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School of Management and Business

Department of International Economic Relations, Business & Management

Bachelor's Qualification Work
REMUNERATION AS A MAJOR FACTOR MOTIVATING
PRODUCTIVITY

(on the basis of AGRO-INVEST)

Bachelor's student of the 4th year study

Field of Study 07 – Management

and Administration

Specialty 073 – Management

Educ. program – Management

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Research supervisor



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Abstract

This study examines the role of remuneration as a major factor motivating productivity in the workplace. Through a review of existing literature and empirical research, the study aims to identify the extent to which employee compensation influences their motivation and productivity levels. The study also seeks to identify potential factors that may moderate or mediate this relationship, such as job satisfaction, job complexity, and organizational culture. The findings of this study have important implications for organizations seeking to enhance employee performance and productivity, as well as for policymakers and researchers interested in labor economics and organizational behavior.

Keywords: remuneration, motivation, productivity, compensation, job satisfaction, organizational culture.

Анотація

У цьому дослідженні розглядається ціль винагороди як основного фактора мотивації продуктивності на робочому місці. Завдяки огляду наявної літератури, дослідження має на меті визначити ступінь, до якої винагорода працівників впливає на їхню мотивацію та рівень продуктивності. Дослідження також спрямоване на виявлення потенційних факторів, які можуть пом'якшувати або опосередковувати ці відносини, наприклад, задоволеність роботою, складність роботи та організаційна культура. Результати цього дослідження мають важливе значення для організацій, які прагнуть підвищити ефективність і продуктивність працівників, а також для політиків і дослідників, які цікавляться економікою праці та організаційною поведінкою.

Ключові слова: винагорода, мотивація, продуктивність, винагорода, задоволеність працею, організаційна культура.

PHEE-institute «Ukrainian-American Concordia University»


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Department of International Economic Relations, Business and Management

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“ ” 202

TASK
FOR BACHELOR’S QUALIFICATION WORK

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1. Topic of the work:

REMUNERATION AS A MAJOR FACTOR MOTIVATING PRODUCTIVITY
(on the basis of AGRO-INVEST)

Supervisor of the work ***Natalia Amalian, Ph.D. in Economics.***

(surname, name, degree, academic rank)

Which approved by Order of University from

“22” September 2022 № 22-09/2022-3c – **Management**

2. Deadline for bachelor’s qualification work submission **“23” April 2023**

3. Data-out to the bachelor’s qualification work_

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).








There are three main topics a student should develop in this work:

- 1. Foundations of work motivation in sociology of management***
- 2. Research of employees’ motivation in socially oriented organizations***
- 3. Ways of improving remuneration system in different business units of the organization.***

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economical and statistical information on the company and its development, visualization of mechanism of development, etc.

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	Natalia Amalian, Ph.D. in Economics		
2	Natalia Amalian, Ph.D. in Economics		 
3	Natalia Amalian, Ph.D. in Economics		

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	31.12.2022	In time
2.	II chapter	20.02.2023	In time
3.	III chapter	11.04.2023	In time
4.	Introduction, conclusions, summary	23.04.2023	In time
5.	Pre-defense	27.04.2023	In time

Student



(signature)

Supervisor



(signature)

Conclusions:

The Bachelor's qualification work is composed at the high level, and its content and structure meet the methodological requirements in full. The paper provided a meticulous analysis of the employees' motivation in general, and in socially oriented organizations – in particular. The work contains all the necessary parts of scientific research with empirical and theoretical recommendations.

The paper includes a well-developed theoretical approach to the essence of work motivation, provides profound analysis of key elements of work motivation (including intrinsic, extrinsic, positive and negative). The practical recommendations, differentiated for different business units of the organization, are formulated correctly and are focused on the main goal and tasks of the work. In general, if successful defense, the thesis can claim to be "excellent".

Supervisor



(signature)

Table of content

INTRODUCTION	3
CHAPTER1. THEORETICAL FOUNDATIONS OF WORK MOTIVATION IN SOCIOLOGY OF MANAGEMENT	6
1.1. The essence of work motivation	6
1.2. Key elements of work motivation.....	11
1. Intrinsic Motivation.....	12
2. Extrinsic Motivation.....	13
3. Positive Motivation	13
4. Negative Motivation.....	13
1.3. The main methods of certification of enterprise personnel in the system of labor motivation	16
CHAPTER 2. PRACTICAL RESEACRH ON WORKER MOTIVATION IN SOCIALY ORIENTED ORGANIZATIONS.....	24
2.1. AGRO-organizational INVEST's structure and financial and economic activities features	24
2.2. Socio-economic and socio-psychological systems of work motivation in an organization.	41
2.3. A study of the satisfaction of sales and operational staff with their work in the organization	52
CHAPTER 3. MEASURES TO IMPROVE THE REMUNERATION SYSTEM IN THE CORPORATION'S SEPARATE BUSINESS UNITS OF ORGANIZATION.....	61
3.1. Proposals for improving the remuneration system for core production workers	61
3.2. Proposals for improving the remuneration system for sales and customer service staff... ..	64
3.3. Proposals for improving the remuneration system for middle management	68
CONCLUSIONS	72

INTRODUCTION

It is essential to manage the resource base of businesses logically due to the escalating competition in a number of domestic economic sectors. Employees are one of an organization's most valuable resources, regardless of the size and breadth of its operations, as their knowledge, experience, and skills are the primary driver of its effectiveness and competitiveness. Finding efficient methods of staff management that guarantee the effectiveness of all activities is thus one of the key objectives of a modern organization.

In these circumstances, an efficient system of employee motivation for the firm is crucial to the efficiency of the workforce's job. The primary compensation for the staff's effort is compensation, which is the monetary equivalent of the portion of the cost of the produced good or service that is paid to people who produced it. Non-material incentives are a part of the whole motivation system, and their significance is likewise rather high.

Encouragement of employees to participate in productive and successful activities is part of motivation. Understanding people's requirements (both material and non-material) and the expected reward for labor is crucial for successfully implementing the motivating process.

Meta Research

Over the past several decades, there has been a wealth of research on the relationship between remuneration and employee motivation. Many studies have found that employees who are fairly compensated and receive adequate benefits are more motivated to perform well and stay with their employer. For example, a study by Lawler (2000) found that pay is a primary motivator for employees, and that employees who feel that they are paid fairly are more likely to be engaged and committed to their work. Similarly, a study by Clark and Oswald (1996) found that higher wages are associated with greater job satisfaction and a lower likelihood of leaving one's job.

Other studies have suggested that non-financial forms of remuneration, such as recognition, career development, and work-life balance, can also play a significant

role in employee motivation. For example, a study by Herzberg et al. (1959) found that factors such as recognition, achievement, and advancement opportunities are key motivators for employees, in addition to pay. Similarly, a study by Shields et al. (2015) found that non-financial forms of remuneration, such as flexible work arrangements and opportunities for training and development, are associated with greater job satisfaction and motivation.

Research Task

The purpose of this paper is to examine the role of remuneration in motivating productivity in AGRO-INVEST. Specifically, this paper aims to answer the following research questions:

What is the current remuneration system in AGRO-INVEST, and how does it impact employee motivation and productivity?

What are the key factors that motivate employees in AGRO-INVEST, beyond remuneration?

What are some proposals for improving the remuneration system in AGRO-INVEST, based on empirical research and best practices in the field?

The subject of the research is work motivation.

The object of this paper is AGRO-INVEST, a large agricultural corporation that operates across several countries. The company is known for its innovative approach to farming, which combines modern technology with sustainable farming practices. The company employs a diverse workforce, including core production workers, sales and customer service staff, and middle management.

AGRO-INVEST has experienced significant growth in recent years, due to increased demand for sustainable agriculture products and the company's commitment to innovation and quality. However, the company has also faced challenges in retaining top talent and maintaining high levels of employee motivation and productivity. As such, this paper aims to examine the role of remuneration in motivating employees in AGRO-INVEST, and to propose solutions for improving the company's remuneration system.

Remuneration is a critical factor in motivating productivity in any organization. Through a review of existing research and a focus on AGRO-INVEST as a case study, this paper aims to identify best practices for remuneration and propose solutions for improving employee motivation and productivity. By doing so, this paper contributes to the larger conversation around employee motivation and productivity in the context of a rapidly changing global economy.

The paper consists of three chapters, each addressing a specific aspect of work motivation in AGRO-organizational INVEST.

Chapter 1 provides the theoretical foundations of work motivation in the sociology of management, including the essence of work motivation, key elements of work motivation, and methods of certifying enterprise personnel in the system of labor motivation.

Chapter 2 focuses on practical research on worker motivation in socially oriented organizations, specifically examining AGRO-organizational INVEST's structure, financial and economic activities, socio-economic and socio-psychological systems of work motivation, and a study of the satisfaction of sales and operational staff with their work in the organization.

Chapter 3 proposes measures to improve the remuneration system in the corporation's separate business units, including suggestions for improving the remuneration system for core production workers, sales and customer service staff, and middle management.

The paper is a comprehensive study on work motivation in sociology of management. It covers theoretical foundations of work motivation, practical research on worker motivation in socially oriented organizations, and measures to improve the remuneration system in corporation's separate business units. The formulas discussed in the paper are the Current Ratio, the formula of Working capital, and Debt-to-equity ratio.

The paper consists of 80 pages, 3 tables, 3 formulas, and 6 figures; the list of references includes 65 literature sources.

CHAPTER1. THEORETICAL FOUNDATIONS OF WORK MOTIVATION IN SOCIOLOGY OF MANAGEMENT

1.1.The essence of work motivation

Senior management, with the right seniority occupying managerial roles, is primarily responsible for developing today's management systems in businesses. In the meantime, adopting new technologies and cutting-edge approaches calls for some freshness, which is provided by the young workforce. Sadly, it frequently occupies inferior positions, which hinders the introduction of new projects. And whenever one reaches higher managerial levels, they are automatically included in the elder staff.

The Managerial Paradox Of Today

The carrot and stick method appears to be the most popular strategy utilized by management in its working relationships with subordinates. Most managers use fear, uncertainty, and punishment as the cornerstones of their motivational strategies, keeping their employees terrified of their jobs while holding meetings at a bar.

The Lack Of Trust In Business Owners And Employees

Sometimes we are cautious because of the way we think. It's a stereotype that when one sees a young, successful entrepreneur, they must have done it dishonestly because most individuals their age have only recently begun to make money. Many business owners, especially those in the sector, think that employees' main motivation is to attempt to make as much money as they can. But what is the reality? When we ask the 3,000-person management team what drives them the most at work, the majority of them will say that they want to get paid more. Meanwhile, eliminating the aforementioned factors could be less expensive and more effective than making everyone pay a symbolic increase if employees are subjected to subpar working conditions (such as dirty restrooms or changing areas) or if they are routinely searched by security personnel and treated as potential thieves.[1]

The Motivational Issue and the Message

Monitoring employee computer usage is one of TimeCamp's duties. We found that one of the most frequent reasons for managers to use software is the need to limit the amount of time that employees spend engaging in unproductive activities, such, for example, surfing Facebook or online shopping sites. Once TimeCamp is installed on work PCs, managers learn about other beneficial uses for the software, such as procedure monitoring, project budgeting, and time management. However, using employee skepticism as a foundation for the implementation of TimeCamp in a company may cause a tremendous deal of employee unrest. My employer wants to follow me, but why? Does he or she believe I'm not at work?

Examination of the employee

We are contradictory people. We don't enjoy having tasks forced upon us, but at the same time, we want some established procedures to inspire us to complete the necessary activities. Therefore, the solution to the work monitoring issue in the organization may lie in adopting project monitoring and project management software. After years of experience talking to clients, I have to admit that things are difficult, work development is close to zero, and responsibility is hazy when there is no manager. However, the work is more productive when there is a boss around, even if some employees don't like him or her.[2]

A person's motivation comes from his capacity to meet his needs, both material and spiritual, through his employment. An incentive to perform specific tasks, motivation determines the course of human action. One strategy for boosting labor productivity is motivation. "A set of external and internal impulses that stimulate to activity, give this activity a direction aimed towards accomplishing personal goals and goals of the organization," is what A.M. Kolot defines as motivation. "Motivation is a dynamic process of developing a motive as the basis of an act," writes I.D. Bech. "A set of motivational variables that determine the activity of the individual, that is, all the motives, needs, incentives, and situational circumstances that affect human behavior," is how

S.S. Zanyuk defines motivation[8]. As a result, the enterprise's personnel management system's primary focus is on employee motivation. The practice of encouraging staff members to work harder is carried out and taken into consideration in tandem with employee motivation. Labor stimulation, or the incentivizing of active work through concrete and intangible interests, is a factor that influences employee activity. Due to the fact that motivation has the form of a complex psychological process, the full spectrum of motivation is connected to it. Motivation comes in a variety of forms, including collective and individual, stable and erratic, external and internal, positive and negative, etc. Additionally, there are personal reasons that influence how people behave. Figure 1.1 illustrates this.

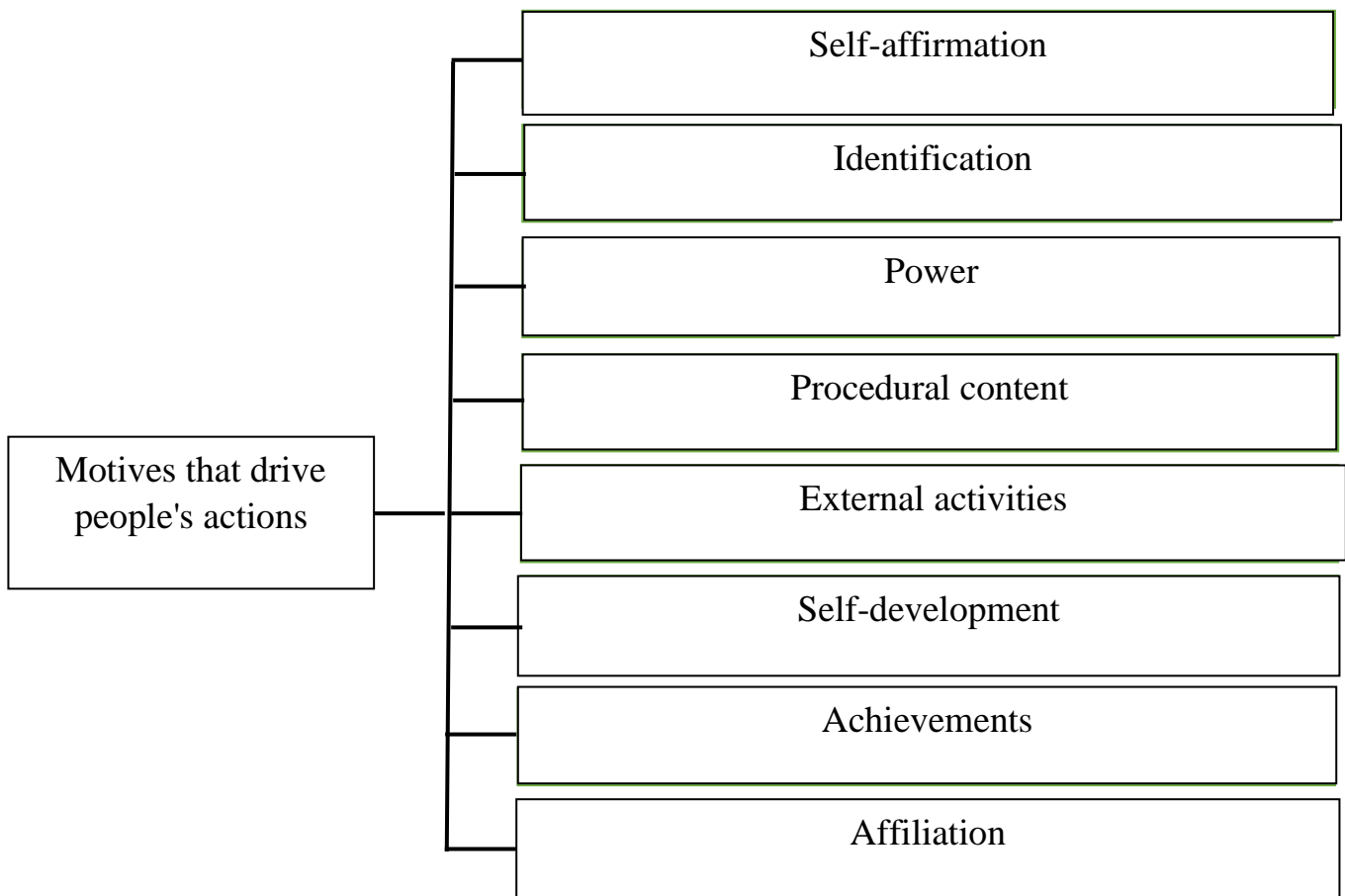


Fig 1.1: The causes of people's behavior

source: min basadur, gordana licina, in handbook of organizational creativity
<https://www.sciencedirect.com/book/9780123747143/handb>

The ambition to obtain a particular social rank in society and the purpose of self-affirmation can both be seen as manifestations of the same thing. The urge to obtain and retain a better social position is frequently referred to as the prestige motive, or self-affirmation. The urge to resemble any person is a manifestation of the identification motive. The urge to obtain control of and exert power over those around oneself is a manifestation of the motive of power. The procedural content's motivations are shown in how an individual is persuaded to act by using both the activity's procedure and content as well as outside influences.

Actions that function independently of the activity display the motivations behind external activity. These motivations include prestigious employment, financial advantages, etc. motives that direct people's behavior Self-affirmation Identification Processive content with power outside activity Self-development Achievement 8 Affiliates. The desire for personal improvement and the actualization of potential internal reasons are both manifestations of the self-development motive. The desire for excellent performance and professionalism in a particular subject is an expression of the accomplishment motive. Contact and communication emerged as a result of affiliation-related motivations, which took the form of a desire to forge and uphold links with society. [5]

The growth and operation of the business take place thanks to the staff's adept motivation. Finding unmet needs should be the first step in the motivating process. The next step is to set the goal, which suggests that in order to fulfill the need, it is critical to specify the actions that will be taken to achieve the goal and fulfill the need. The system of staff motivation is a set of duties designed to increase performance by the organization's employees. Its successful implementation is a key step in increasing the company's profitability.

The most crucial tool in people management, the system of staff motivation has the opportunity to have an impact on both the efficiency of the workforce and the business. The enterprise's strategic and tactical goals must be met via the employee incentive system. The motivation system in this situation enables

managers to mold the required behavior in their workforce and boost their productivity, interest, and loyalty. The major goal of the staff incentive system is to promote employee activity and productivity. When an employee is engaged in his work, he fulfills his responsibilities and the work that has been assigned to him much better. The primary duties that the motivation system assigns to itself are depicted in Figure 1.2.

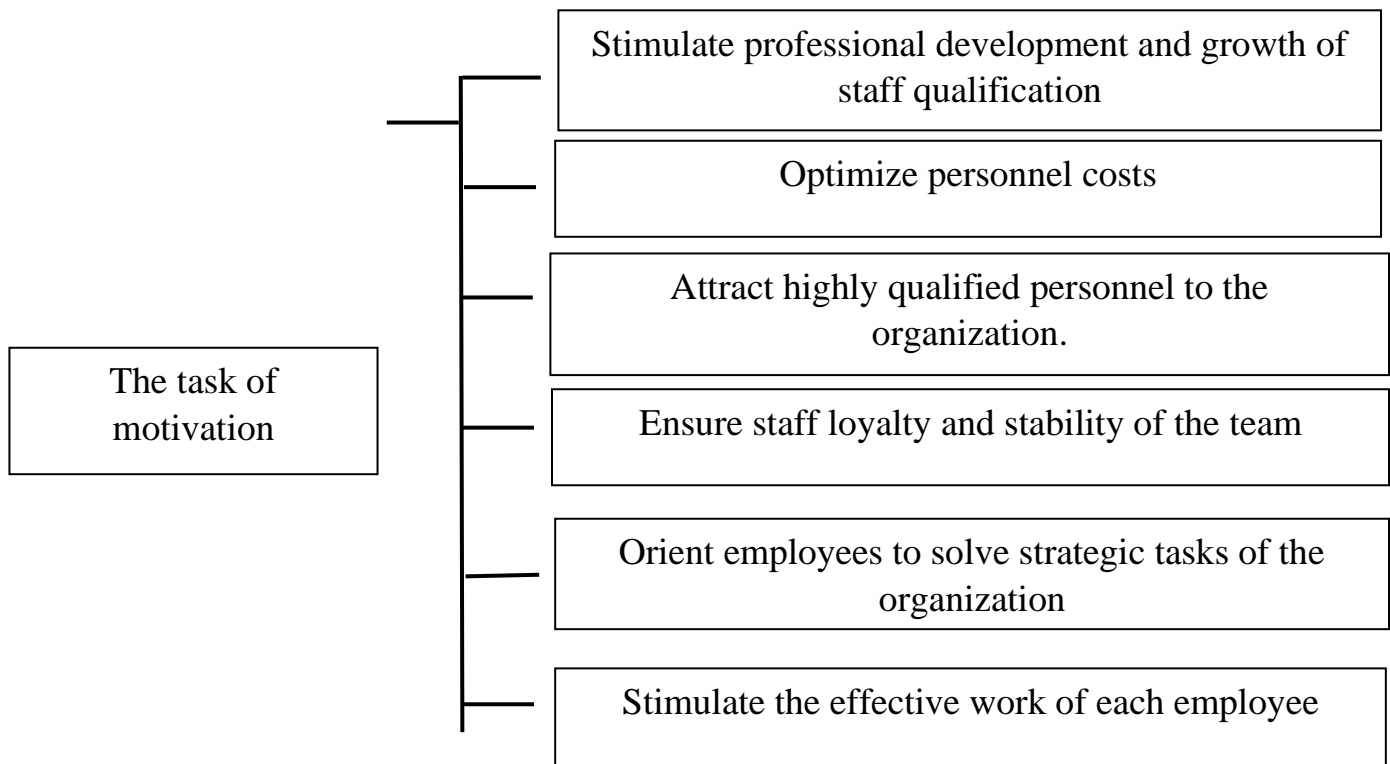


Fig 1.2 Objectives of the motivation system

Source: Fiona Patterson, in Encyclopedia of Applied Psychology, 2004

Tools of the motivation system are those forms of motivation that have the potential to influence employee motivation. They could be physical or abstract. Among these are those that are directly based on certain work-related outcomes, like bonuses. As a result, it is crucial for the organization's leader to ascertain the demands of the workforce when motivating employees—both real and intangible—so that the needs of a lower level can be satisfied before those of a higher level.

In addition, indirect motivational techniques like free transportation to and from work, food, and reimbursement of cellular communication costs are

employed. Tools for indirect incentive are employed to lower staff turnover and boost employee loyalty. Tools for indirect motivation are defined by the staff members' level of professionalism and are not reliant on the outcomes of activities. It is typical to separate the following stages when developing an organization's system of staff motivation.

The establishment of tools to be used in the system of motivation for the organization's employees; the setting of goals and objectives for the organization in this area; the development of a tariff grid; the assessment of staff performance; and the determination of the relationship between activity results and incentives. It is hard to adequately carry out the employee-motivation process without considering.

Therefore, this concept, which should be the most adaptable and simple to adjust in relation to different types of employees, should serve as the foundation for the entire system of employee motivation within the firm. It's critical to analyze the motivation system in order to determine whether employees feel the effects of motivation, whether their responses to those effects satisfy organizational expectations, etc. The cost of incentive instruments is implied by the motivational system. As a result, it is crucial for the organization to assess the economic impact.

1.2. Key elements of work motivation

The word "motivation" refers to the reasons behind someone's actions. It is what motivates people to act in the way they do. The mechanism that starts, directs, and sustains goal-oriented behaviors is known as motivation.

For instance, motivation might help you achieve a promotion at work or shed more pounds. Simply defined, motivation encourages you to take steps that advance your goals. Motivation encompasses all of the factors—biological, emotional, social, and cognitive—that influence how people behave.

Additionally, motivation involves elements that guide and sustain goal-directed behavior. Even so, these motivations are rarely plainly visible. As a

result, we frequently have to extrapolate from observable behaviors the motivations behind people's actions.

Regardless of the type of work they do, pressure at the office can make anyone grimace, and lacking motivation at the office just makes the situation worse. It might take a while—possibly even years—for another employee of comparable caliber to fill that role if an organization were to lose one of its key employees owing to a lack of desire. Employers should inspire their staff so that they can work happily for years to come.

According to the researches, there are 4 types of motivation (see Fig. 1.1.)



Fig. 1.1. Types of motivation

Source: Motivation - Meaning, Importance, Types, Factors & Example. MBA Skool Team. August 29, 2021. Extracted from: Motivation - Meaning, Importance, Types, Factors & Example | MBA Skool

1. Intrinsic Motivation

This type comes from within a person to do a task or achieve a particular goal. It is a feeling of being self-driven and achieving objectives for oneself. Intrinsic motivation is driven by motives like social acceptance, eating food, desires to achieve goals, biological needs etc.

2. Extrinsic Motivation

This type drives an individual due to external forces or parameters. Some other person or organization motivates the individual to work hard to achieve certain goals or tasks. Extrinsic motivation is driven by motives like financial bonus, rewards, appreciation, promotion, punishment, demotion etc.

3. Positive Motivation

This type drives an individual by offering positive accolades and rewards for performing a task. In this type of motivation, the individual is rewarded by monetary benefits, promotions etc. which drives an individual to work hard.

4. Negative Motivation

This is where fear and threat are used as a parameter to get the work done. In this type of motivation, individuals are threatened with things like demotion, reducing benefits, withdrawing merits etc.

For every individual, all the types are interlinked based on which he or she takes an action. The resultant behavior of any person is basis the motivation types he or she has been influenced by.

Top Factors Influencing Motivation



Below are six essential ideas that an organisation can incorporate to keep its employees motivated.

1. Communication is the key

One easy approach to motivate staff is through communication. Opening up a friendly discourse gives employees a sense of value as individuals and lets them realize there is someone within the company they can speak with about issues. Misconceptions are dispelled so that everyone is on the same page by making critical information apparent and encouraging employees to ask questions. Fostering communication between staff members and their supervisors can go a long way toward fostering a joyful and effective workplace.

2. Show your appreciation

With dedication comes reward.

No of their position or level of expertise, every employee at a company wants to be acknowledged. Simple acts of appreciation can inspire someone and

brighten his day. A simple high-five, vocal applause for a job well done, or anything else that boosts an employee's confidence and keeps them pushing forward can all be considered forms of appreciation. It is consistently noticed that those who receive praise tend to work harder than those who don't.[6]

3. Creating a hassle-free working environment

The workplace has a significant impact on productivity. When we think about a working environment, comfort and attractiveness are two key factors that come to mind. When it comes to appearance, furniture, desk clutter, and lighting are the most important factors. An employee's behavior, engagement, and feelings can be influenced by the overall design of the workplace. Comfortability follows the correct ambiance into the workplace. According to a Business.com survey, good lighting reduces melancholy, boosts mood and productivity, and roughly 18% of workers who are exposed to natural lighting perform better at their jobs.[7],[8]

4. Mastering the art of constructive criticism

Without optimism, motivation is useless, and receiving positive comments keeps the workplace lively. However, exaggerated optimism occasionally comes out as untrue and useless. Positive or negative feedback enables one to effectively judge oneself and aids in improvement. When the employer finds it challenging to give the employee feedback, a chat platform like Cliq can be helpful. An employer can provide feedback by bringing it up in a discussion or channel. An employee will feel better and produce better work if you send them a compliment over a private or group chat, and they will develop better habits if you give them mild constructive feedback.

5. Benefits that hold the employees together

They are more likely to come together in an organization that values the opinions of all of its employees. Employees' focus can be improved and they can unwind a little more if the workplace is made less stressful and they are allowed to work from home. Financial perks like health insurance and personal

allowances boost productivity, loyalty, and morale on the work and keep staff members motivated for the duration of their employment.

6. Let them know you trust them

It has never been easy to bridge the gap between an employer and an employee. This can be made simpler by them having talks since building trust with a worker requires familiarity. Employees might feel at home and motivated when their employers have faith in them.

For everyone's best interest

The welfare and motivation of employees must always be supported. People who are mentally well can make improvements to themselves, and devoted employees will stay with a company that cares for them.[9]

1.3. The main methods of certification of enterprise personnel in the system of labor motivation

In a contemporary market economy, corporate operations must give the topic of people management the highest care. Demands for the long-term development and usage of human resources increase along with their role and significance, which calls for a thorough analysis and assessment of the productivity of the staff's work. These demands are influenced by the external environment's ongoing change. Due to the state of the labor market right now, businesses must switch to a new personnel management system. It's getting harder to get qualified labor resources because of the competition. The working staff transforms into a trained employee at the same time, one who primarily possesses the advanced education and specialized training required for professional qualification. Because the system for certifying and evaluating employees in organizations is the most crucial aspect of the modern human resources management process, each domestic enterprise is required to focus on creating this system in order to strengthen its competitive position in the market and pursue strategic development.

The people certification program also matures into a potent instrument for operational, strategic, and HR management, as well as a means of enhancing

the operations of the business's investment attractiveness. The selection, assessment, and implementation of the instruments (methods) that will be used in real practice are all steps in the process of creating a personnel assessment system, also referred to as the construction of the personnel appraisal system. Personnel assessment serves as the legal foundation for organizational downsizing, promotions, rewards, wage setting, and termination. The evaluation attempts to improve the staff's overall quality as well as people management in terms of approach and procedures, task distribution, and specialization. Aiming to maximize the use of financial incentives and social security, it aims to identify growth potential, increase employee productivity and interest in the outcomes of his or her work and the organization as a whole. It also aims to create the ideal conditions for a more dynamic and all-encompassing development of the employee's personality. [20]

Additionally, the establishment of a personnel appraisal system in a company is important for a number of reasons, including:

- With the aid of the personnel certification system, the company can build a development strategy in which qualified labor resources play the most important role, including as a resource and source of economic growth.
- On the basis of personnel assessment and certification, a system of motivation and stimulation can be developed.

The chosen technique of personnel evaluation should be dictated by the organization's aims and objectives. For instance, it would be beneficial to utilize a comprehensive evaluation that incorporates testing, interviews, and work with "simulators" to determine an employee's professionalism level. The testing or interviewing approach that will enable the application of the scoring approach or another quantitative approach is appropriate for assembling 42 psychological profiles of persons. [21]

HR managers frequently select business games to identify professional or business skills. The expertise of experts, the availability of a prepared methodological base (cases, tests), and procedures come to the forefront when

doing evaluation work and analysis. Only in this instance can we discuss an objective evaluation that will be used to improve the organizational structure of the business, advance promising personnel, determine bonuses, establish compensation, etc. The four main approach types are mixed, difficult, quantitative, and qualitative. The management or HR department uses a different set of evaluation criteria and evaluation tools. The methods listed below can be used to assess personnel: THE MACHINE It involves comparing an employee's characteristics to the original ones identified (as a reference). The simplest and most popular approach is this one. [22]

The method of arbitrary characteristics. It involves determining the best achievements of the employee and his strengths. The data are compared with the most gross errors in the work, from which conclusions are drawn about the success and efficiency.

A method of evaluating the implementation of tasks. Allows you to get generalized conclusions about the work of the employee, as it evaluates his work in general (often as a result of a conversation). [23]

The "360 degrees" method, which includes the assessment of each employee by management, colleagues, subordinate staff and self-assessment.

The method of group discussion. Provides for an open discussion of the employee's performance with experts, representatives of the HR service and management. Combined methods of personnel evaluation:

1. Matrix. Involves comparing the characteristics of the employee with the initially set (reference). This method is the simplest and most common.

2. The method of arbitrary characteristics. It involves determining the best achievements of the employee and his strengths. The data are compared with the most gross errors in the work, from which conclusions are drawn about the success and efficiency.

3. A method of evaluating the implementation of tasks. Allows you to get generalized conclusions about the work of the employee, as it evaluates his work in general (often as a result of a conversation).

4. The "360 degrees" method, which includes the assessment of each employee by management, colleagues, subordinate staff and self-assessment.

5. The method of group discussion. Provides for an open discussion of the employee's performance with experts, representatives of the HR service and management.[25]

Combined methods of personnel evaluation:

1. Testing method. Evaluates the staff based on the results of the tasks.

2. The method of summing up estimates. It is necessary to evaluate all the characteristics of the employee on a given scale, after which the average indicator is compared with the reference.

3. Grouping method. Provides for the association of employees in groups based on the results of work. [30]

Quantitative methods:

1. Rank. Compilation of ratings of success and efficiency of employees. They are compiled by several managers, after which the data obtained are reconciled, and the personnel who took the lowest positions.

2. Point evaluation. Provides for the accrual of points to each employee for specific achievements in labor activity. At the end of the period (more often - a year) all points are summed up and the most successful and lagging behind employees are determined.[16]

3. Free point evaluation.

The process involves the evaluation of each employee quality (personal or professional) by independent experts. The scores are summed up. These methods are considered the most objective, as they allow to draw general conclusions and express them in numerical terms for further comparison. Another effective personnel evaluation is a comprehensive one. It involves the implementation of the certification methodology, which allows to determine the level of compliance of the employee with the position in the company.

Many companies practice certification of all employees with a frequency of 1 time per year. Psychological methods of personnel assessment are of great

interest for modern HR-management. They allow to determine not only the existing personal and professional qualities, but also to identify prospects and opportunities in the development of each employee[19]

Conversations, interviews, business cases, psychological testing, and the use of the "360 degrees" technique are a few examples of psychological procedures that may be used to evaluate an employee's significant personal attributes from a professional standpoint. Experts in the field of psychology apply psychological techniques, choosing the best approach and accurately converting the findings into visual conclusions. Psychological evaluation methods provide high accuracy and good detail, but they can be expensive for the company due to the need to involve professional psychologists to objectively analyze the performance of the work. This seems to be most reasonable for assessing the leadership potential of employees, the psychological portrait of future leaders, the introduction of a system for assessing the performance of staff.

Categorical approaches are referred to in the non-verbal method of employee evaluation. When it is impossible to make an impartial assessment of the psychological profile of the candidate for the position and his professional abilities, it is most frequently utilized when recruiting a new employee. With a high degree of likelihood, one may identify intellect, friendliness, volitional traits, and leadership abilities through nonverbal cues. In the course of an interview with an employee (or prospective employee), nonverbal approach specialists examine the length of the response to the question:

I the duration of pauses; the complexity and nature of statements; mistakes; reservations; corrections in speech; the presence of speech defects; facial expressions; breathing; coughing; gestures; changes in posture; direction of gaze. It is the involuntary human actions and spontaneity of non-verbal reactions that allow experienced psychologists to see the true emotional state of a person, even if he tries to disguise it. Non-verbal communication, unlike

verbal communication, practically does not contain deception, so specialists have the opportunity to assess declarative statements.[21]

There are several assessment centers, which act as personnel and performance evaluation centers. Work in them is centered on creating settings that allow the individual to demonstrate both his professional and personal talents in the workplace. Analytical presentations, written business exercises, group conversations, personality tests, and role plays are a few examples of these types of exercises. Modern techniques of personnel assessment enable a thorough evaluation of the personal information required to carry out job obligations and reveal the most promising areas of employee growth.

Most often, such techniques are automated and computerized classical methods of assessing business qualities, greatly simplifying the interaction between the evaluated employees and experts (external or employees of the same company). Evaluation of an employee by the "360 degrees" method is considered stressful, so it is recommended to use it when planning further career advancement or forming a list of employees who are sent for training, etc.[22]

The assessment should be clearly defined. In order for the work on personnel evaluation at the enterprise or organization to be constantly improved and become more effective, it is necessary to comply with a number of factors: interest on the part of management; involvement of competent highly qualified specialists in the evaluation to assess the characteristics of employees and their professional activities; documenting the work of the personnel evaluation system; regular informing of employees about the conduct and principles of the personnel evaluation system; establishing a strong and clear link between the evaluation system and the system of personnel management; and the system of personnel development. Compliance with all the above conditions creates the necessary minimum basis for the successful use of the system of evaluation of the results of the evaluation method of the employees, improvement of the staff performance in the organization[23].

The assessment system will be seen as an unnecessary link in people management if the company's personnel evaluation findings did not lead to any adjustments in staffing, pay, or employee bonuses. Employees who have earned good evaluation scores will receive bigger incentives than those who have received low scores, and this will indicate that the system is working. They could be sent to basic or advanced training, registered in the personnel reserve, given gift cards or expensive rewards, or any of these things. The personnel assessment system should be easy to use in practice, in addition to being successful.

A talent pool may be quickly formed, a corporate brand can be developed, and a clear grasp of corporate goals can be attained by continually upgrading the assessment system. Increasing the role of personnel service in the enterprise, competent regulatory support of evaluation tools for the responsibility for the personnel measures taken, implementation and decision-making, development of systems, and recruitment of personnel are all required to improve the system and methods of evaluating the organization's personnel and the results of their work.

It is vital to eliminate all overly complicated procedures and processes and to make an effort to develop the most impartial assessment metrics that won't lead to employee resistance and a bad attitude. The outcome of accomplishing the organization's strategic goals and its competitiveness are influenced by an effective people assessment system. The management of the firm establishes the fundamental framework for strategic business growth with the aid of people assessment. This procedure is carried out by fostering the professional growth of the personnel reserve, which are the company's employees.

Motivation is the art, creativity and a subtle sense of the psychology of the needs and motives of employees, which encourages staff to activities that coincide with the desires, interests and positions of the manager and the organization. It is necessary to use both tangible and non-material forms of employee stimulation to ensure the company's success. Material motivation is

determined by the outcomes of the task completed and varies amongst individuals holding the same roles within the organization. Financial incentives can lead to team dissatisfaction and a toxic work environment. To balance the staff performance review, some sort of traditional moral reward or mediator is thus required. These counterbalancing elements function as non-material rewards.

For the effective work of the company, indicators of material motivation should be compared with business goals, providing incentive systems for the implementation of specific tasks and for the implementation of general plans of the organization. In general, the construction of the mechanism of staff motivation in the organization is the process of determining the main forms and methods of interaction between the object of motivation (employee) and the organization.

Although it should be noted that in this algorithm reverse movements are also possible due to internal fluctuations of the employee regarding the fairness of the decision made, the identified algorithm of the stages of the motivation mechanism reproduces the natural direction of motivation development at the subjective-personal level. The development of a system for motivating employees that is based on these principles and makes use of both material and non-material incentives depends on a number of internal and external factors, including the regional, national, and global economies, the nature of production and the particulars of the industry, the enterprise's financial situation, the working conditions, the employees' age, gender makeup, position, and other life needs. [25].

CHAPTER 2. PRACTICAL RESEACRH ON WORKER MOTIVATION IN SOCIALY ORIENTED ORGANIZATIONs

2.1. AGRO-organizational INVEST's structure and financial and economic activities features

The object of my internship and research is Limited Liability Company "AGRO-INVEST", which was registered on 05.04, 2006.

The company works in the agricultural sector, the main type of activity is the cultivation of agricultural crops and milk production. Has about 3,000 hectares in the land bank, also a cow farm for 400 dairy herds, is engaged in the cultivation of such crops as:

- Wheat
- Barley
- Rye
- Rapeseed
- Sunflower
- Soybeans
- Corn

This is a very complex business, it depends on many factors such as weather, geopolitical situation, technology and human relations. Not to mention that each culture needs individual technology and special care in order to achieve a profitable result.

Also, the companies owns some assets such as construction tools, aerial work platform, mobile Agro laboratory, they may rent out them if it is not involved in current projects.

As was mentioned before, the “AGRO-INVEST” company is registered as LLC. The Civil Code of Ukraine, the Economic Code of Ukraine, the Law of Ukraine On Limited «On Limited and Additional Liability Companies» [6], as well as other legislative acts of Ukraine regulate the activities of limited liability companies.

Features of limited liability companies in Ukraine are:

- LLC is a legal entity and is subject to state registration in accordance with the law.

- The minimum number of members of an LLC is one person.
- The maximum number of members of the LLC is not limited.
- The authorized capital of the LLC consists of the nominal value of the shares of its participants, expressed in the national currency of Ukraine. The contribution of a company member can be money, securities, and other property.

- The highest body of the LLC is the general meeting of its members.
- The LLC has an executive body (collegial or one-man), which carries out the current management of its activities and is accountable to the general meeting of its members.

- The supervisory board carries out control over the activities of the director of the limited liability company.

Rights of LLC in Ukraine:

- has an independent balance sheet, bank accounts, a seal with its name, identification code, stamps, forms, may have a trademark, as well as a mark for goods and services and other details;

- acts on the principles of full economic independence and self-sufficiency, is responsible for the results of its economic activity and the fulfillment of obligations;

- can acquire property and personal non-property rights, bear obligations, perform transactions in accordance with legislation and the statute, be a plaintiff in court, including in relevant jurisdictional bodies of other states;

- has the right to issue securities in accordance with the procedure established by law;

- independently plans its business activities and conducts such activities on the basis of contracts;

- sells its own products (works, services);
- LLC has the right to establish branches, representative offices, other separate structural subdivisions, to be the founder of legal entities (including subsidiaries) both on the territory of Ukraine and abroad;
- LLC together with other business entities can form unions, associations and other associations;
- LLC is responsible for its obligations with all property belonging to it, but is not responsible for the obligations of its members.

The company complies with the state registration requirements. It operates under the code 33595182 in the Unified State Register of Enterprises and Organizations of Ukraine. The company was registered on 05.04, 2006 with the sum of the authorized capital 3 275 646,00 UAH. The legal address Ukraine, 073, Khmelnytska region, Izyaslav district, Lishchany village, POLOVA STREET, building 1.. Company's taxpayer identification number. 342709322085. The company has officially certified licenses that are necessary for carrying out various types of work.

The mission of the business entity

"If you don't like your job, you won't be able to achieve great results," the owner of the company told me during my internship. This is actually a very complex industry that requires serious knowledge and to some extent talent, so the main mission of this business is to feed people and provide jobs.

The owner claims that prior to that, he ran a completely different type of business, owning a number of grocery stores as well as a café. However, he did not enjoy going in that route and spent considerable time considering a new location for his firm. Finally, he made the decision to engage in an entirely other activity because, in his opinion, doing so would allow him to encounter fewer competitors and make greater use of his abilities and knowledge.

Organizational structure of the enterprise management

An organizational structure outlines how tasks are assigned, coordinated, and overseen in order to achieve organizational objectives. [8]

It describes a worker's position and several duties within an organization. Employees will move up the organizational hierarchy as their authority increases. Additionally, a corporation runs more effectively the better ordered its structure is. There are four primary fundamental forms of organizational structures, as we have studied throughout the course of the study: functional, divisional, matrix, and flat.

The functional structure is the most accurate organizational structure for the "AGRO-INVEST" corporation. I direct the business to the functional structure since it divides a corporation according to the level of employee specialization. After that, a manager is in charge of each of these departments. It is common knowledge that most small-to-medium-sized organizations have a functional structure, and throughout my internship, I have directly observed this.

The "project-engineering department" (which employs engineers and designers) and the "operation department" are the company's three primary departments (Drivers, electricians, handymen). The corporation also has a department called Accounting and Finance that is in charge of maintaining and analyzing financial records. The organizational structure of the company "AGRO-INVEST" is depicted in diagram 2.1 below.

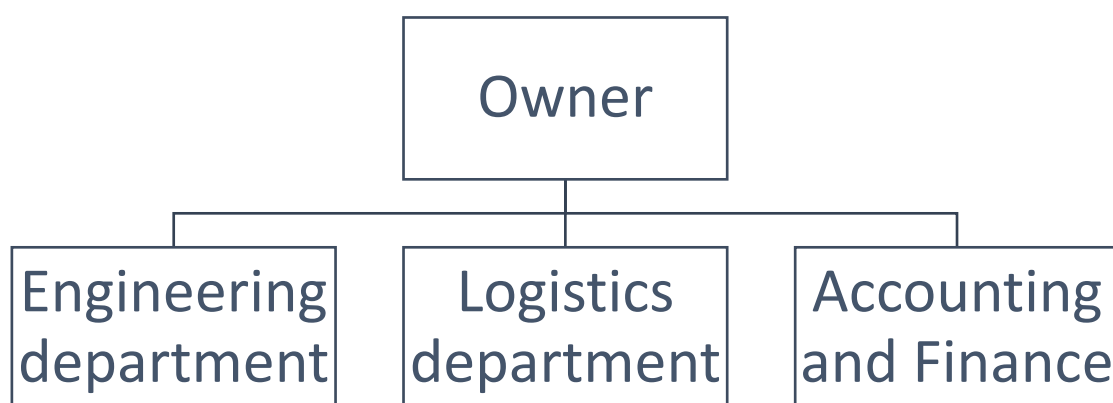


Fig. 2.1

Source: Olexander Pavliuk 2022

It is worth starting with the main branch of the company – Project-engineering department.

This department has four project-engineers headed by the chief project-engineer. They all have Bachelor's or Master degree in Agro-Engineering or a related field. They use special computer software to develop projects, such as AutoCAD Agro, Eplan, Revit, etc. Of course, employees of this department possess excellent technical skills and have strong analytical and problem-solving skills. Each employee of the department has a modern computer and his own workplace in the office for efficient work.

Duties of the project-engineering department:

- Development of design documentation for external power supply;
- Design of cable power lines;
- Design of distribution points and transformer substations;
- Outdoor and indoor bread and milking design;
- Performance of relevant calculations;
- Negotiations with the customer, collection of initial data at the facility.
- Coordination of projects in the relevant services in Kyiv;
- Ensuring compliance to health and safety protocols at all times;
- Ability to read and draw Agro diagrams;
- Keeping the project on schedule, meeting deadlines;
- Ongoing reporting of the project progress
- Keeping the project on budget.

The chief project-engineers supervises the work of this department. Basically, the chief project-engineers has the same duties as other project-engineers, but he also has to monitor the implementation of his team's deadlines, revise their work for mistakes, and make recommendations. As a rule, he gets the most responsible projects. Since he is the head of his department, the director most often communicates with him.

Another department is “Drivers department”. This department has 6 workers. Since their work is associated with danger, they all have validation of the

knowledge of the rules for the safe technical operation of Farming activities for Agro safety.

Duties of the Drivers department:

- Sowing
- Plowing
- Cultivation
- Spraying
- Harvesting
- Transportation of products from the field to the warehouse
- inter-warehouse operations
- Delivery of products to the point of sale or processing
- Maintenance and repair of cars and aggregates
- Handymen are also available for an additional fee

Their duties require certain driving skills and categories that allow driving such a vehicle, and each driver must understand all the nuances of his work in order not to make a mistake that will cost a lot

Accounting and Finance department has only one person.

Duties:

- Formation of financial accounting statement;
- Compilation and submission of tax, financial, statistical reporting according to the legally established terms;

- Interaction with the state bodies within the competence;
- Recording of payments;
- Payroll management;
- Any other financial/accounting related tasks that the director may ask.

To perform the above duties, the accountant uses special computer programs and websites.

For example, E-cabinet (state tax service of Ukraine), Excel, 1C.

Overall, the company has various departments with clear responsibilities, thanks to their well-coordinated work, the company can function and stay in business.

1. Analysis of the status and outcomes of particular enterprise business activities.

The company specializes in the service rendering market. Terms of work can take from several hours to several months; it all depends on the task and the object of work.

One of the main business activities of the company is the search and participation in tenders.

This part will tell what a tender is, how it is carried out, what is needed to participate in the tender, etc. In addition, there will be examples of the “AGRO-INVEST” company's work in this business area.

Tendering is the process by which an organization who is in need of goods/services invites other parties to submit a proposal or bid to provide these goods/services.

The organization who publishes the request and needs the goods/services is called the Buyer or Customer, while the organization who responds to the request and provides the goods and/or services is called the Supplier or Executor.

In Ukraine, tender is a mandatory procedure for government authorities and enterprises, intended for public procurement. This practice was implemented in 2016 by government, and the ProZorro system was created to clarify tender processes and ensure a level playing field for bidders. It made possible to minimize the risk of corrupt influence on the activities of state institutions, and entrepreneurs got a chance to conclude a profitable contract with them. The Law of Ukraine «On Public Procurement» regulates the field of public procurement (tenders), and the main policymaker in this field is the Department of Public Procurement, which is part of the Ministry of Economy.

Depending on the cost of services, goods and works, tenders are divided into 2 groups. The first group assume a deal worth up to UAH 200,000 for goods and services. The second group allow the customer to find supplier for the purchase of goods/services in the monetary equivalent of more than UAH 200,000. Regardless of the procedure initiated by the customer, the tender must meet the following criteria: openness, fair competition, maximum economic benefit, lack of discrimination of participants.

As mentioned above, the company actively participates in such tenders. The preparation of the proposal and the necessary documentation plays an important role, since it depends on who will be chosen as the executor of the work. For instance, on January 31, 2018, the company participated in a public procurement announced by the National Academic Young Theater. After a thorough study of the requirements and the location of the work given by customer, the company prepared and submitted the following documents for the participation in public procurement:

- Reference of availability of employees with appropriate qualifications.
- Reference of absence of debts.
- State registration certificate.
- Reference of experience in the execution of similar contracts.
- Taxpayer's certificate.
- License from State Architectural and Construction Inspection of Ukraine.
- Price proposition.

The documents company provide may be different; it largely depends on the place and type of work, state requirements, and the budget laid down by the customer.

In some situations, it is required to provide a list of completed objects, as a confirmation of experience and knowledge. The example will be provided in Annex section (see Annex 2).

Competitive advantages of the enterprise

The term competitive advantage refers to the ability gained through attributes and resources to perform at a higher level than others do in the same industry or market.

During my internship time and research, I have noticed and highbroad and milked some competitive advantages of the company. The main feature is that the company can do literally any job from start to finish. There is everything necessary for this: seventeen years of experience, qualified employees in different departments, its own laboratory, the necessary equipment for work, as well as established ways of supply and cooperation with many suppliers of Agro products, which allows receiving high quality equipment.

Economic planning and activity of the enterprise

At the enterprise “AGRO-INVEST”, the director of the company is responsible for planning and economic activity. He

$$\text{Inventory Turnover} = \text{COGS} / \text{Average Value of Inventory}$$

$$\text{Inventory Turnover 2021} = 4396.5 / 6669.3 = 0.66$$

$$\text{Average Inventory} = (\text{current inventory} + \text{previous inventory}) / \text{number of periods}$$

$$\text{Average Inventory 2021} = (6205.1 + 7133.5) / 2 = 6669.3$$

$$\text{Inventory Turnover} = \text{COGS} / \text{Average Value of Inventory}$$

$$\text{Inventory Turnover 2020} = 1271.6 / 7248 = 0.17$$

$$\text{Average Inventory} = (\text{current inventory} + \text{previous inventory}) / \text{number of periods}$$

$$\text{Average Inventory 2020} = (7133.5 + 7363) / 2 = 7248$$

Management of accounting and financial transactions of the enterprise

The company has a department that deals with accounting and financial transactions. Accounting is handled by a full-time specialist who has been employed by the organization for a number of years. She administers the company's payroll, maintains and produces accounting, tax, and statistical reports, bargains with banks, and keeps track of the company's financial

situation. She use several websites and software to produce accurate work. For instance, reports are transferred to the Ukrainian State Tax Service using a "electronic cabinet."

For recording and transferring information, the accountant uses the "Financial report of a small business entity" accepted by Ukrainian accounting legislation (standard).

I was granted access to the company's financial records for the previous three years, notably the balance sheets and the statement of financial results, to examine the financial operations and accounting of the business.

The balance sheet shows equity, liabilities, and assets. The primary balance sheet rule is that the total of the company's assets must match the total of its liabilities and equity.

In the Statement of Financial Results, income, expenses, profit, or loss are all reported.

I created the useful tables (see Annex 5) based on the data from "Balance Sheets" and "Statement of Financial Result" for 2019–2021.

I compiled the convenient tables (*see Annex 5*), they contain only completed indicators (those that affect the report).

All indicators are measured in thousands, according to the company's reports.

On the basis of the data, the following business indicators were calculated: Current ratio, Working capital, Debt-to-equity ratio, Solvency ratio.

The current ratio

It indicates how well business can liquidate the current assets to pay off current liabilities. Basically, this ratio measures the liquidity of a company. High liquidity means a company can come up with the money for an unexpected expense quickly (without going into business debt). The healthy current ratio should be above 1:1.

To calculate the current ratio the next formula is used:

Current Ratio = Current Assets / Current Liabilities

$$2019: 11102.3 / 11027.2 = 1.01$$

$$2020: 10757.9 / 10520.0 = 1.02$$

$$2021: 8614.5 / 8487.2 = 1.01$$

The current ratio of LLC "AGRO-INVEST" for the last 3 years has always matched the ratio above 1:1. It means that the company can liquidate the current assets to pay off current liabilities.

Working capital

Working capital is the difference between current assets and current liabilities. Working capital formula is used to determine whether or not a business will be able to meet current obligations, like payroll, bills, and loan payments.

The amount that is left is what a business have for day-to-day operations.

If it has a negative working capital, a business does not have enough money to sustain its business operations.

The formula of Working capital:

$$\text{Working Capital} = \text{Current Assets} - \text{Current Liabilities}$$

$$2019: 11102.3 - 11027.2 = 75.1$$

$$2020: 10757.9 - 10520.0 = 237.9$$

$$2021: 8614.5 - 8487.2 = 127.3$$

The calculations show that "AGRO-INVEST" has a healthy amount of working capital, and it indicates that the company can take on new debt without drowning.

Debt-to-equity ratio

A debt-to-equity ratio shows how dependent a business is on debt. Debt-to-equity indicates how much equity is available to cover debts. To find this ratio, the next formula is used: Debt-to-equity Ratio = Total Liabilities / Total Equity

$$2019: 11230.9 / 203.7 = 55.13$$

$$2020: 10936.7 / 416.7 = 26.24$$

$$2021: 8930.6 / 443.4 = 20.14$$

The calculations mean that “AGRO-INVEST” use much more debt in financing their operations than equity. A high debt-to-equity ratio indicates that AGRO-INVEST is a leveraged firm with significant cash flow, but this could be negative if the company is in decline.

Solvency ratio

Solvency ratio is used to see if a business has enough cash flow to pay off long-term debts while also meeting other short-term obligations. The solvency ratio can determine that a business finances are healthy enough to pay off long-term debts and still operate.

A solvency ratio of 20% or more is considered financially healthy. The lower a company's solvency ratio, the greater the probability that the company will default on its debt obligations.

$$\text{Solvency Ratio} = (\text{Total Net Income} + \text{Depreciation}) / \text{Total Liabilities}$$

2019: $(3070.3 + 1617) / 11230.9 = 0.41$ or 41%

2020: $(2016.2 + 1550.1) / 10936.7 = 0.32$ or 32%

2021: $(5260.3 + 1363) / 8930.6 = 0.74$ or 74%

The solvency ratio of LLC “AGRO-INVEST” indicates that the business should have no trouble paying long-term debts.

In general, over the past 3 years, the company has shown good financial results and it is profitable. Its net income for 2021 doubled from 2020.

Strategic management of the enterprise

To provide a comprehensive analysis of the enterprise's activities, it is necessary to use modern methods from the standpoint of the system approach. For this, I have made SWOT-analysis of the enterprise. The SWOT-matrix (*Fig. 2.1*) is available on the next page. Based on it, I have formulated the mission statement of the organization, its vision and values. Also, I have identified the needs that the company is going to satisfy. For a better understanding, I studied credos and values of well-known companies.

Mission

- We provide the highest service in the field of farms for residents of Izyaslav (Khmelnitsky region) using modern technologies and our many years of experience. Our specialists bring bread and milk to the city and people.

The mission statement is important part of the company because it describes the purpose for being.

Vision

- We are a dynamically developing Ukrainian Company that strives for leadership in the Farming activity market.

The vision statement is an organization's declaration of its mid-term and long-term goals, stating what they want to become in the future. Vision statements act as a goal for a company.

Core Values

- Quality, Reliability, Trust, Teamwork.

These core values are the principles and priorities that guide an organization's actions.

Needs

To provide fresh and high-quality products to customers.

To use modern technologies to increase productivity and efficiency.

To maintain strong relationships with customers and suppliers.

To ensure the sustainability of the company's operations and practices.

Identifying the needs of the company is important for understanding what the organization must do to satisfy its customers and maintain its competitive edge.

The SWOT analysis conducted on the organization has identified its strengths, weaknesses, opportunities, and threats. Some of the strengths of the company include its experienced and skilled specialists, its use of modern technologies, and its strong relationships with customers and suppliers. However, the organization also has some weaknesses, such as its limited geographic coverage and its reliance on a small number of suppliers.

In terms of opportunities, the company can expand its operations to new areas, increase its product offerings, and improve its marketing and branding efforts. However, the organization also faces threats such as increasing competition, changes in customer preferences, and economic instability.

Overall, the SWOT analysis provides a comprehensive overview of the organization's strengths, weaknesses, opportunities, and threats, which can be used to inform strategic decision-making and help the company to achieve its mission and vision. The core values of quality, reliability, trust, and teamwork also provide a guiding framework for the organization's actions and behavior.

SWOT ANALYSIS

	Opportunities (O):	Threats (T):
External factors →	<ol style="list-style-type: none"> Possibility of territorial expansion to other regions Possible investments and constructions after the war 	<ol style="list-style-type: none"> Growing competition War, instability Decreasing of economic condition
Internal factors ↓		
Strengths (S): <ol style="list-style-type: none"> Offer a wide range of services. Strong set of competencies and experience. Established relationships with Agro product suppliers. 	<p style="text-align: center;">Strengths and Opportunities:</p> <ol style="list-style-type: none"> Geographical expansion to other regions, applying years of experience and avoiding mistakes made. Demand for a reliable company due to rebuilding after the war. 	<p style="text-align: center;">Strengths and Threats:</p> <ol style="list-style-type: none"> Use the experience and established connections to get through the difficult situation in the country

Weaknesses (W): 1. Not well-known 2. Small size of the company	Weaknesses and Opportunities: 1. The company may become a well-known through territorial expansion 2. The company may become larger due to growing demand and territorial expansion	Weaknesses and Threats: 1. Develop an effective marketing strategy to stay in business and go through tough times
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Enterprise innovative activity management

Unfortunately, LLC “AGRO-INVEST” lacks an innovation activity, therefore, its implementation. So, I have to turn to SOUFFLET AGRO, a business group with which “AGRO-INVEST” often cooperates in the area of Agro connections in Kyiv.

SOUFFLET AGRO strives to adapt to the conditions of modern realities dictated by the rapid development of new technologies, the alternative energy market, as well as energy efficiency and energy saving technologies. For this purpose, “Innovation SOUFFLET AGRO” and “SOUFFLET AGRO's Open Innovation Platform “was created in January 2019.

SOUFFLET AGRO's Open Innovation Platform is a resource where the company publishes its innovation requests and looks for teams, ideas and technologies to solve them. With the help of this platform, SOUFFLET AGRO collects innovative ideas, aimed, in particular, at improving the level of safety, business efficiency and environmental friendliness of production. If SOUFFLET AGRO becomes interested in an idea or technology, the company

is ready to refine it together with the author, share its expertise and launch a pilot in a real business environment.

Using this platform, anyone can submit an idea in response to one of the requests or propose any other solution.

Chief Innovation Officer at SOUFFLET AGRO, Emanuele Volpe says: “We were the first in Ukraine who dared to publicly publish our innovative requests. It's nice that the risk was justified and yields results. During this time, we have received solutions not only from Ukraine, but also from other European countries.”

In 2018-2020, the innovation team received 1553 innovative proposals, of which 31 were approved and are at the testing or implementation stage.

SOUFFLET AGRO also launched an innovative digital business transformation platform – MODUS.

It is a long-term program of the SOUFFLET AGRO Company, which was the first in the Ukrainian energy industry to start a comprehensive digital transformation. It covers all the main production and administrative processes of the business. The MODUS team consists of managers, engineers, programmers and designers who solve business problems with the help of innovative technological solutions.

In addition, the company created “Energy of Innovation” programs; it includes Executive MBA, ID.School, DxSchool, D. Client School.

These programs aim to develop the skills to implement breakthrough projects to promote innovation on a business scale. They are also created to form a favorable culture in the company for accepting changes and innovations.

At the same time, it is impossible to ignore the main activity of the company - the production and distribution of energy and resources - in which they also implement innovative activities.

Some examples of projects for the implementation of innovative technologies:

- For the extraction of coal and gas, company use modern equipment and the latest technologies. Thanks to this, gas wells are successfully drilled to great depths – up to 7 kilometers.
- In 2020, almost 450 km of lines were surveyed with the help of drones in the Dnipropetrovsk region. More than 7100 defects were identified and eliminated.
- Based on the deployed wireless communication infrastructure in the mine "Yuvileyna" was created the only one in Ukraine innovative digital positioning system. The technology is based on Wi-Fi + Bluetooth and allows in real-time time to track where exactly people are underground, promptly notify dispatchers on the surface about the concentration of methane in mining operations and emergencies.

To summarize, it is safe to say that SOUFFLET AGRO is an excellent example of a company with excellent innovation management. They introduce new technologies and ways of business management in all areas. In particular, thanks to this, the company is the leader of the Ukrainian energy market.

2.2. Socio-economic and socio-psychological systems of work motivation in an organization

Relationships have fuelled many of human history's greatest innovations and triumphs. People have been motivated in certain circumstances by supporters. Martin Luther King Jr. was persuaded to lead the civil rights movement by a colleague who nominated him for the presidency of the Montgomery Improvement Association; Jane Goodall only pursued primatology after a mentor sent her to Tanzania for a research project, emphasizing that her lack of training would give her fresh eyes; and Stephen King only published Carrie after his wife rescued the early pages from the trash and encouraged him to revive them. In other occasions, people have sought inspiration from their rivals. Larry Bird began his mornings by researching Magic Johnson's performance from the previous night's game; Matisse and Picasso studied and critiqued one another's work in order to improve their own; and Steve Jobs was

inspired to create the iPhone and iPad in part by a Microsoft executive who boasted about the superiority of the stylus for a tablet.

Motivating relationships aren't just for dynamic couples. Connections to larger groups and organizations might motivate people to strive for belonging, status, or effect on total strangers. COVID vaccinations were developed in record time to halt a worldwide epidemic, and climate activists strove to make the Earth a better place for future generations. Relationships may, of course, be demotivating, as anybody who has ever had an abusive boss or a discouraging Dementor can attest. We can only speculate on how many more peaks may have been attained if it hadn't been for the deflating affects of other individuals.

Motivating relationships can have a significant impact on an individual's level of engagement and productivity. When people feel connected to a larger group or organization, they are more likely to be motivated to contribute to its success. This can be seen in the context of sports teams, where players often work harder for the good of the team than for personal glory.

Similarly, in the workplace, employees who feel a sense of connection and belonging to their company or team are more likely to be engaged and productive. This can be fostered through team-building exercises, social events, and regular communication and feedback.

On the other hand, relationships that are demotivating can have the opposite effect, leading to decreased engagement and productivity. This can be seen in cases of workplace bullying or toxic relationships, which can cause employees to feel demoralized and disengaged.

It is important for organizations to foster positive and motivating relationships among employees and with the larger group or organization to promote engagement, productivity, and success.

Work motivation refers to the psychological factors that direct, stimulate, and maintain effort in occupations, projects, and activities. Scholars recognized the importance of connections in the early days of job motivation research. The famous Hawthorne studies revealed that managers' attention, rather than

adjustments in lighting and other working circumstances, spurred productivity (although recent analyses suggest the effects are subtle Levitt & List 2011).

Yet, when psychologists created theories of work motivation, they tended to focus on the processes that occur within employees' thoughts, as well as the nature of their jobs and rewards. With occasional nods to equity preferences, power and affiliation motives, collectivistic goals, the roles of managers in setting goals and undermining intrinsic motivation, and the design of jobs that create opportunities for social interaction, friendship, and a positive impact on others, social factors were largely painted into the background.

Meanwhile, organizational researchers concerned in leadership, teams, justice, power, status, diversity, and emotions conducted extensive research on relationships, but seldom through the perspective of motivation.

These two strands have begun to merge in recent years, and students of organizational psychology and organizational behavior have made significant gains toward understanding the social processes underlying work motivation. This advancement has arrived at an opportune moment, since the nature of work has become more social: we have larger networks, more service jobs, more teams, more cross-functional collaborations, and more meetings. At the same time, work has gotten more social: our organizations are becoming more varied, and our relationships are increasingly virtual.

Not every competition is equally inspiring. Those in rivalries are especially motivated to overcome an opponent with whom they have a history. Researchers have investigated the motivating repercussions of rivalry via a succession of sophisticated archival and experimental investigations. On the one hand, rivalries provide obvious and consistent performance benefits to both individuals and teams. In a study of long-distance runners, participants ran faster when their competitors were competing. Furthermore, professional baseball, basketball, football, and hockey clubs fared better in the playoffs if their main adversary had performed well the previous year—especially if they had won the title.

Anybody who has checked up a coauthor's citation count, coveted a younger colleague's promotion, or reveled in refuting a competitor's study has felt the influence of rivalry on job motivation. People have battled to stand out—or to avoid standing out like a sore thumb—for as long as they have worked. Humans are achievement- and status-seeking creatures, and our efforts might fluctuate as we compare ourselves to others.

However, rivalry can have both positive and negative effects on job motivation. On the one hand, healthy competition can encourage individuals to work harder and strive for excellence, leading to improved job performance. On the other hand, excessive or unhealthy competition can lead to negative outcomes such as stress, burnout, and even unethical behavior in the pursuit of success.

To harness the positive effects of competition and minimize the negative ones, it is important for organizations to foster a culture of healthy competition. This can involve setting clear and realistic performance goals, providing feedback and recognition for achievement, and promoting teamwork and collaboration. Additionally, promoting a growth mindset and emphasizing personal improvement rather than solely focusing on external rewards can help individuals to stay motivated and engaged in their work.

While rivalry can be a powerful motivator, it is important to balance it with other factors such as collaboration, recognition, and personal growth in order to foster a positive and productive work environment.

Rivalry

Not all competitions are equally motivating. In rivalries, individuals are particularly motivated to defeat an opponent with whom they have a history. In a series of clever archival and experimental studies, researchers have explored the motivational consequences of rivalries. On the one hand, rivalries have clear and consistent performance benefits for both individuals and teams. In a study of long-distance runners, people ran faster when their rivals were in a race. Further, professional baseball, basketball, football, and hockey teams were

more successful in the playoffs if their biggest rival had done well the prior year—particularly if they had won the championship

Even though the real stakes are the same, rivalry may boost the perceived stakes of a competition, encouraging participants to work harder, smarter, and longer. This is due, in part, to the fact that competitiveness may generate promotion focus—the incentive to gain—and push individuals to focus on goal achievement. Physiological reactions reveal the underlying arousal: In one experiment, when University of Arizona students played a card game, their pulses raced quicker if their opponents wore the cap of their rival Arizona State University rather than the University of Colorado. This excitement, along with a greater emphasis on promotion in survey replies, mediated the effect of rivalry on risk taking. Furthermore, when competing against a rival—as measured by sports analyst rankings, fan ratings, and popularity in Google searches—NFL teams were more likely to take risks in the form of attempting two-point conversions after a touchdown rather than kicking an easier extra point, and of going for it on fourth down rather than playing it safe by punting.

Individuals' willingness to take risks in order to overcome their opponents occasionally violates norms and crosses ethical borders. In a professional soccer research, players were more likely to be given yellow cards for unsportsmanlike behavior in games against rival clubs. In an experiment at The Ohio State University, students were more than four times more likely to lie for personal advantage to a peer who allegedly attended the University of Michigan, their long-standing football rival, rather than the University of Virginia or the University of California, Berkeley. Later research revealed that rivalries drove unethical activity by heightening status worries and making self-worth more dependent on performance, causing people to focus on the rewards of winning rather than the consequences of acting immorally.

Since rivalries may encourage both high levels of effort and counterproductive behaviors, it is vital to learn how to reap the rewards without incurring the costs. Forming supportive rivalries, in which employees have a

vested interest in their competitors' success as well as their own, is one antidote to the negative impacts. A qualitative study of gourmet food trucks discovered that competitive trucks were unexpectedly ready to assist one another. Participants assisted one another in repairing one another's equipment, covered for one another when they ran out of materials and supplies, offered location advice with new competitors, and even actively endorsed one another on social media. Although these trucks competed for clients, they acknowledged their shared identity and rejected the notion that success was a zero-sum game. They felt that by collaborating, they might increase the food truck market while also overcoming collective constraints such as local rules. The existence of a common outgroup—nongourmet food trucks—encouraged previously competing trucks to collaborate.

It's crucial to figure out how to get the benefits without paying the price because rivalries may promote both excessive effort and unproductive conduct. One remedy for the negative effects is for employees to develop friendly rivalries where they have a stake in both their competitors' and their own success. A qualitative study of gourmet food trucks discovered that competitive trucks were unexpectedly ready to assist one another. Participants assisted one another in repairing one another's equipment, covered for one another when they ran out of materials and supplies, offered location advice with new competitors, and even actively endorsed one another on social media. Although these trucks competed for clients, they acknowledged their shared identity and rejected the notion that success was a zero-sum game. They felt that by collaborating, they might increase the food truck market while also overcoming collective constraints such as local rules. The existence of a common outgroup—nongourmet food trucks—encouraged previously competing trucks to collaborate.

These findings highlight the potential for positive outcomes when rivalries are approached in a supportive and collaborative manner. Organizations can apply this concept by fostering a culture that promotes healthy competition and

encourages employees to work together towards common goals. This can be achieved by setting clear performance expectations and providing incentives that reward both individual and team achievements. Creating opportunities for cross-functional collaboration and knowledge sharing can also help to break down silos and promote a sense of shared purpose among employees.

In addition, it is important for organizations to recognize the potential negative effects of excessive or unhealthy competition. This can lead to employee burnout, decreased job satisfaction, and a toxic work environment. To mitigate these risks, organizations can establish clear boundaries and guidelines for competition, such as prohibiting personal attacks or aggressive behavior. They can also provide resources for employee wellness and support, such as mental health services or stress management programs.

Overall, a balanced approach to competition can promote motivation and drive within an organization while also maintaining a positive and healthy work environment.

Furthermore, organizations should aim to establish a sense of shared identity among employees, where they feel a connection to a larger purpose beyond individual success. This can be done by emphasizing the organization's mission and values, and providing opportunities for employees to participate in community and philanthropic initiatives that align with these values. By doing so, employees are more likely to view their work as meaningful and worthwhile, which can increase their motivation and commitment to the organization.

While rivalries can have both positive and negative impacts on employee motivation and behavior, organizations can leverage these dynamics by promoting supportive and collaborative competition. By establishing clear expectations, providing incentives, and fostering a sense of shared identity, organizations can encourage employees to work together towards common goals and achieve greater levels of success.

Although psychologists have long understood that collaboration and competition are not mutually incompatible, temporal order is important. It is more difficult for teams to transition from competition to collaboration than it is to go from cooperation to competition. Teams competed in two rounds of a military defense computer simulation, one with prizes for individual performance and the other with rewards for collective performance. Teams that began with collective prizes and later switched to individual rewards had no issue establishing a healthy pattern of friendly rivalry. The opposite transfer, however, did not go as smoothly: when participants began with individual awards and subsequently switched to collective rewards, they displayed a pattern of cutthroat collaboration that increased speed but decreased accuracy. They battled to perceive one other as allies, withholding crucial information at the price of the group's effectiveness.

Although incentives can briefly stimulate cooperation among prospective competitors, they may not be sufficient to keep it going. In a study of salespeople, those who were rewarded based on combined production with a colleague increased their sales throughout the trial, but the gains faded once the experiment was over and the cooperation incentives were eliminated. A separate intervention was beneficial in sustaining collaboration: pairing up salespeople to exchange ideas over weekly lunches raised sales by 15%, and the effects lasted at least 20 weeks after the experiment finished. Providing incentives encouraged employees to conduct transactions that maximized their performance; developing relationships encouraged employees to continue learning from one another.

Expectations

Every competition comes with performance expectations: Some individuals are expected to excel and others are expected to struggle. Traditionally, researchers studied the motivational effects of expectations through the lenses of self-fulfilling prophecies and stereotype threat. The typical empirical pattern

was that employees internalized social expectations, performing better when expectations were high and worse when they were low.

Scholars have begun to point out, however, that under some situations, expectations may also become self-fulfilling prophecies. In the same way that favorites can grow complacent, recent study on the underdog effect demonstrates that low expectations can be a source of drive. New employees who reported being perceived as underdogs obtained higher performance evaluations from their superiors in a field research at a consumer packaged goods firm. Participants in two trials were randomly allocated to an underdog, favorite, or neutral expectancy condition. Individuals in the underdog group outperformed on an accuracy task and were more likely to find the ideal solution in the negotiation, with the latter impact being mediated by the goal to prove others wrong. Expectations impact relational incentives to control one's impression in the eyes of others in addition to self-efficacy.

When employees internalize low expectations and are driven to reject those beliefs, a critical question arises. The credibility of the source of the low expectations is an important moderator. Unlike research on self-fulfilling prophecies, which has mostly focused on expectations from credible observers such as direct supervisors, research on the underdog effect has theoretically and empirically investigated the role of source credibility. Underdog expectations only inspired greater performance in an experiment when the source of such expectations lacked trustworthiness. It appears that when observers are not experts on the activity or are unfamiliar with employees' skills, employees are more likely to get motivated to prove them incorrect.

There is additional evidence to suppose that underdogs and favorites have distinct motivations. Favorites usually have a prevention emphasis (they want to avoid losing), whereas underdogs usually have a promotion focus. When motivational appeals are combined with this regulatory focus, favorites are encouraged to avoid defeat and underdogs are encouraged to strive for victory.

Social Proximity and Motivation

Although much research on contagion has focused on how emotions spread, new studies have revealed how motivation may travel across coworkers in close proximity. One important impact is physical proximity. The performance of coworkers who happened to be seated nearby predicted the amount and quality of employees' work in a study of several thousand employees in a technology business. Strong performers were not harmed by being seated next to weak performers, but weak performers were more productive—and generated better work—when seated next to high performers. Complementary pairs of strong and weak performers raised quality by less than 1%, increased work speed by 13%, and decreased the frequency of unfinished jobs by nearly 17%. Furthermore, the performance spillover gains did not last once the desks were repositioned, suggesting that they were motivated rather than learned.

Similarly, in a study of professional golfers playing in the Masters Tournament, athletes scored better when partnered with high-performing peers, even when their performance in the previous round was controlled for. Although the processes are unknown, being in the close vicinity of a top performer tends to drive individuals to improve their own performance. These spillover effects, however, are not always favorable; ethical violations may sometimes be contagious. Financial advisers, for example, are 37% more likely to commit misconduct when their businesses combine if they encounter a new coworker with a history of misconduct.

When physical proximity is not attainable, temporal proximity is a crucial factor to consider. When remote teams communicate in a burstiness pattern (alternating intervals of stillness for individual work with bursts of rapid-fire conversation among team members), they are more productive and creative. Attention is one mechanism that underpins the advantage of burstiness: team members feel stimulated when they know their colleagues are online and ready to respond to their work. In virtual partnerships, the intensity of communication may have a greater impact on team motivation than frequency.

Employees will be less motivated to perform and participate, according to a prevalent complaint about remote employment. Prior to the pandemic, a meta-analysis of telecommuting revealed that there were no consequences to performance or colleague relationships as long as people were in the office together at least half of the week. Employees reported higher performance during weeks when they worked from home in a recent field trial at a life sciences organization. Working moms had higher perceived performance impacts because they had less work-family friction at home, which may have assisted with concentration and energy focus. Once again, there were no negative impacts on colleague collaboration or assistance.

In fact, some studies suggest that remote work may even increase productivity and job satisfaction. For example, a study conducted by Stanford University found that remote workers had a 13% increase in productivity and took fewer sick days than their in-office counterparts. Another study found that employees who worked remotely reported higher job satisfaction, which may be attributed to the flexibility and autonomy that comes with remote work.

However, it is important to note that not all employees have the same experience with remote work. Those who have the necessary resources and support, such as a dedicated workspace and good communication with their colleagues and managers, may thrive in a remote work environment. On the other hand, those who lack these resources or who feel isolated may struggle with remote work and experience decreased motivation and productivity.

Overall, while remote work may present challenges for some employees, it is not necessarily a deterrent to motivation and productivity. Employers can take steps to support their remote workers and create a positive work environment, such as providing the necessary resources and technology, maintaining regular communication, and offering flexibility and support.

2.3. A study of the satisfaction of sales and operational staff with their work in the organization

"When we assess satisfaction, we gain information on the strength of staff attachment to the firm." Staff loyalty is the commitment of workers to their organization, their want to give their best for it, and their desire to share its values and goals. If a valuable employee is on the verge of resigning, the organization is in a highly risky and unpleasant scenario. On the other hand, if a lousy employee is perfectly content with his position and is not departing, it gives the boss pause for thinking. It is an excellent workplace for lazy, stupid, and ineffective employees. Work satisfaction data is essentially information on the firm's personnel hazards.

The following job satisfaction aspects or dimensions can be distinguished:

- The nature and content of the work (its intensity, importance, and results); working conditions; remuneration, material remuneration;
- job prestige;
- management (management style, labor evaluation, moral incentives, personnel selection and placement system);
- career and personal development, promotion prospects, qualifications, and so on;
- environment, psychological climate in the team.

Scientists have discovered the following signs of processual motivation when researching people who like their work:

- A sense of complete involvement in the activity;
- complete concentration of attention, thoughts, and feelings on the activity;
- a sense of knowing exactly how one should act at any given moment, a clear awareness of one's goals;
- an absence of fear of potential mistakes and failures;

- loss of the usual sense of awareness of oneself and one's surroundings, as if 'dissolving' into one's work.

Supervisors and managers can change both their management actions and the process of employees' activities by focusing on these indications.

American behavioral psychologists differentiate 2 "mental states" that an employee experiences that influence his or her job satisfaction and professional motivation: feeling of significance (an employee should believe that his/her activity is valuable and significant in his/her value system); understanding the outcome (he/she should be able to assess the results of his/her

According to these viewpoints, T. Solomanidin and V. Solomanidin provide work design concepts in terms of job satisfaction. In such a list, they contain the following requirements:

The work should have a purpose, i.e. it should lead to a specific result; employees should consider the work to be important and worthwhile; the work should allow the employee to make the decisions required to carry it out, i.e. it should be autonomous within the established limits; the job should provide feedback to the employee and be evaluated based on the effectiveness of the work; the work must be fairly remunerated based on the employee's opinion.

Those who accomplish work that fits these standards experience enjoyable sentiments that push them to perform effectively. This involvement in work due to favorable thoughts about the quality of one's work, rather than external factors, is referred to as intrinsic motivation by American researchers. This notion is similar to the phrase processual motivation, however it is more focused on job or professional tasks.

J. Richard Hackman, Greg Oldham, and colleagues established a model of work motivating qualities based on the ideas of pleasant mental states that encourage a person (Fig. 2.3.). Some job characteristics are treated as origins

or causes of good psychological states, sentiments of employees, which, in turn, impacts various aspects of motivation in this model.

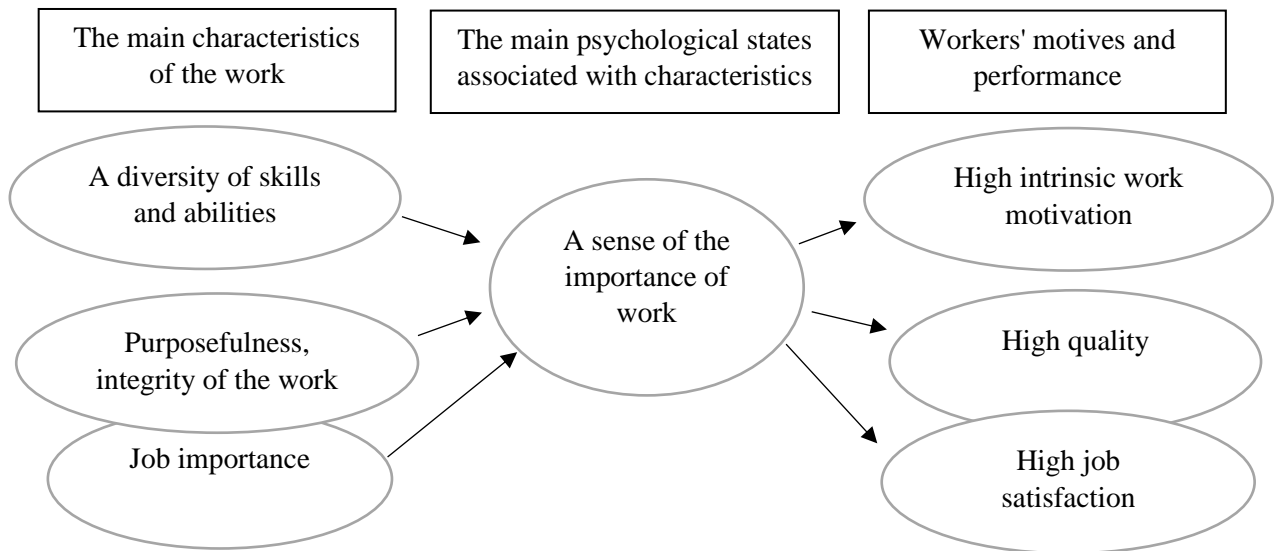


Fig. 2.3. Model of motivational characteristics of work.

• **Source: Alexander Madsen Sandvik, April 2015**

A job that meets all of the above requirements generates job satisfaction, motivates workers and gives them a sense of belonging. Such a job or occupation, according to the authors of this model, has high motivational potential. It should be noted that it does not equally motivate people to perform more effectively. Scientists have found a direct correlation between the need for personal growth and high motivation in performing work with high motivational potential. People who do not have a pronounced need for personal development are not motivated by work with high motivational potential.

Based on the model of motivational characteristics of work, the authors of the concept proposed a work enrichment technology, which is a set of methods for improving the parameters of work and a certain sequence of their use. There are five such methods in total: increasing the diversity of skills; increasing the integrity of work; increasing the importance of work; increasing autonomy; and optimising feedback.

It is feasible to combine specific duties or add functions to those that the employee did not previously execute in order to improve the range of talents in

use. Enhancing the work's integrity may be accomplished by including concluding actions in which the employee will deal with the visible result of the activity. However, it should be noted that adding lower-level activities that do not add value to the job will often dissatisfy the employee and weaken his drive. In order to increase the importance of the task, the employee must be informed about how the outcomes of his or her effort will be used. While developing a task, psychologists advise including the objectives, which will practically be determined by the pace and quality of the job. Certain management duties can be delegated to subordinates to promote autonomy. Of course, such devolution is only possible if the employee is sufficiently qualified and knowledgeable. Giving him/her the option to plan and distribute work in advance while considering his/her inclinations and selecting the appropriate speed of work will also assist enhance this work parameter. To improve feedback, methods must be established to offer employees frequent and enough information (actual, accurate, detailed, and timely) regarding the success of their performance.

According to psychologists, some people like changing work environments. Others require significant outcomes in order to be happy with the intensity of their effort. Others value employment that is meaningful and gives opportunities for personal development. Work happiness is directly tied to an individual's demands and quirks.

Psychologists point out that for some people it is important that work is dynamic. For others, to feel satisfied with the intensity of their work, they need meaningful results. For others, it is important that their work is meaningful and provides an opportunity for personal development. Job satisfaction is therefore closely related to the needs and idiosyncrasies of individuals.

Satisfaction with the working environment is an essential indication. This encompasses everything related to the environment and workplace ergonomics, such as tool availability and comfort, illumination, the quality of office drinking water, and so on.

Employee satisfaction with working conditions is tied to how well employees understand the present state of events in the organization. If employees are fed just hearsay and conjecture, and genuine information is not brought to their notice, then numerous issues develop, such as: "they have something to conceal, thus the rumours of bankruptcy are not groundless, therefore, it's time to look for a new job". Of course, the information system should not jeopardize the company's confidentiality.

One of the most important aspects of communication is conveying to employees a vision of the organization's future, its aspirations. The following are the results of a survey conducted by the National Institute of Standards and Technology.

According to the poll, staff members are more likely to feel engaged and inspired at work if they have a clear knowledge of the organization's aims and objectives. They also have a higher chance of feeling a sense of pride in their job and the accomplishments of the business as a whole. Increased productivity and greater job satisfaction follow from this.

The vision and goals of the company should be effectively communicated to all workers in order to foster a sense of loyalty and trust. Employees are more likely to be involved in the success of the company and less likely to think about leaving for alternative chances when they feel like they are part of a team working toward a shared objective.

It's crucial to remember that communication is a two-way street. Together with providing knowledge, it's critical to provide workers the chance to offer feedback and express their own opinions and concerns. The culture of open communication and cooperation that results from this may assist to increase worker happiness and engagement.

Maintaining employee happiness and engagement at work depends on effective communication. Organizations may develop a solid and motivated workforce that is involved in the success of the company by communicating with employees

openly and honestly about the company's aims and aspirations and offering them chances for input and cooperation.

The work environment should also include aspects such as the firm's location, a suitable timetable, work-related possibilities for fascinating meetings, travels, and so on.

Satisfaction with salary and remuneration is intimately related to an individual's subjective assessment of the degree of equality in the relationship. As a result, management should pay close attention to the following factors.:

- whether your workers' salary matches the remuneration of equivalent experts in other organizations;
- whether the firm's employees' efforts and incentives are comparable.

The most significant prerequisites for management satisfaction are a positive company culture, an optimal leadership style, and the manager's communication and managerial ability. This involves being able to make decisions, accept responsibility, organize tasks, and express gratitude. The delegation of power and responsibility to staff is an important aspect of management activity that influences managerial satisfaction.

According to socio-psychological studies, workers want a caring leader who is people- and process-oriented. He or she is also expected to be organizationally skilled and professional.

The subject of who reviews professionals' work and how they are assessed is critical, because the findings of such evaluation constitute the foundation of the system of financial pay. Subjectivity, erroneous appraisal, and unjust incentives erode employee loyalty and motivation, stifling the development of organizational culture and perhaps leading to inconsistencies and conflict situations.

Most employees value their relationship with their immediate boss. People want not just monetary compensation, but also attention to their individuality. Inaccessibility of the supervisor or mutual misunderstanding between management and employees may significantly diminish the enterprise's efficiency.

Career fulfillment. A high percentage of employees wish to get promoted or improve in their careers. As a result, limiting employment choices might cause severe unhappiness and even hostile behavior.

Satisfaction with one's environment is an important factor. It frequently has such a profound impact on a person's mood, ability to perform, and willingness to continue working in that area that, given certain adverse conditions, a person may opt to resign. As a result, trainings focused at improving working team interactions have recently become popular. At the same time, it is sufficient for job satisfaction if the surroundings do not elicit negative feelings such as aggravation. Psychologists also advise against creating any unique advantages for management that would widen the divide between him and the rest of the staff.

Psychologists have discovered that the number of constraints placed on employees by the organization in the form of rules, regulations, and the like is negatively connected to job happiness. "If the employee sees that the number of constraints imposed is more than his or her subjective norm, chances for loyalty will decline. The necessity to adequately familiarize the newbie to the position is a practical result of this situation. He must understand the purpose for the regulation and what it was before it was enacted.

One cannot speak of loyalty if an employee has not realized what regulations he or she must follow. Allegiance is promised to a single person, not to the future monarch, whoever he may be[24].

The quote is emphasizing the importance of providing proper training and orientation to new employees in order to ensure their loyalty and adherence to regulations in the workplace. The first sentence implies that it is necessary to educate new employees on the purpose of regulations and how they were implemented in the organization.

The second sentence makes a distinction between loyalty and allegiance. It suggests that loyalty cannot be expected from employees who are not aware of the regulations they must follow. Loyalty is a promise of faithfulness and commitment to a specific person or organization, and in the context of the

workplace, this loyalty is earned through a sense of shared purpose and common goals.

The last sentence reinforces this idea by stating that allegiance is promised to a single person, not to some hypothetical future leader. This suggests that loyalty and commitment cannot be assumed, but must be earned through clear communication and a shared understanding of the organization's goals and values.

Individual job happiness, on the other hand, is connected to the fulfilment of a unique blend of their genuine demands. To accomplish this purpose, human resource management must assess the demands of job candidates and workers. The approach for examining an individual's motivational profile, established by American scientists Sheila Ritchie and Peter Martin, is one practical and fairly successful instrument that may be utilized for this purpose. These researchers defined twelve fundamental human wants and suggested a test to assess their relevance (importance) for this employee. The quantitative relevance of these demands is referred to as the motivational profile by the methodology's creators. The characteristics of the motivational profile are considered not only when determining an applicant's fitness for a vacant post to professional criteria, but also when adopting steps to increase job happiness. The motivational profile enables the implementation of a driving purpose that inspires employees to remain loyal to the organization.

Consider the following example. The firm's personnel department was notified that a female employee who has been performing admirably on the job has announced her decision to resign. Her demand for recognition was recognized as the most pressing when her motivational profile was assessed. Her excellent job went unnoticed by management. The human resources department advised the supervisor on the importance of recognizing a job well done and saying thank you orally. This was sufficient to boost the employee's job happiness and retain her with the company. That didn't even necessitate any further financial investment.

R. Kunin's [24] work satisfaction test can be used to assess job satisfaction. K. Harsky, who mentions this strategy in his book, does not offer figures on the

average number of loyal workers. But, such data on a sample of a company's employees is not difficult to collect. To do this, a group of successful employees must be tested and their average happiness score calculated. This score may then be used to compare how satisfied other employees are with it. Apart from its diagnostic significance, the exam is also useful for training purposes. Managers' use of the instrument focuses their attention to critical factors of employee job satisfaction.

CHAPTER 3. MEASURES TO IMPROVE THE REMUNERATION SYSTEM IN THE CORPORATION'S SEPARATE BUSINESS UNITS OF ORGANIZATION

3.1. Proposals for improving the remuneration system for core production workers

There are several options that might be considered in order to improve the remuneration package for key production staff. Among them are

Pay for success: The present compensation plan can be supplemented with a performance-based pay system that compensates workers for their output, level of job quality, and achievement of or exceeding targets. As a result, employee performance may increase, which would increase output and profitability for the company.

Rewards for retraining and upgrading skills: Employees in core production who participate in upskilling or reskilling programs may get incentives from the company. This might increase their efficiency and offer opportunities for career progression.

Employee stock ownership plans (ESOPs): ESOPs may be used to provide critical production workers a stake in the company's success. This may motivate workers and give them a sense of ownership, which will boost output and brand loyalty.

Benefits packages: The company could wish to alter the benefits plans it offers to its core manufacturing staff. This might entail improving the whole compensation package for employees by including more retirement plans, health benefits, and other incentives.

Pay transparency: The business might set up a system where employees are informed about the pay of their coworkers in equivalent roles. This can guarantee the compensation system is equitable and fair, resulting in a more contented and motivated staff.

Flexibility in working hours: The organization can provide key production employees the option of choosing their preferred shift times or working remotely,

if that is an option. As a result, they may have a better work-life balance, experience less stress, and produce more effectively.

Recognition and appreciation: It's critical to acknowledge and value the efforts that the company's key production employees have made to its success. Regular feedback sessions, performance evaluations, and recognition initiatives may all help with this. Such programs can increase their sense of belonging, morale, and motivation to work more.

Salary benchmarking: The business might compare its pay to averages in the sector to make sure its remuneration structure is fair. This can draw in and keep top personnel, resulting in a staff that is more knowledgeable and effective.

Employee involvement: Regularly conversing with key production employees can assist identify their requirements and issues, resulting in a more efficient compensation system. Surveys, focus groups, and feedback sessions can all be used for this.

It is essential to properly describe the compensation system and all of its components to ensure that critical production personnel are rewarded fairly. Regular channels of communication, such as business newsletters, town hall meetings, and one-on-one interactions, can be used to achieve this.

It is essential to keep in mind that the above recommendations should be put into practice in a manner consistent with the company's values, culture, and general business plan. The company should also guarantee that the compensation plan is financially healthy and serves the interests of all stakeholders, including shareholders, employees, and customers.

Additionally, it is essential to ensure that any biases or prejudices, such as pay disparities based on race or gender, are not brought about by the compensation system. The company should ensure that the system is fair and equal and that each employee is compensated in accordance with their abilities, performance, and experience.

It is crucial that the company's compensation structure is regularly examined and assessed to ensure that it is still effective, relevant, and competitive. Here,

choices include benchmarking against staff turnover rates, comparing against industry standards, and conducting employee satisfaction surveys.

A comprehensive approach that considers a range of factors, including performance-based pay, benefits, incentives, employee engagement, and communication is required to improve the remuneration for core production personnel. By establishing a fair and transparent system that is consistent with the company's beliefs and goals, the business may be able to develop a motivated and engaged workforce that contributes to its success.

It is vital to consider the aforementioned factors in addition to the system's cost when designing and putting into place the pay system for core production employees at AGRO-INVEST. The company must ensure that the pay plan supports its expenditure strategy and profitability goals and is financially feasible.

Additionally, AGRO-INVEST may consider creating a system of regular training and development for key members of the production team. Their knowledge and skills may improve as a result, which might boost their output and efficiency. Employee motivation and engagement may increase as a consequence, which might contribute to the success of the company.

Last but not least, it's imperative for AGRO-INVEST to guarantee that key members of the production team view the compensation system as fair and transparent. Employee involvement in the system's design and implementation, open communication, and continuous feedback may all help to accomplish this.

I AGRO-INVEST must adopt a comprehensive strategy to improve the compensation system for key production personnel. This strategy must consider performance-based pay, benefits, incentives, employee engagement, communication, training and development, and cost-effectiveness. By putting such a system in place, AGRO-INVEST is able to develop a motivated and involved staff that contributes to the success of the business, eventually resulting in higher productivity, efficiency, and profitability.

3.2. Proposals for improving the remuneration system for sales and customer service staff

A business that specialized in the manufacture and marketing of agricultural goods is called AGRO-INVEST. The success of AGRO-INVEST depends on the sales and customer service team since they are in charge of fostering connections with clients and producing income. Here are some ideas for enhancing AGRO-INVEST's compensation structure for sales and customer service personnel:

Pay depending on commissions: Sales employees at AGRO-INVEST should be paid according to a commission-based pay structure. Their compensation should be dependent in part on how many sales they make. This might spur them on to work harder and close more sales, boosting the income of the business.

incentives for customer satisfaction: When consumers express pleasure with the firm's sales and customer service representatives, the corporation may provide incentives to them. This may encourage them to offer excellent customer service and cultivate enduring connections with clients.

Training and development: To help sales and customer service staff members advance their abilities and expertise, AGRO-INVEST may offer training and development possibilities. They may be able to serve clients more effectively and boost revenue as a result.

Chances for advancement: For the sales and customer service workers at AGRO-INVEST, the organization should offer clear and visible chances for advancement. This can involve advancements, lateral transfers, or chances to take the helm of high-profile enterprises. They may be inspired to work harder and commit themselves to the business over the long haul by such prospects.

Sales and customer service workers at AGRO-INVEST should be acknowledged and thanked for their contributions to the success of the firm. When someone goes above and beyond expectations, the organization may develop appreciation programs or provide incentives.

Compensation packages that are competitive: The business should make sure that AGRO-INVEST's sales and customer service employees are paid

competitively and in accordance with industry norms. This can draw in and keep top talent, resulting in a staff that is more proficient and productive.

Employee involvement: Regularly conversing with AGRO-INVEST's sales and customer service workers may assist identify their wants and problems, resulting in a more efficient compensation system. Surveys, focus groups, and feedback sessions can all be used for this.

To guarantee that the sales and customer care workers at AGRO-INVEST are aware of their compensation, it is crucial that the compensation system and all of its components be communicated clearly. This may be accomplished by using common communication channels like corporate newsletters, town hall meetings, and one-on-one conversations.

Flexible work schedules: Offering flexible work schedules, such as part-time employment or telecommuting, can enhance the AGRO-INVEST compensation structure for sales and customer support workers. This can improve staff satisfaction and lower attrition rates.

Rewards for completing goals: If sales and customer service staff members meet their goals, the firm may provide rewards. These inducements may take the shape of monetary bonuses, gift cards, or other incentives that have personal value to the employees.

Recognition of extra effort: Sales and customer service staff in AGRO-INVEST often go above and beyond their job duties to provide excellent customer service or close a sale. The company can recognize this extra effort by providing incentives such as additional pay or time off.

Transparency and fairness: The remuneration system for sales and customer service staff in AGRO-INVEST must be transparent and fair. This includes clear communication of the system, consistency in how it is applied across the company, and openness to feedback and suggestions from staff.

Performance evaluation: Regular performance evaluations can help identify areas for improvement and opportunities for growth. These evaluations should be fair and consistent across the company.

Bonuses for team performance: AGRO-INVEST can provide bonuses to sales and customer service teams that achieve their goals together. This can foster teamwork and collaboration among staff.

Non-monetary incentives: The company can provide non-monetary incentives such as paid time off, flexible work schedules, or company-sponsored events to recognize and appreciate the hard work of sales and customer service staff.

Additionally, the following measures can also be considered to further improve the remuneration system for sales and customer service staff in AGRO-INVEST:

Training and development opportunities: Offering training and development opportunities can help sales and customer service staff improve their skills and advance their careers within the company. This can increase job satisfaction and reduce turnover rates.

Performance-based promotions: AGRO-INVEST can implement a system of performance-based promotions for sales and customer service staff who demonstrate exceptional performance and potential for growth. This can provide a clear career path for staff and increase motivation.

Employee involvement: The company can involve sales and customer service staff in the design and implementation of the remuneration system to ensure that it meets their needs and preferences. This can increase their sense of ownership and commitment to the system.

Regular communication: Regular communication between management and sales and customer service staff can help build trust and ensure that the remuneration system is meeting its objectives. This can also provide opportunities for feedback and suggestions for improvement.

Benchmarking: AGRO-INVEST can benchmark its remuneration system against other companies in the industry to ensure that it remains competitive and

attractive to top talent. This can also help identify areas for improvement and innovation in the system.

AGRO-INVEST may raise the motivation, work happiness, and productivity of its sales and customer service team by putting these suggestions into practice. The business may foster an environment where employees feel appreciated and recognized for their contributions to the company's success.

Overall, enhancing the compensation for sales and customer support workers at AGRO-INVEST necessitates a thorough strategy that takes into account a variety of elements, including monetary incentives, non-cash awards, training and development, and employee participation. These actions will help the organization foster a culture of excellence and staff happiness, which will boost client loyalty and commercial success.

While creating the compensation structure for the sales and customer service workers at AGRO-INVEST, it's critical to take into account the previously listed criteria as well as market circumstances and industry norms. This can guarantee that the pay scale is competitive and continues to draw in and keep the top personnel in the sector.

In addition, AGRO-INVEST may think about putting in place a system of frequent performance evaluations for its sales and customer service personnel. This may assist to pinpoint areas that need work and present chances for continued training and development. As a result, customer happiness and business performance may improve as well as personnel skill and knowledge levels.

Including staff members in the development and execution of the compensation system is crucial for AGRO-INVEST. By doing this, you can make sure that the system is seen as fair and transparent and that workers are driven to provide their best efforts in order to accomplish the intended results.

AGRO-INVEST has to adopt a comprehensive strategy to improve the compensation for sales and customer service workers that takes into consideration market circumstances, monetary incentives, non-monetary awards, training and development, frequent performance evaluations, and employee participation. By

putting such a system in place, AGRO-INVEST can foster an environment that values performance and staff happiness, which will eventually boost client retention and business success.

3.3. Proposals for improving the remuneration system for middle management

Any organization's middle management pay structure may benefit from development, but doing so may be challenging given that it necessitates a comprehensive plan that takes into consideration the unique requirements and expectations of this group. Here are some suggestions for improving the remuneration scheme for middle management:

similar basic salary: Any compensation structure must begin with a fair and competitive base salary. Middle managers should get a base salary that is fair for the industry and appropriate for their level of experience.

Performance-based compensation: Middle managers should get performance-based incentives in addition to a basic wage that are linked to particular indicators like sales growth, profitability, or worker happiness. Middle managers may be inspired to put in more effort and produce better outcomes as a consequence.

If middle managers successfully integrate a new software system within a certain length of time, for instance, a software company can give them a bonus, enhancing output and efficiency.

Comparable base pay: AGRO-INVEST should start by establishing a basic pay that is reasonable, competitive for the agricultural sector, and in line with the qualifications of its middle managers. This may include factors including years of experience, education, and job responsibilities.

Performance-based compensation: In addition to the base salary, AGRO-INVEST may additionally provide performance-based incentives. For instance, they may link compensation to certain metrics like agricultural output, business success, or client happiness. A middle manager can receive a bonus for successfully implementing a new agricultural method that increases crop output or lowers costs.

Long-term incentives: In addition to short-term remuneration, AGRO-INVEST may offer long-term rewards to middle managers to recognize their commitment and loyalty. These may consist of stock options or profit-sharing plans that would give executives a stake in the company's long-term success.

Non-monetary incentives: In addition to cash rewards, AGRO-INVEST may offer non-monetary benefits to middle managers, such as increased vacation time, flexible work hours, or prospects for career progression. These incentives may boost worker motivation and job satisfaction, which might enhance productivity and outcomes for the company.

Giving middle managers stock options or equity in the firm can help them connect their goals with those of the business and provide them a long-term motivation to contribute to its success.

For instance, a technology startup may provide middle managers stock in the business in exchange for their commitment and dedication to the expansion of the company.

Middle managers may also be motivated by non-monetary advantages like more accountability, increased decision-making authority, or opportunities for professional growth.

For instance, a shop would give middle managers the opportunity to take management training courses, conferences, or seminars that would advance their skills and advance their careers.

Recognition and appreciation: Middle managers might be motivated by expressions of appreciation for their contributions and achievements. By implementing a system of regular feedback and recognition, the business may be able to commend middle managers for their work and achievements.

For instance, a consulting organization could present a middle management with an award or public acknowledgement at a meeting of the whole company for their performance in managing a successful project.

Middle managers' sense of ownership and commitment to the pay system may be increased by including them in the design and execution of the system. This

can assist guarantee that the pay system is reasonable, open, and satisfies their requirements and expectations.

For instance, a manufacturing business may include middle managers in the creation of a profit-sharing plan that pays them depending on the achievement of particular goals by the company.

Work-life balance and adaptability: Middle managers can better combine their professional and personal lives by being given flexibility regarding work hours and location. This can boost productivity and lower stress levels, which will improve outcomes for the business and raise job satisfaction.

A pharmaceutical company may, for instance, let middle managers to work remotely or according to their own schedules to assist them balance work and family responsibilities.

To enhance the middle management compensation structure, a thorough review of several factors, including as competitive pay, performance-based incentives, equity, non-financial incentives, recognition, employee involvement, and work-life balance, is required. By implementing a thorough plan and these recommendations, businesses may ensure that middle managers are motivated, active, and committed to achieving the organization's goals.

In order to keep their middle management compensation plans competitive and efficient, businesses need frequently review and change them. This might entail surveying middle managers to learn how satisfied they are with the present system, examining market trends and benchmarking against industry norms, and modifying the system as needed in accordance with the company's financial performance and strategic objectives.

Openness and communication are also essential components of a strong middle management pay plan. Regular updates on their performance and how it affects their pay, as well as a detailed explanation of the organization's compensation policy, should be given to middle managers.

For instance, a marketing firm may give middle managers weekly briefings on their revenue growth, incentive payments, and sales targets. If there is this level of openness, middle managers could be more dependable and driven.

A comprehensive strategy that considers competitive pay, performance-based incentives, equity, non-financial incentives, recognition, employee participation, work-life balance, frequent review, and open communication is needed to improve the compensation structure for middle management. By putting these suggestions into practice, businesses may build a stimulating and enjoyable workplace that draws in and keeps top people, resulting in improved business outcomes and long-term success.

The creation of a fair and inclusive workplace is also a crucial component of a successful pay system, in addition to recruiting and keeping top personnel. Regardless of their gender, colour, or ethnicity, middle managers should get compensation that accurately represents the value they provide to the organization.

The importance of work-life balance and employee participation should also be taken into consideration in a holistic pay strategy. Offering flexible work schedules and chances for employee input and participation can contribute to a more engaged and motivated team.

Last but not least, maintaining a fair and efficient pay structure over time requires regular assessment and open communication. Companies may make sure they are offering a pay structure that is both competitive and supportive of their staff by routinely assessing the success of the compensation plan and requesting middle management input.

It is critical to attract and retain top middle management talent in order to ensure long-term business success. This can be done by creating a well-designed compensation structure that includes competitive pay, performance-based incentives, equity, non-financial incentives, recognition, employee participation, work-life balance, frequent review, and open communication.

CONCLUSIONS

Based on the research conducted on the remuneration system in AGRO-INVEST, several conclusions can be drawn. Firstly, it is evident that the remuneration system plays a significant role in motivating productivity among employees.

In chapter one, "Theoretical Foundations of Work Motivation in Sociology of Management," the essence of work motivation is explored, including the key elements that drive it. Additionally, the main methods of certification of enterprise personnel in the system of labor motivation are examined. This chapter provides a solid theoretical foundation for understanding work motivation in organizations.

Chapter two, "Practical Research on Worker Motivation in Socially Oriented Organizations," looks at the socio-economic and socio-psychological systems of work motivation in an organization, specifically AGRO-organizational INVEST's structure and financial and economic activities features. The chapter also includes a study on the satisfaction of sales and operational staff with their work in the organization. The practical research in this chapter provides valuable insights into how work motivation operates in real-world scenarios.

Finally, chapter three, "Measures to Improve the Remuneration System in the Corporation's Separate Business Units of Organization," presents proposals for improving the remuneration system for core production workers, sales and customer service staff, and middle management. This chapter offers actionable suggestions for enhancing the compensation structure within an organization, which can lead to increased work motivation and employee satisfaction.

Overall, the thesis provides a comprehensive examination of work motivation in organizations, with a focus on practical applications for improving employee satisfaction and productivity. By combining theoretical foundations with practical research, the author provides valuable insights into how organizations can motivate their employees to achieve optimal performance.

Secondly, the current remuneration system in AGRO-INVEST is not effective in motivating all categories of employees, particularly sales and customer service staff, who are key players in the company's growth and development.

Thirdly, the middle management staff is also not adequately motivated by the current remuneration system, leading to reduced efficiency and productivity.

The research also identified several factors that contribute to effective remuneration systems in organizations. These include ensuring the system is transparent, fair and equitable, providing a mix of monetary and non-monetary incentives, and allowing for flexibility in the system. Additionally, it is crucial to consider the socio-economic and socio-psychological factors that affect employee motivation when designing a remuneration system.

In light of the research findings, the following recommendations are made to improve the remuneration system in AGRO-INVEST:

For core production workers, the remuneration system should be revised to include a mix of monetary and non-monetary incentives that align with the company's goals and values. This could include bonuses, flexible working hours, and opportunities for career advancement.

For sales and customer service staff, the remuneration system should be designed to recognize and reward performance based on specific metrics, such as sales targets and customer satisfaction ratings. This could include commission-based pay and incentives for meeting or exceeding targets.

For middle management staff, the remuneration system should be designed to align with their role in the organization and provide incentives for performance that contributes to the company's overall success. This could include performance-based bonuses and opportunities for professional development and career growth.

Effective remuneration systems are critical in motivating productivity among employees in organizations. The research conducted on the

remuneration system in AGRO-INVEST highlights the importance of designing a system that aligns with the company's goals and values, while also considering the socio-economic and socio-psychological factors that influence employee motivation. By implementing the recommendations outlined above, AGRO-INVEST can improve its remuneration system and motivate its employees to achieve greater efficiency and productivity.

The study has shown that remuneration plays a significant role in motivating employees to increase their productivity. The research findings revealed that workers in different departments and positions have different needs and expectations regarding their compensation. Therefore, a comprehensive remuneration system that considers the specific needs of different employee groups is essential to ensure their satisfaction and motivation.

The case of AGRO-INVEST has demonstrated how an organization can implement various measures to improve its remuneration system, including increasing salaries, offering bonuses and incentives, providing training and development opportunities, and creating a transparent and fair performance evaluation system. These measures have not only increased the motivation and productivity of employees but have also contributed to the overall success and profitability of the company.

In conclusion, this study highlights the importance of remuneration as a significant factor in motivating productivity in organizations. It also emphasizes the need for organizations to develop and implement comprehensive and tailored remuneration systems that address the specific needs of different employee groups. Finally, the case of AGRO-INVEST provides valuable insights into the practical implementation of such measures in a real-world organizational context.

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