and fostering initiative, among others.

Economic analysis of the activities of business entities plays a crucial role here. It allows for the development of strategic and tactical measures to improve the operations of the enterprise, coordination of plans and management decisions, monitoring their implementation, identifying reserves for increasing production efficiency, and evaluating the performance of the enterprise, its divisions, and employees.

The continuous and objectively substantiated increase in demands on employees in the service sector by clients and government authorities is primarily linked to the necessity of implementing modern personnel policies, constructing comfortable accommodation facilities, successfully renovating old hotels and restaurants, enhancing competition among lodging facilities, improving service quality, introducing new standards, intensifying the

implementation of progressive technologies and equipment, and employing the latest management and marketing methods.

A specific reserve for improving the quality of services and the effective use of hotel personnel lies in selecting staff with appropriate specialized education. However, an average professional education does not guarantee quality work in a hotel. Knowledge, technical training, and competence are important, but the key factors in the hospitality industry are culture and communication skills, as the ability of an employee to create a pleasant impression on the client during a brief interaction is paramount.

Global changes in the fields of economics, politics, and sociology occurring in Ukraine are aimed at forming a new economic system based on market relations. Essential components of a market economy include management and, as part of it, motivation.

The study of issues related to the motivation of labor activity has both theoretical and direct practical significance. Depending on how a worker understands their labor activity and what motivates them to take certain actions, their attitude toward work can vary. Investigating internal systems of labor stimulation in hospitality enterprises serves as a foundation for developing effective labor relations policies and creating a “most-favored-nation” regime for those who genuinely desire to achieve productive work.

Motivation is a system of internal and external driving forces that motivate individuals to act, determining their behavior and forms of activity, and providing direction towards achieving both personal and organizational goals.

Applying motivation strategies to improve employee effort, increase diligence, and enhance persistence, honesty, and fairness in addressing the tasks facing the organization is referred to as stimulation. Three types of stimulation are identified: moral, social, and material.

A negative aspect of material labor stimulation is that this method requires continuous research into the factors shaping the system of material incentives.

The main goals of material motivation include ensuring an appropriate correlation between workers' salaries and the quantity and quality of the work performed. To achieve

this, it is usually necessary to categorize groups of organization employees based on their salary levels.

The second direction in identifying the goals of material motivation is the selection of the salary structure based on factors that demonstrate the labor contributions of workers.

Material stimulation is primarily realized through the strengthening and development of personal material motivations, the main form of which is salary.

Employee remuneration in the hospitality sector consists of base and additional salaries. The amount of money earned by an employee depends on the volume of work performed, and the overall performance of the establishment is also taken into account.

The effectiveness of remuneration is determined by how well it fulfills its primary functions—restorative and stimulating (motivational).

In the current context of intense competition in the restaurant industry, retaining specialists from changing jobs is extremely challenging. As a result, the search for modern, relevant tools and methods to encourage employees that adequately satisfy their needs is becoming increasingly significant. However, it should be noted that these tools and measures must primarily contribute to increasing the level of work productivity. Their proper selection can greatly enhance the effectiveness of both the entire organization and individual staff members.

Practical experience shows that the primary motivational means are not usually the size of the salary but rather specific bonuses in the form of premiums and incentives that encourage employees to concentrate their efforts and diligence to achieve them.

Social stimulation is a type of motivation that represents a change in the social (both administrative and general) status of workers. Administrative social status refers to a worker's position within the organizational structure of the enterprise. Here, rewards include not only promotions up the "career ladder" but also horizontal changes in position that primarily satisfy secondary employee needs (such as more creative work with less oversight, etc.).

Material stimulation is represented by salaries, bonuses, and premiums for a higher

level of qualification and skill, years of service, proficiency in foreign languages used at work, and additional payments for work on holidays or during night hours; other bonuses include free meals, coverage of mobile phone expenses, treatment costs in sanatoria, etc.; training at the expense of the enterprise; and health and life insurance.

Moral methods of stimulation include labor or organizational stimulation, which refers to workers' behavior in relation to their job satisfaction, allowing for creative input into work; and stimulation that normalizes workers' behavior based on public recognition, such as issuing gratitude certificates or displaying photographs on a board of honor.

Thus, the application of tools and measures for moral and material stimulation of employees in the hospitality sector will significantly enhance staff productivity and increase workers' willingness to improve their own performance and that of the establishments as a whole.

1.4 The problem of employee turnover in hospitality enterprises

Certain difficulties in selecting employees in the hotel and restaurant service sector are associated with the specific nature of hospitality work. The hotel business is a sphere of entrepreneurship based on hospitality, characterized by generosity and friendliness toward guests. The experiences of well-known organizers and managers in the hotel industry, such as E.M. Statler, show us that working in this field requires honest, sincere, and polite individuals who are often cheerful and willing to smile.

Human qualities play a central role, often outweighing knowledge, as effective operation of the hotel complex is impossible without appropriate psychological preparation and a readiness to provide services to people regardless of salary size.

Studying issues related to labor motivation has both theoretical and practical significance. An employee's understanding of their work and what primarily motivates them affects their attitude toward it. Researching motivation mechanisms within hospitality enterprises, which can be implemented internally, is essential for developing effective labor

relations policies and creating a regime of maximum support for those who genuinely wish to work productively.

The issue of employee turnover is present not only in our country but also abroad. This primarily relates to the socio-economic conditions of our country today. Currently, high employee turnover and instability in labor collectives are characteristic of government institutions and enterprises across various industries. Overall, personnel management requires significant improvements and innovations.

In modern realities, personnel, along with their qualitative and quantitative characteristics, are not static. There is a constant dynamism in personnel, linked to the hiring of new employees and the dismissal of previous ones, as well as movements of personnel within the enterprise. The process of staff renewal due to such movements creates turnover. Leaving a job can be caused by various reasons: objective (production reductions, retirement, military service conscription, enrollment in educational institutions) and subjective (choosing a position that better meets the worker's demands; personal and family circumstances).

An enterprise aiming for the highest productivity is interested in maintaining a stable workforce and takes economic measures to limit unwanted resignations.

The process of forming a stable labor collective is divided into several stages (see table 1.3).

The process of forming a stable labor team	<ol style="list-style-type: none"> 1. Assessment of personnel turnover (quantitative and qualitative) 2. Development of measures to reduce staff turnover 3. Management of labor discipline
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Figure 1.3 - Stages of the process of forming a stable workforce

Employee turnover is the combination of employees leaving their jobs voluntarily or being dismissed due to absenteeism and other disciplinary violations. The qualitative aspect

of workforce dynamics is characterized by the reasons, factors, and motives behind the turnover. The grounds for employee turnover by origin can be divided into three groups: - due to family and household reasons; - due to dissatisfaction with working and living conditions; - due to violation of work discipline. The reasons for job loss caused by dissatisfaction with working and living conditions are closely related to the factors of turnover. These factors include the working and living conditions of the staff (work organization and content, system of material and moral incentives, organization of production and management, leadership style and relationships between staff, career advancement system, availability of housing, sanitary and hygienic working conditions, etc.). The factors contributing to employee turnover can be divided into three groups according to the degree of influence:

1. fully manageable (working and living conditions);
2. partially manageable (satisfaction with the team, relationships, forms of motivation);
3. unmanageable (natural and climatic factors). By deliberately influencing the first two groups of factors, employee turnover can be significantly reduced. For example, pre-job briefing reduces employee turnover, while a sense of being overburdened increases it. Turnover is also reduced when employees feel they have the opportunity to influence production processes. Workers are more interested and put more effort into completing work for which they are fully responsible and able to finish. Satisfaction comes from the freedom to choose the pace and sequence of tasks and the ability to implement their ideas in innovative processes. The main motives for employee turnover in the enterprise include:
 - low wages for certain groups of employees due to an imperfect organization of labor and production;
 - frequent overtime and weekend work;
 - mismatch between job tasks and the employee's qualifications or profession, lack of clear career advancement prospects;
 - difficult and hazardous working conditions;

- poor relationships within the team and with management;
- dissatisfaction with the profession. The search for reasons and factors affecting employee turnover is carried out through the analysis of survey data, communication with workers leaving the company, as well as with their friends, colleagues, and direct supervisors. The results are recorded in the employee termination log. Managing employee turnover in an enterprise involves minimizing conflicts between the needs and interests of employees and the specific possibilities of meeting them. Collecting and analyzing information about employee turnover is crucial for its regulation. It is recommended to collect the following data: the total number of workers who left their jobs; women who left; people in age groups up to 18 years, 19-30 years, and over 50 years; employees with different levels of qualification; those with less than 3 and more than 10 years of work experience; those with vocational, higher, and secondary specialized education. Studies have shown that the desire to change employers is inversely proportional to age. The peak of job changes occurs at 24-25 years. Employees who are more likely to change jobs include those with lower qualifications, those without families, those earning less, and those who live far from the workplace. A detailed study of employee turnover is carried out through specialized research in two areas:

- creating a general profile of departing employees (based on data such as age, gender, family status, number of children, professional and general education, work experience, salary over a selected period);

- investigating the reasons for leaving, for example: dissatisfaction with the job, work schedule and conditions, salary, inability to combine work with studies, poor relationships with management and within the team, family and household circumstances (marriage, childbirth, lack of childcare facilities), and others. At large enterprises, it is advisable to analyze turnover data by profession, department, position, reasons for leaving, and age groups of employees. In-depth analysis should be conducted at least once a year, and quantitative assessments by department should be carried out monthly. This allows for identifying reasons and timely measures to stabilize the workforce [4].

CHAPTER 2

ANALYSIS OF THE WORK OF THE STAFF AT LLC “GLOBUS” HOTEL COMPLEX

2.1 General description of LLC “Globus” Hotel Complex

"Globus" is a hotel and restaurant complex, a business that provides services for temporary accommodation, catering, as well as leisure services (such as organizing free time, banquets, and catering services), conference services, and more. When registering business activities, including accommodation services, it is necessary to select the Classification of Economic Activities (CEA). The types of economic activities carried out at the studied enterprise are listed in Table 2.1.

Table 2.1 - Types of economic activities of LLC "Globus" Hotel Complex

	CEA (Subclass)	Name of Economic Activities
Main	55.10	Hotel and similar accommodation activities
Others	55.20	Vacation accommodation and other short stay lodging activities
	55.90	Other temporary accommodation activities
	82.30	Organization of conventions and trade exhibitions
	96.04	Activities related to ensuring physical comfort
	56.10	Restaurant activities and mobile catering services
	56.30	Beverage service activities

Thus, the main task of the enterprise is to serve the residents and guests of the city.

The "Globus" hotel complex was registered as a limited liability company on March 21, 2019. It has been owned by Popadyna Borys Borysovykh since 2006 and operated as a sole proprietorship before the LLC registration.

Location of the legal entity: Ukraine, Ternopil, S. Budnyho Street, 18. The "Globus" hotel operates as an independent entity, governed by the laws of Ukraine. The enterprise has its own balance sheet, branded stationery, and a seal with the entrepreneur's details in the state language, and operates on the principles of economic calculation. The hotel complex has a 3-star category.

From 08:00 to 23:00, the hotel has a restaurant that serves national and European cuisine. Guests can dine in the restaurant hall or on the terrace, and during the summer, they can also order a gazebo on the hotel premises. Additionally, a lobby bar operates 24/7 on the first floor of the hotel.

In April 2018, a new hall opened in the hotel, where banquets can be organized for birthdays, weddings, or other events. Guests can relax and enjoy their time with friends or colleagues in the "Globus" hotel complex's sauna. There are two Finnish saunas available, one accommodating up to 5 guests and the other up to 10. Each sauna has a relaxation room with a television and a pool with lighting.

Guests can utilize 2 modern conference halls, offering extensive opportunities for negotiations and meetings, presentations, and conferences. The halls are equipped with necessary modern equipment: projectors, audio systems, microphones, flip charts, and more.

The hotel complex has a flexible pricing policy and offers a wide range of services for organizing conferences and various business meetings, which can include up to 120 participants with any desired seating arrangement.

One advantage of the hotel is the availability of a large, 24-hour guarded parking area for vehicles in front of the hotel. The hotel has a total of 51 rooms, including 1 "Economy Standard" room, 18 double "Standard" rooms, 1 "Triple Standard" room, 2 "Quad Standard" rooms, 7 "Improved Standard" rooms, 13 "Junior Suite" rooms, 5 "Suite" rooms, 2 "Family Suite" rooms, and 2 "VIP Suite" rooms.

All rooms are equipped according to standards and have the necessary amenities—comfortable rooms, each with a separate bathroom with a shower, while the "VIP Suite" rooms have bathtubs. Heating and air conditioning are available to maintain a comfortable

temperature year-round, along with television and Wi-Fi services.

The "Globus" hotel complex has gained recognition at both local and national levels. For example, in 2018, "Globus" was recognized as a leader in the "Hotels" category and secured a spot in the "Restaurants" category in the People's Brand 2018 voting by the local publication "20 Minutes".

In previous years, the complex has also received various awards, which can be viewed in the hotel lobby.

Employees at the "Globus" hotel complex are recruited based on personal interviews. Preference is given to energetic, ambitious candidates who possess the necessary qualities for service industry employees: communication skills, politeness, and stress resistance.

2.2 Analysis of the work of the LLC “Globus” Hotel Complex

The mission of the "Globus" hotel complex is to provide guests with maximum service, comfort, and coziness. This includes high service standards, a cozy atmosphere of hospitality, and democratic prices.

In the experience of operating accommodation establishments, the most common types of organizational management structures have been: linear; functional; linear-functional; product; and matrix.

Figure 2.1 presents the management structure diagram of the "Globus" hotel complex.

The object of the study is characterized by a linear management structure. This organizational scheme for managing a hotel implies linear forms of communication between management levels; all responsibility for management and the formulation of managerial decisions is concentrated in the hands of the line manager.

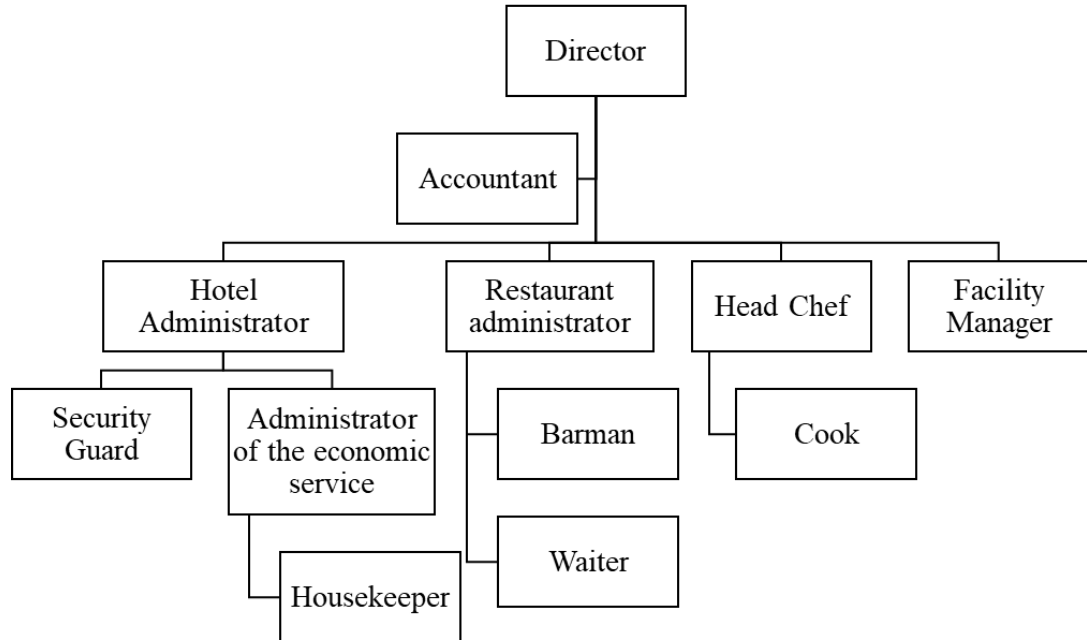


Figure 2.1 – Management structure of the Hotel Complex "Globus"

The line manager is fully responsible for the operation of the entire hotel (small) or its structural subdivisions (in a larger hotel). Each employee in a department is directly subordinate to only one manager, who makes all the managerial decisions. A higher-level manager cannot issue orders to staff bypassing their direct supervisor—thus, the principle of single leadership is established. Based on this, a hierarchy of the management system is formed, for example: department head - service manager - organization director.

Individual specialists may assist the line manager in gathering and processing information and developing management decisions, but they do not issue directives to the managed entity themselves.

The linear management structure is characterized by clarity, simplicity, coordinated actions of executors, and speed. However, it is also marked by a lower level of flexibility and adaptability to the changing hotel market. Each manager has broad authority but limited ability to solve problems that require deeper specialized knowledge.

In management experience, a linear organizational structure is primarily used in small

enterprises that provide basic services and a limited volume of additional ones.

The main competitors of the hotel complex "Globus" are hotels and complexes with a similar range of services. Among them, the following establishments can be highlighted: Avalon Palace, Gentlemen, "Ternopil," Bratislava, Garden Hall, and others.

The hotel-restaurant complex "Avalon Palace" is located in Ternopil, almost in the center, at 2 S. Bandera Avenue. On the one hand, the location is convenient; however, a disadvantage to some extent is that the hotel is situated by the road.

The complex offers guests:

- 60 rooms;
- a spa center with a sauna and pool;
- a banquet restaurant for 150 guests;
- a conference hall and a meeting room;
- free parking.

The hotel-restaurant complex "Gentlemen" is located at 3-4 Doroshenka Street, Petrikov village, Ternopil. The complex includes a hotel with 46 rooms of different classes: standard, junior suite, suite, and improved suite. Each room is equipped with internet access, an individual air conditioning system, an electronic security system, television, phones, toiletries, and modern appliances.

The complex has a free enclosed parking lot under round-the-clock security. A restaurant and bar are part of the complex. The restaurant can accommodate 150-200 people at a time. The bar is located directly in the hotel. At guests' request, dishes from the bar can be delivered to their rooms.

For large meetings, conferences, and celebrations, there is a conference hall. It is equipped with everything necessary for work and relaxation—lighting, sound equipment, and air conditioning. The hall accommodates up to 140 guests. Coffee breaks, business lunches, and festive dinners are organized for participants of conferences, seminars, and training sessions.

Guests can use gazebos, a children's playground, and the summer terrace of the bar on the premises. The complex offers Finnish and Russian saunas, a hammam.

The hotel "Ternopil" is located in the city center at 14 Zamkova Street. Free services offered by the hotel include a fitness room, ironing room, concierge services, luggage storage, Wi-Fi, television, a first aid kit, and emergency medical services.

Additional paid services include a continental breakfast, a mini bar in luxury rooms, conference services and coffee breaks, sightseeing services, car rentals, secured parking, laundry and ironing services, a restaurant, and a beauty salon "Prima."

To organize training sessions, seminars, and conferences, the hotel has all the necessary conditions: three multifunctional conference halls (capacity from 12 to 100 people), equipped with modern technology, free Wi-Fi coverage, and coffee break orders. The staff will assist in organizing the event, catering for participants, and interesting leisure activities.

In the "Panorama" restaurant, dishes of Central European and the author's cuisine are served. They organize festive receptions and banquets, buffets, corporate and themed evenings, and children's celebrations. Every morning, breakfast is served for hotel guests in the form of a buffet (during the quarantine period—a continental breakfast).

The hotel-restaurant complex "Bratislava" is located at 12a Ob'iezna Street, Ternopil. The hotel in the "Bratislava" complex offers twenty rooms, six of which are single, eight are double, and the remaining six are triple. All rooms are of the standard category.

In the case of "Bratislava," the focus is primarily on the restaurant; the hotel is more of an addition for when guests attending banquets need a place to stay overnight. In addition to the restaurant, there is also a hut. The complex also offers a car wash.

Garden Hall is located at 30 Mytropolyta Sheptytskoho Street, Ternopil. The hotel consists of 9 classic rooms. The hotel is easily accessible from the bus and train stations. Central heating, wireless internet, and a relaxation area are offered in every hotel room. The rooms are equipped with bathrooms with showers and bathrobes.

The restaurant serves European cuisine. The hotel also offers free parking and a beauty

salon. Wi-Fi is provided throughout the hotel for free.

Let's conduct a basic evaluation of the enterprise studied and its competitors based on the following indicators: range of services; location; prices; quality of service; image. The results are presented in Table 2.2, where:

0 – hotel complex "Globus";

A – hotel-restaurant complex "Avalon Palace";

B – hotel-restaurant complex "Gentlemen";

C – hotel "Ternopil";

D – hotel-restaurant complex "Bratislava";

E – "Garden Hall."

Table 2.2 - Competitor evaluation of the Hotel Complex "Globus"

Enterprises Indicators	0	A	B	C	D	E
Spectrum of services (1-5 points)	4	4	4	4	3	3
Location (1-5 points)	4	4	4	5	4	4
Prices (1-5 points)	4	3	3	3	4	4
Quality of service (1-5 points)	4	4	4	3	3	4
Image (1-5 points)	4	4	4	3	3	4

For better clarity, the results are presented in the form of a diagram in Figure 2.2

The criteria "Quality of Service" and "Image" are assessed based on consumer reviews.

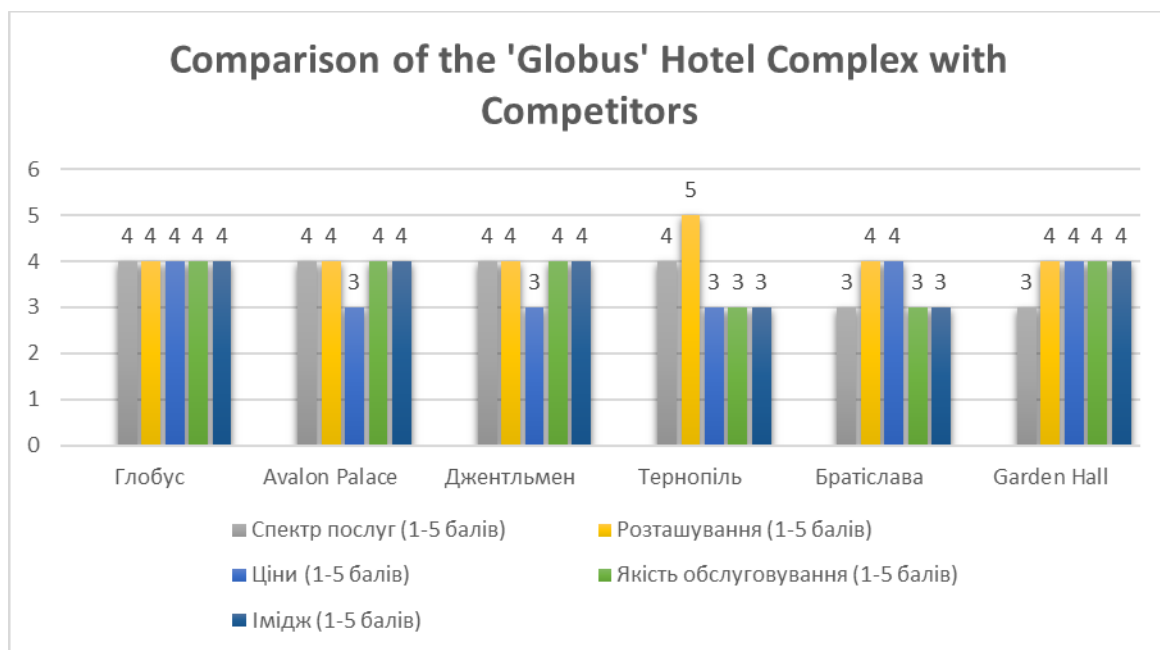


Figure 2.2 – Comparison of the 'Globus' Hotel Complex with competitors

Thus, it can be concluded that the competition for the "Globus" hotel complex is quite serious. As shown in the diagram in Figure 2.2, the majority of indicators for the enterprises are at a similar level. Competitors lag in some areas, but in others, they surpass the subject of the study.

The team at the "Globus" hotel complex must work diligently to improve its level of competitiveness or, at a minimum, maintain its current standing.

Assessing the opportunities and obstacles for the enterprise's growth can be aided by conducting a SWOT analysis. This analysis is universal and suitable for any type of activity, products, and services. A SWOT analysis can be conducted by anyone: an owner, manager, or director. It does not require complicated calculations; what is important is to adequately and clearly assess all external and internal influencing factors.

A SWOT analysis guarantees a comprehensive approach. It involves dividing factors and phenomena into four categories: strengths (Strengths) and weaknesses (Weaknesses) of the project, opportunities (Opportunities) that arise during its implementation, and threats (Threats) associated with its execution. The first two factors of the SWOT analysis relate to

internal aspects, while the last two pertain to external factors. External elements relate to the political situation, society, the economy, etc.

Based on the results of the SWOT analysis, the "Globus" Hotel Complex LLC can conclude that the enterprise has many strengths. It is necessary to continue to improve them and focus on them during marketing activities.

The researched enterprise also has good opportunities for further development. Increasing the range of services offered will enhance the quality of service for existing regular customers and attract a new target audience. To achieve this, it is necessary to inform potential consumers about the changes that will occur during operations, namely about changes in the service range and improvements to existing offerings.

Among the threats, those that may be caused by external factors (depending on the economic and political situation in the country, etc.) prevail. However, among the weaknesses and threats, there are factors that the enterprise can influence, particularly the decline in competitiveness and staff shortages. By managing its activities wisely, these problems can be prevented.

The standard matrix of the basic SWOT analysis of the studied enterprise is presented in table 2.3.

Overall, for the successful operation of the enterprise, the following are necessary:

- increase in the volume of service sales;
- improvement of working conditions for employees, including motivation (both financially and in other forms);
- more effective use of its own potential;
- enhancement of cooperation with existing partners and active work on expanding their network.

Table 2.3 - SWOT Analysis of the "Globus" Hotel Complex

Strengths:	Weaknesses:
<ul style="list-style-type: none"> - Wide range of services provided by the hotel complex. - High level of professionalism among employees. - Loyalty program for regular clients. - Moderate prices for this segment. - Own website. - Compliance of the accommodation facilities with international requirements 	<ul style="list-style-type: none"> - Location (in some aspects, the location on the bypass road of the city is advantageous, but overall, the distance from the center is still a certain disadvantage). - Lack of staff. - Decrease in competitiveness.
Opportunities:	Threats:
<ul style="list-style-type: none"> - Improvement in quality and expansion of the range of additional services.. 	<ul style="list-style-type: none"> - Development of a competitive environment. -Fluctuation of exchange rates. -Increase in taxes. -Economic crisis and instability. -Emergence of unforeseen situations, such as the COVID-19 pandemic.

2.3 Analysis of the work and composition of the staff at LLC “Hotel Complex “Globus”

Table 2.4 presents the financial results of the studied enterprise for the year 2023.

Table 2.4 - Report on financial results for 2022-2023 of LLC "Hotel Complex 'Globus'"

Article	Year 2023	Year 2022
Net income from the sale of products (goods, works, services)	167,7	218,9
Other income	-	-
Total income	167,7	218,9
Cost of goods sold (goods, works, services)	(515,8)	(261,3)
Other expenses	(113,3)	(65,3)
Total expenses	629,1	326,6
Financial result before taxation	(461,4)	(107,7)
Net profit	(461,4)	(107,7)

Analyzing the obtained data, we see that the company's income in 2023 decreased by approximately 24% compared to 2022, with the main reason for this decline being the COVID-19 pandemic. At the same time, the management took advantage of the reduced operational activity of the enterprise, and a lot of renovation work was carried out in the hotel, restaurant, and saunas of the complex during this time. As a result, expenses increased, and the net profit was four times lower than in the previous year.

As of 2024, the situation has begun to improve, and an increase in the financial results of the enterprise is expected.

Table 2.5 presents information on the changes in the staff size of the LLC "Hotel Complex 'Globus'" from 2022 to 2024 (as of the time of the research).

Table 2.5 - Changes in staff size (2022-2024)

Staff categories	Year 2022	Year 2023	Year 2024	Change +,-	
				2023/2022	2024/2023
	person	person	person	person	person
Total number of employees	24	16	19	-8	3
Including:					
Top management	2	2	2	0	0
Middle management	8	6	7	-2	1
Clerical staff	14	8	10	-6	2

From the table, it can be seen that in 2023, compared to the previous year, the staff size significantly decreased, with the total number of employees reduced by one-third—from 24 people to 16. This particularly affected the number of clerical staff, which decreased by 6 people this year.

In 2024, the situation began to improve, and there was a slight increase in the number

of employees, with three more individuals added to the total count. Such fluctuations are largely associated with the Covid-19 pandemic, which led to a series of quarantine measures implemented at the national level. This situation significantly impacted the operations of the researched enterprise and resulted in a reduction in the workforce.

However, it is worth noting that even after the recovery of the service sector, there hasn't been a significant increase in the number of employees. Employee movement within the company is characterized by turnover rates for hiring and departures, as well as staff turnover.

Turnover due to departures (terminations) is calculated using the following formula:

$$K_z = \frac{R_z}{R_{cc}} \cdot 100 \quad (2.1)$$

where:

- K_z = turnover rate due to terminations;
- R_z = number of terminations;
- R_{cc} = average number of employees.

For 2022:

$$K_z = \frac{5}{24} \cdot 100 = 20,8$$

For 2023:

$$K_z = \frac{10}{16} \cdot 100 = 62,5$$

For 2024:

$$K_z = \frac{2}{19} \cdot 100 = 10,5.$$

Turnover due to hiring is calculated using the formula:

$$K_p = \frac{R_p}{R_{cc}} \cdot 100 \quad (2.2)$$

where:

- K_p = turnover rate due to hiring;
- R_p = number of new hires;
- R_{cc} = average number of employees.

For 2022:

$$K_p = \frac{6}{24} \cdot 100 = 25.$$

For 2023:

$$K_p = \frac{2}{16} \cdot 100 = 12,5.$$

For 2024:

$$K_p = \frac{5}{19} \cdot 100 = 26,3.$$

Overall turnover is defined by the formula:

$$K_o = K_z + K_p \quad (2.3)$$

where:

- K_z = turnover rate due to terminations;
- K_p = turnover rate due to hiring.

For 2022:

$$K_o = 25 + 20,8 = 45,8$$

For 2023:

$$K_o = 12,5 + 62,5 = 75$$

For 2024:

$$K_o = 26.3 + 10.5 = 36.8$$

Turnover rate is determined by the formula:

$$K_p = \frac{R_z}{R_{cc}} \cdot 100 \quad (2.4)$$

where:

- K_p = employee turnover rate;
- R_z = number of voluntary resignations and other unjustified terminations;
- R_{cc} = average number of employees for a given period.

For 2022:

$$K_p = \frac{5}{24} \cdot 100 = 20.8$$

For 2023:

$$K_p = \frac{8}{16} \cdot 100 = 50$$

For 2024:

$$K_p = \frac{1}{19} \cdot 100 = 5.3$$

Table 2.6 analyzes employee movement in the LLC "Hotel Complex Globus." Thus, upon analyzing the personnel movement at the researched enterprise, we can see that it is characterized by a high staff turnover rate. Undoubtedly, the Covid-19 situation had a significant impact on this, with the turnover rate peaking during the height of the pandemic containment measures.

However, during the time when normal conditions for the functioning of the enterprise were in place (before the pandemic), this indicator was also high (20.8%), while experts generally consider a turnover rate of 12% acceptable for small enterprises and up to 19% for businesses in the hotel and restaurant sector.

Table 2.6 - Analysis of labor movement at LLC "Hotel Complex Globus"

Indicators	2022	2023	2024	Deviation +,-	
				2023/2022	2024/2023
Average headcount of industrial production staff, persons	24	16	19	-8	3
Hired workers, persons	6	2	5	-4	3
Departed workers, including:	5	10	2	5	-8
- at their own request;	5	8	1	3	-7
- for violation of labor discipline	0	2	1	2	-1
Turnover rate due to hiring	25	12,5	26,3	-12,5	13,8
Turnover rate due to terminations	20,8	62,5	10,5	41,7	-52
Overall turnover rate	45,8	75	36,8	29,2	-38,2
Employee turnover rate	20,8	50	5,3	29,2	-44,7

2.4 Payment system at the studied enterprise

At LLC "Hotel Complex Globus," a salary system based on job positions is used for employee compensation. The salary is a specific amount of pay assigned according to the position held.

In addition to the base salary, employees in certain positions receive bonuses linked to the performance of the complex.

Let's examine the compensation system for the personnel at LLC "Hotel Complex Globus," as presented in table 2.7. As we can see, the main part (the rate) of the salary for practically all non-managerial employees is close to the minimum wage in Ukraine. Competing enterprises often offer higher salaries for similar positions.

Table 2.7 - Payment system at LLC "Hotel Complex Globus"

Position	Salary Components	Average Monthly Amount (UAH)
Director	Base salary (+ bonuses)	20500,00
Accountant	Base salary (+ bonuses)	14000,00
Chef	Base salary (+ bonuses)	12000,00
Cook	Base salary	10000,00
Restaurant Administrator	Base salary + percentage (+ tips)	9500,00
Bartender	Percentage (+ tips)	8500,00
Waiter	Percentage (+ tips)	8000,00
Hotel Administrator	Base salary (+ tips)	9500,00
Housekeeping Administrator	Base salary	8000,00
Housekeeper	Base salary	8000,00
Security Guard	Base salary	8000,00

Let's take the example of the hotel reception administrator position. If we examine the job listings for the same position at other hotel businesses in Ternopil on the well-known job search platform, Work.UA (see Fig. 2.3), we can see that the average salary offered for such work is 16300 UAH, which is 9800 UAH more than at the studied enterprise.

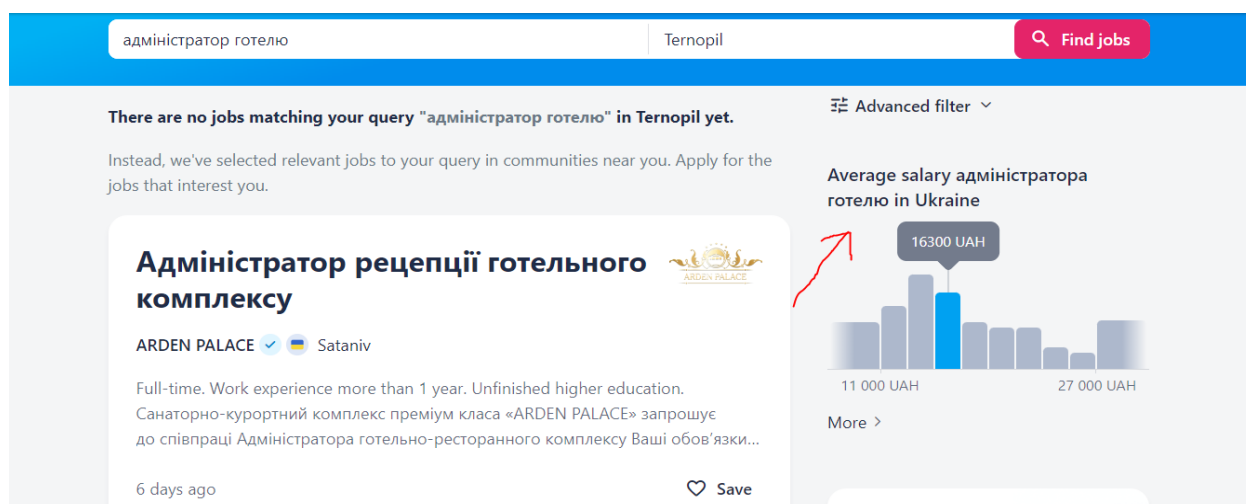


Figure 2.3 – Average salary of a hotel administrator in Ternopil

For comparison, according to the same resource, the average salary of a hotel administrator in the neighboring city of Lviv is 15000 UAH (Figure 2.4).

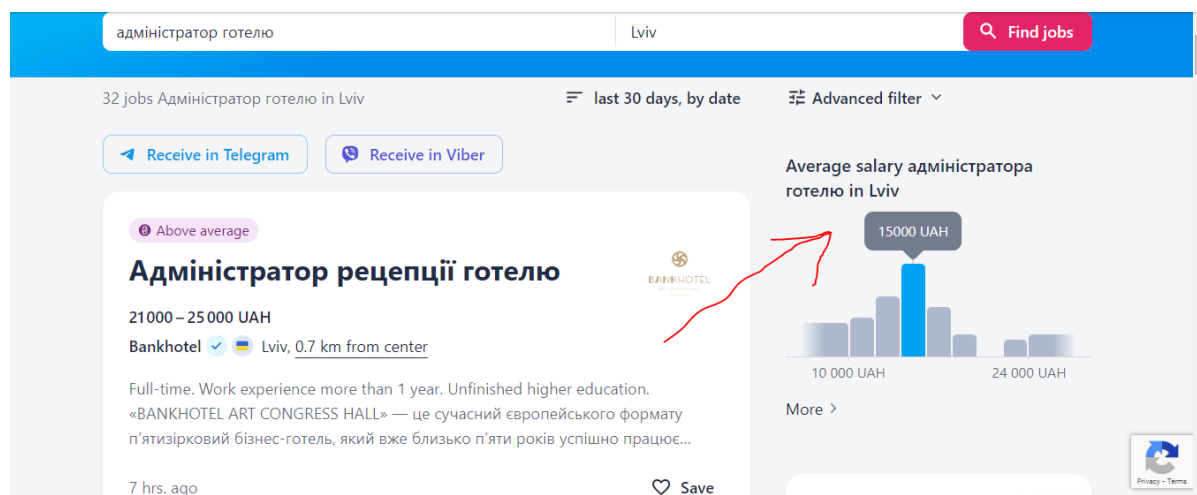


Figure 2.4 – Average Salary of a Hotel administrator in Lviv

And in the capital of the country, Kyiv, it is 19,500 UAH. The average salary of a hotel administrator across Ukraine is 16,300 UAH.

A certain drawback is that the wages for positions like waiters or bartenders, which include tips as part of the income, are calculated with the assumption that these tips will always be available and will constitute a portion of the employee's earnings. Thus, we can conclude that the management should reconsider the wage system. It is necessary to raise employee salaries at least to the level of competitors, so this factor does not contribute to staff turnover at the enterprise, while also making the company more attractive for recruiting new staff in the future. It is also recommended to provide bonuses for initiative, interesting suggestions, and contributions to the company's work, even for lower-level employees. This would encourage them to work harder and allow them to unlock their potential. Reducing staff turnover could also be aided by introducing longevity rewards. For example, one-time payments could be introduced for specific periods of service, such as 1 year, 3 years, 5 years, and 10 years. As mentioned in the previous section, the company offers partial compensation for transportation costs. This is relevant for travel during times of the day when public

transport is unavailable. It is worth increasing the compensation amounts, as feedback from employees indicates that it is not always sufficient to fully cover the costs for the entire shift. For instance, if a bartender and a waiter live in different parts of the city, the cost of a taxi for the two of them is higher. Another means of material incentive is free meals for employees, which essentially cover their food expenses. However, this is only relevant for employees working day shifts, as the kitchen does not operate during night shifts. Since night shifts are no shorter than day shifts, it would be fair to organize meals for night-shift employees as well. This could be achieved by preparing lunch boxes for the night-shift staff at the end of the kitchen staff's workday, and by providing the employees with the means to heat their meals if necessary.

CHAPTER 3

WAYS TO IMPROVE THE EFFICIENCY OF STAFF MOTIVATION AT LLC “HOTEL COMPLEX “GLOBUS”

3.1 Identifying priorities in the work process of employees at LLC “Hotel Complex “Globus” through surveys

Employee motivation is one of the key methods of optimizing and improving the quality of work at an enterprise. This is especially relevant in the service sector, where the quality of work, the impression each client has of the services provided, and, consequently, the overall image of the enterprise, directly depend on the willingness of all employees to conscientiously perform their duties. At the studied company, LLC "Hotel Complex "Globus," material incentives are primarily used for motivating employees. Among them are:

- bonuses for initiative and certain achievements;
- compensation for transportation costs to and from work when public transport is unavailable (i.e., taxi expenses);
- free meals for employees working day shifts. Among non-material incentives, support for professional development through employee attendance at training sessions and seminars related to the organization of the hotel and restaurant business should be noted, though this mainly applies to higher-level employees. There is also occasional encouragement for shared leisure activities, such as playing football on weekends. Thus, we can conclude that the management of the studied enterprise is not indifferent to the issue of employee motivation and incentives. However, the company experiences fairly high staff turnover, particularly among lower- and sometimes mid-level employees.

– To assess the level of employee satisfaction at LLC "Hotel Complex "Globus" with their working conditions and identify the reasons for the increased staff turnover, an anonymous online survey of the workforce was conducted. An anonymous electronic survey

allows for the collection of the most honest responses, as this format does not allow for the identification of the source of the survey response, i.e., who is giving which answers. A sample of the survey can be found in Appendix A.

Based on the results of the survey conducted among employees of LLC "Hotel Complex "Globus," we can conclude that the main reason for staff turnover is low wages. Other reasons that contribute to employees not staying long include:

- the need for some improvements in working conditions;
- limitations regarding professional development and career growth opportunities;
- a number of factors related to the psychosocial climate within the team.

3.2 Identifying priority areas of motivation for staff at LLC “Hotel Complex “Globus” using the pairwise comparison method (Saaty’s method)

Every complex task is essentially an object that can be broken down into smaller problems and tasks, and from these parts, a hierarchical structure can be formed and analyzed step by step. In the 1970s-1980s, American scientist T.L. Saaty developed and improved the "Analytic Hierarchy Process" (AHP) – a method for comparative analysis and ranking of objects characterized by sets of criteria and indicators, both quantitative and qualitative. In the literature, this method is known as the Analytic Hierarchy Process (AHP). The method is applied to a variety of tasks, including the following main ones [34]:

- comparative analysis of objects (multi-criteria ranking);
- multi-criteria selection of the best object (best alternative);
- resource allocation between projects;
- system design based on quantitative and qualitative characteristics. The Analytic Hierarchy Process (AHP) is a systematic procedure for representing the components of a problem in the form of hierarchies. It involves breaking down the overall problem into simpler components and then processing a set of judgments made by the decision-maker (DM) through pairwise comparisons. As a result, the relative degree (intensity) of interaction

(influence) of the lower i -th level components on the parts of the upper $(i-1)$ -th level or the i -th level on the highest (zero) level is determined. These assessments can be expressed in numbers. AHP involves synthesizing multiple judgments, determining the priority level of each criterion, and finding alternative solutions [33]. Systems theory has created a conceptual basis for the development of a new methodology that makes it possible to characterize the system and its shortcomings in terms of the interdependent structure of the hierarchy. This methodology provides tools for establishing priority rankings and measuring the intensity of interaction between the components describing the system hierarchy. It takes into account the role of the individual (as part of the hierarchy) in social and organizational systems and considers the multiple and sometimes conflicting desires of people whose interests concern the system. The main stages of AHP are [30]:

- problem formulation (defining the problem);
- task breakdown;
- creation of a hierarchical structure of the problem model (task) with a definition of the essence and place of each of its elements;
- preference evaluation;
- determination of local priorities relative to the overall problem (task);
- assessment of judgment consistency;
- combination of local priorities;
- drawing conclusions and making suggestions for further decisions. AHP uses the influence measure of each factor at one level on the higher level or the ultimate goal to create a unified scale for the various components of the problem. This measure is formed based on judgments about the degree of influence (importance) of these factors [16]. System analysis expert T. Saaty developed a scale of relative significance (preferences). The scale is presented in table 3.1.

The analysis process is conducted in a hierarchical sequence. In the simplest hierarchy, Saaty (whom he called dominant) identifies three levels:

- The upper level – the goal;

- The middle level – criteria;
- The lower level – alternatives.

Table 3.1 - Saaty scale

Degree of preference	Definition	Comment
1	Equal importance	Two alternatives are equally important in terms of the objective.
2	Weak preference	An intermediate assessment between equality and average advantage
3	Moderate preference	Знання експерта дозволяють сприймати одну з альтернатив трохи кращою за іншу
4	Above-moderate preference	The expert's knowledge allows one of the alternatives to be perceived as slightly better than the other
5	Fairly strong preference	The expert's knowledge allows him to perceive one of the alternatives as clearly better than the other
6	Strong preference	Intermediate rating between moderately strong and very strong
7	Clear preference	The expert's knowledge allows one of the alternatives to be perceived as much better than the other: its dominance is confirmed by practice
8	Very strong preference	Intermediate rating between very strong and absolute
9	Absolute preference	The obvious advantage of one alternative is clearly undeniable

A hierarchy can be considered complete if each element of the given level functions as a criterion for all elements at the lower level [23].

Let's create a climate management model in the team at LLC "Globus Hotel Complex" using the hierarchical analysis method described above.

The first step is to depict the problem in the form of hierarchies.

The upper level (goal) is the improvement of the labor collective's performance (abbreviated as "staff" in the diagram).

Next, we define criteria for each type of activity (based on the survey results described in the previous section of the work): material provision and professional qualification level, communication within the team, and working conditions.

For each criterion, we identify sub-criteria:

1. Material provision and professional qualification level: salary and career growth prospects.
2. Communication within the team and working conditions: convenient work schedule and organization of corporate events.

All of the above forms the following hierarchy (Fig. 3.1).

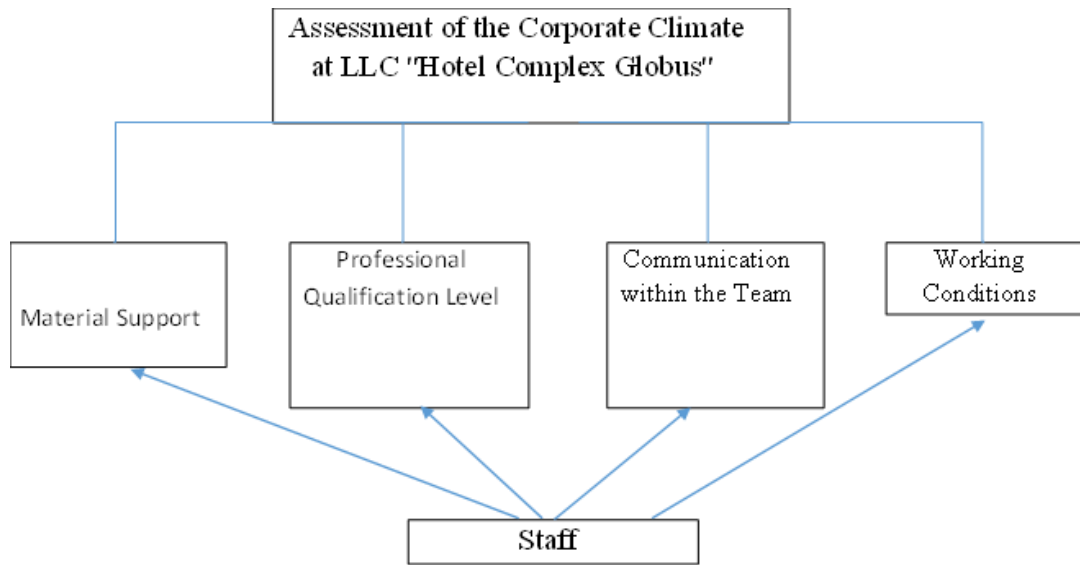


Figure 3.1 – Hierarchical model for assessing the corporate climate of the LLC Hotel Complex "Globus"

The second stage is to determine the priorities of the criteria and evaluate each alternative against the criteria to identify the most significant one.

To achieve this, we create a pairwise comparison matrix considering the criteria important for improving labor motivation effectiveness (table 3.2).

The component of the principal eigenvector is calculated as the geometric mean of the values in the row of the matrix (table 3.3):

$$V_i = \sqrt[n]{\prod_{j=1}^n a_{ij}} \quad (3.1)$$

where a_{ij} – is the element of the i -th row and j -th column of the pairwise comparison matrix.

Table 3.2 - Pairwise comparison matrix

Sub-criteria	Salary	Career Growth Prospects	Convenient Work Schedule	Organization of Corporate Events
Salary	1	3	5	6
Career Growth Prospects	1/3	1	4	6
Convenient Work Schedule	1/5	1/4	1	5
Organization of Corporate Events	1/6	1/6	1/5	1

Table 3.3 – Component of the eigenvector of local priority

Subcriteria	Salary	Career Growth Prospects	Convenient Work Schedule	Organization of Corporate Events	Principal Eigenvector
Salary	1	3	5	6	3,08
Career Growth Prospects	1/3	1	4	6	1,68
Convenient Work Schedule	1/5	1/4	1	5	0,70
Organization of Corporate Events	1/6	1/6	1/5	1	0,27

Next, we will determine the priority vector. The component of the priority vector is calculated as the normalized value of the principal eigenvector:

$$P_i = \frac{V_i}{\sum_{i=1}^n V_i} \quad (3.2)$$

We will input the calculation results into table 3.4.

Table 3.4 - Priority vector of the pairwise comparison matrix

Subcriteria	Salary	Career Growth Prospects	Convenient Work Schedule	Organization of Corporate Events	Principal Eigenvector (PEV)	Priori (PV)
Salary	1	3	5	6	3,08	0,54
Career Growth Prospects	1/3	1	4	6	1,68	0,29
Convenient Work Schedule	1/5	1/4	1	5	0,70	0,12
Organization of Corporate Events	1/6	1/6	1/5	1	0,27	0,05

We will calculate λ_{\max} – the maximum eigenvalue of the pairwise comparison matrix. The approximate values of λ_{\max} for assessing the consistency ratio can be calculated using the following formula:

$$\lambda_{\max} = \sum_{j=1}^n M_j P_j \quad (3.3)$$

Where $M_j = \sum_{i=1}^n a_{ij}$

- S_i – the sum of the elements of the i -th column of the matrix;
- P_j – the priority vector of the analyzed matrix.

After performing the calculations using this formula, we obtain $\lambda_{\max} = 4.1$. Next, we will determine the consistency index:

$$CI = \frac{\lambda_{\max} - n}{n - 1} \quad (3.4)$$

Thus, $CI = 0.03$.

To assess whether the obtained result is acceptable, it must be compared with the

standard random index (RI). The random index is the consistency index calculated for a positive reverse-symmetric matrix of size $n \times n$ the elements of which are determined by a random number generator distributed uniformly for the interval: $1/9, 1/8, 1/7, 1/6, 1/5, 1/4, 1/3, 1/2, 1, 2, 3, 4, 5, 6, 7, 8, 9$. For a matrix with a constant value of n , RI is defined as the average value for a sample of size N . The values of RI for matrices of orders from 2 to 10 are presented in table 3.5.

Table 3.5 - Values of the random index for different matrices

Matrix Order	2	3	4	5	6	7	8	9	10
RI	0	0,58	0,9	1,12	1,24	1,32	1,41	1,45	1,49

For our matrix, the order is equal to 4, so we take the random index as 0.9. Based on the calculated consistency index (CI) and selecting the random index (RI) from the table for the specified matrix order, the consistency ratio (CR) is calculated as follows:

$$CR = \frac{CI}{RI} \quad (3.5)$$

$$CR = 0.03.$$

In cases where CR is less than 0.1, the degree of consistency is considered satisfactory. Sometimes, a range from 0.1 to 0.3 can also be considered an acceptable degree of consistency. This typically applies to problems for which expert conclusions do not lead to serious negative consequences. In contrast, if $CR > 0.3$, the expert must review their conclusions. To do this, it is necessary to identify the positions in the judgment matrix that contribute the most to the CR value and try to reduce the degree of inconsistency through deeper analysis of the problem.

Thus, we have considered the main directions for motivating the work of employees in the studied enterprise and determined that the most prioritized direction for labor motivation in this case is salary.

3.3 Improving working conditions and the socio-psychological climate in the team

The desire of employees to perform their duties more diligently is undoubtedly influenced by the working conditions: the premises where working hours are conducted, the condition of the workplace, working tools and equipment. Recommendations for the studied enterprise regarding the improvement of this aspect include:

- Replace the working computers of accountants and reception administrators with newer ones that will allow them to perform their duties without unnecessary pauses and irritating factors such as program delays due to weak PCs.
- For the reception, it is also advisable to purchase a backlit keyboard for greater convenience when working the night shift.
- Update the working phone for restaurant employees so they can always be in touch and clients can continuously make reservations and orders.
- Replace the working phone of the facilities agent with one that can not only make calls but also take photos of breakdowns for visual demonstration when passing tasks to the caretaker, etc.
- Monitor the level of wear and tear of all employees' inventory and repair or update everything in a timely manner.

Implementing these recommendations will require the following expenses (Table 3.6).

Let's calculate the effectiveness of the above-mentioned investments (Er) using the following formula: (3.6)

$$Er = \frac{\Delta P}{KB} \quad (3.6)$$

where ΔP is the increase in the company's profit due to the investment, in UAH, KB is the total amount of investments, in UAH.

Table 3.6 - Expenses for improving working conditions at the LLC "Globus" Hotel Complex

Expense Item	Total Expenses, UAH
Laptop	18000,00
Computer	16500,00
Backlit Keyboard	300,00
Phone	4500,00
Updating Housekeeping Inventory	3000,00
Updating Kitchen Inventory	5000,00
Total:	47300,00

The expected increase in profit is 55,000 UAH. Thus:

$$E_p = 55,000 / 47,300 = 1.16.$$

It should be noted that the effect of such measures has a more indirect nature and works in the long term, for example, for the company's image. In addition to technical aspects, it is important to monitor the psychological climate within the team. Managers should sometimes reduce the level of formality in communication with subordinates and can spend time together during lunches or coffee breaks. A beneficial influence will result from extending communication outside of working hours through corporate events of various kinds:

- parties;
- outings to nature;
- trips to other cities;
- participation in quests;
- attending seminars/training/forums.

Regarding the last point, training staff will enhance the professionalism of employees and, consequently, the quality of service provided by the enterprise. If it is not possible to organize attendance at such events for most of the team, an option could be to reproduce the training within the team. For example, the director attends a seminar and then conveys the learned information to the staff in the form of a mini-seminar directly at the enterprise.

CHAPTER 4

OCCUPATIONAL HEALTH AND SAFETY IN EMERGENCY SITUATIONS

4.1 Description of the state and organization of the occupational safety process at the LLC “Globus Hotel Complex”

One of the provisions of Article 43 of the Constitution of Ukraine states: "Everyone has the right to proper, safe, and healthy working conditions, and to a salary not lower than that established by law." Based on this provision and Article 4 of the Law of Ukraine "On Occupational Safety", the following main tasks can be set in the field of occupational safety:

- ensuring working conditions that do not pose a threat to the life and health of the employees of the enterprise;
- using available modern technologies designed for occupational safety at the enterprise;
- providing material compensation in case of accidents at the enterprise that fully cover the staff's medical expenses;
- monitoring the health status of employees at certain intervals;
- conducting training and courses that enhance the skills of personnel responsible for their safety, such as correct behavior during natural disasters;
- conducting surveys regarding employee satisfaction with working conditions and the impact of work on their overall health.

From these tasks, the goals of this section arise: to analyze the state of occupational safety; to identify (if any) violations or shortcomings concerning this area and provide recommendations for their correction; to analyze the socio-economic effectiveness of the provided recommendations.

The object of research is LLC "Globus Hotel Complex." It combines a hotel, restaurant, sauna, and conference rooms. This provides the enterprise with locations that have their own specific working conditions. Due to the wide range of services provided by

the enterprise and the small number of staff, developing occupational safety issues is economically justified. After all, the temporary loss of even one employee can cause serious problems in the functioning of one or several divisions of the enterprise (for example, an injury to the head chef complicates the functioning of the restaurant, which may reduce the interest of potential hotel clients). It is also important that the injury of a staff member will deter potential users of the enterprise's services (since work takes place in a restaurant, hotel, conference hall, and sauna – locations intended for direct client visits). Thus, occupational safety significantly affects the image of the enterprise.

Occupational safety is also an important factor for social effectiveness. Due to the nature of its operations, the enterprise is interested in finding personnel for the long term, and safety is an important factor for potential employees.

The measures concerning occupational safety help preserve employees' health and ease their working conditions. Since the "Globus Hotel Complex" combines several locations, it is appropriate to consider the working conditions at the enterprise as a whole. Otherwise, the results of theoretical analysis may differ from the actual state (for example, working conditions in the restaurant and the hotel have many differences). Due to the peculiarities of the enterprise's activities, a specific characterization of the workplaces is impossible, as most employees require constant mobility. Therefore, the following will provide a general description of the object of study.

The enterprise combines natural and artificial lighting (there are sufficient window openings, and artificial light is used during dark hours or when natural light is insufficient due to weather conditions). To facilitate the movement of employees and ensure convenience for clients, there is an elevator.

All premises of the enterprise are equipped with ventilation. Most premises have air conditioning. First aid kits with necessary medications are located near each location. There is a thermal curtain, and the premises are heated during cold seasons. Since the enterprise is not a manufacturing one, it does not have factors such as excessive noise or vibration, emissions of hazardous gases and other substances, electromagnetic radiation, etc. The only

production area can be considered the restaurant kitchen, where necessary measures are taken to ensure cleanliness. Overall, the microclimate at the enterprise is favorable for work. Surveys of employees did not reveal any serious complaints about working conditions.

During the practice period and the study period (3 years), there have been no cases of illnesses directly caused by working conditions. The factor that has the most significant impact on the health status of workers is the presence of night shifts for employees in certain professions. This is related to the specifics of the professions, rather than the technical conditions of the enterprise; however, it is still part of working conditions.

Since working at the enterprise often involves direct interaction with clients and communication between employees of different divisions, the psychological climate plays an important role in the activities of the "Globus Hotel Complex." An analysis of relationships within the team during practice and through surveys did not reveal any problems. Overall, relationships can be characterized as satisfactory. Communication often occurs informally, which improves the overall state of the psychological climate. However, there are existing shortcomings, which were characterized in previous sections.

A separate fire safety service is absent at the enterprise. The director is responsible for the state of fire safety. The enterprise is equipped with sensitive smoke detectors that can react even to cigarette smoke. This minimizes the risk that a fire will go unnoticed if it occurs. This also ensures the enterprise is safeguarded against fires due to violations of the smoking ban in premises, which applies to both employees and clients.

During the analyzed period, there have been no fires at the enterprise. There have been cases of violations of fire safety norms by clients, which were detected but did not result in serious consequences. Overall, the object can be classified as having a low level of fire hazard. Exceptions may be the sauna and the kitchen. However, even in these locations, necessary measures are taken to enhance fire safety. For example, the kitchen uses heating surfaces and electric heat sources to minimize the use of open flames, and grilling is done outdoors; the saunas are electric, and rules prohibit actions that may lead to negative consequences (such as pouring water on parts of the mechanism, etc.).

The location of the object is also a positive factor for fire safety: there are no locations with high fire hazards nearby, and the enclosing structures of the enterprise are made of fire-resistant materials. The object itself is predominantly constructed from fire-resistant materials.

The enterprise has primary means of extinguishing fires, such as powder and water-foam fire extinguishers. There is also a fire detection system, which, however, is not equipped with automatic fire extinguishing means.

Evacuation in case of fire or other accidents is organized at a high level. A total of six emergency exits are provided, located near each division of the enterprise, which is quite sufficient considering its size. Evacuation plans are also easy to find, designed to avoid crowding in case of an emergency, and to ensure easy and safe departure from the premises by employees and clients.

In general, the state of fire safety is satisfactory, although improvements are possible. Based on the above analysis of working conditions, their impact on health status, and fire safety, several recommendations for improvement can be made.

The first recommendation concerns the psychological climate. As mentioned above and in previous sections, its state can be improved. Regarding methods of improvement, conducting team-building activities and other corporate events (such as team quizzes) can be recommended. They can help establish a positive atmosphere within the team and improve relationships between management and employees.

An important issue mentioned above is the presence of night shifts, which affect the physical and psychological state of employees. The management of the enterprise should consider expanding the team. This could ensure the stability of working shifts without negative consequences for the enterprise's overall activity.

Fire safety at the enterprise can also be improved. This can be achieved by installing automatic fire extinguishing systems, which would be more beneficial than the existing systems that only allow for threat detection. It would also be helpful to ensure the presence of additional fire extinguishing means at the enterprise, apart from the existing fire

extinguishers, such as fire hoses or equipment (cones, shovels, etc.).

The social effectiveness of the recommended measures is obvious. Each of them is aimed at improving working conditions and reducing the possible negative impact of work on employees' health (the first focuses on psychological health, the second on both psychological and physical health, and the third on physical health).

The economic effectiveness of the recommendations varies. The first category of measures (aimed at improving the climate in the team) is cost-effective. Although, at first glance, such measures only incur costs, they can be reduced by reducing the need for a conference room in the complex, and increasing the friendliness of the team leads to better work and, as a result, increased efficiency of the enterprise. It is also worth remembering that the company has customers, and the atmosphere within the team can play a significant role in whether they will use the services again.

The second recommendation requires a more detailed study. On the one hand, such changes are time-consuming and costly (as they require the reformatting of the enterprise). On the other hand, they can reduce the negative impact on employees' health.

The third recommendation, similarly to the second one, has considerable costs. However, such measures can be economically beneficial in the long run, as improving fire safety will not only reduce the amount of material damage in the event of a fire, but also reduce the damage that may be done to the company's image (customers are unlikely to choose to stay or stay in an establishment that does not make every effort to ensure their safety).

4.2 Ensuring the effective work of staff in the development and implementation of measures for the evacuation of staff and clients of the complex

As mentioned earlier, the company under study has the necessary conditions for the effective evacuation of employees and clients in case of an emergency: there are sufficient

evacuation exits and evacuation plans. These measures are the minimum required, but they cannot be considered entirely sufficient.

To enhance the effectiveness of personnel during evacuation, various actions are needed. For example, training evacuations should be held periodically at the company. The goal of these exercises is to refine the skills of personnel in preserving their own lives and helping other employees and clients during an emergency. Every employee should be familiar with the location of necessary equipment that can assist during an evacuation (such as a fire extinguisher in case a fire blocks access to an exit).

According to Article 130 of the Civil Protection Code of Ukraine, companies with 50 or fewer employees must develop and approve instructions for actions in case of a threat or occurrence of emergency situations. It is important to ensure that every employee is familiar with these instructions and that copies are placed near their workstations. Periodic checks of employees' knowledge regarding evacuation procedures would be beneficial.

It is advisable to conduct activities aimed at teaching employees how to act during an evacuation. These should be twofold: the first is psychological (how to stay calm and avoid causing panic), and the second is practical (providing first aid, etc.).

If the company expects to have clients inside its premises, it is necessary to provide them with information relevant to evacuation. Such information includes the location of evacuation exits, the placement of equipment needed for evacuation, and basic first aid supplies for victims.

Since evacuations may not occur for long periods, regular checks of evacuation routes are necessary. This includes, for example, inspecting the quality of door locks on evacuation exits, checking the safety of fire escape ladders, and monitoring the condition of shelters (if available and used as an optimal place for evacuation).

CONCLUSIONS

During the writing of this paper, an analysis of the work of the personnel at LLC "Hotel Complex Globus" was conducted, and proposals for improving the effectiveness of their motivation were developed.

The effectiveness of the staff directly influences the results of business processes and the quality of produced goods or provided services. Therefore, the analysis of labor performance and efficiency of the workforce should take a central role in the general assessment of the company's business activities.

A systematic approach to evaluating the existing labor resources will enable the company to make well-founded and appropriate decisions regarding the improvement of staff performance management. Competent management of personnel and their development contribute to creating a workforce with better skills and stronger motivation to fulfill the organization's tasks. For the overall well-being of the organization and the benefit of the employees, the leadership must continuously support and encourage various methods to increase the potential of the workforce.

The studied organization is characterized by a linear management structure. Higher-level managers regularly collaborate with regular employees, sharing their experience to enhance the employees' qualifications. However, suggestions for further improvements in this area have been made.

The issue of material incentives is somewhat problematic. The management of the complex should review employee compensation. If profitability is insufficient to increase wages, then it is necessary to lower the demands on employees, consider redistributing responsibilities, or modify the work schedule.

Additionally, methods to improve the working environment have been suggested, as this undoubtedly affects the quality of work. Proposals for organizing team-building

activities to foster cohesion within the workforce were also developed, which would positively impact work quality.

By using workforce forecasting, staff turnover can be reduced, which is the primary goal for LLC "Hotel Complex Globus." The main challenge the company faces regarding its workforce is high employee turnover, which can lead to a shortage of staff. To improve employee motivation at the company, the following measures are recommended:

1. Improve the system of material rewards and incentives.
2. Enhance working and social-psychological conditions.
3. Support employees in their desire for professional growth and development.
4. Foster a friendly atmosphere during work and after work hours.

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Appendices

Appendix A

Questionnaire for Assessing Employee Satisfaction with Working Conditions at the Hotel
Complex "Globus"

<p>Dear employee of LLC 'Hotel complexe Globus' we invite you to participate in a study of quality of working conditions at our enterprise!</p> <p>This survey will help us understand your wishes and improve the working conditions for you. The questionnaire is anonymous!</p> <p style="text-align: center;">WORKING CONDITIONS ASSESMENT QUESIONNAIRE</p>	
1.	<p>Are you satisfied with your salary level?</p> <ul style="list-style-type: none"> • Yes • No
2.	<p>In your opinion, does your salary correspond to the volume of work you perform?</p> <ul style="list-style-type: none"> • Yes • No
3.	<p>Which option would you choose?</p> <ul style="list-style-type: none"> • Stable but low income • Unstable income but with the potential to earn more
4.	<p>Which 3 bonuses from the list below would you choose for yourself?</p> <ul style="list-style-type: none"> • Salary increase • Participation in training sessions conducted at the complex on topics of interest to you • Free breakfasts (in addition to lunches) • Paid medical insurance • Coverage of public transport expenses for commuting to work • More flexibility in changing work schedules
5.	<p>Do you enjoy participating in corporate events?</p> <ul style="list-style-type: none"> • Yes • No
6.	<p>Which type of corporate event do you prefer the most?</p> <ul style="list-style-type: none"> • Party • Outing to nature • Excursion to another city • Other (please specify: _____)
7.	<p>Would you like to spend more time outside of work with colleagues?</p> <ul style="list-style-type: none"> • Yes • No

Continuation of Appendix A

8.	<p>How do you rate your technical working conditions (comfort of the room, provision of adequate means and tools for work)?</p> <ul style="list-style-type: none"> • 1 • 2 • 3 • 4 • 5
9.	<p>How do you rate your psychological working conditions (communication with other team members)?</p> <ul style="list-style-type: none"> • 1 • 2 • 3 • 4 • 5
10.	<p>Would you like to change jobs in the near future?</p> <ul style="list-style-type: none"> • Yes (please specify the reason _____) • No, I am satisfied with everything • Difficult to answer (please specify the reason for doubts _____)