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ВИПУСКНИКА ОСВІТНЬОГО СТУПЕНЯ
“МАГІСТР”

**Тема: Удосконалення системи мотивації праці ТОВ «POWER CHINA»
з урахуванням світового досвіду**

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ЗАТВЕРДЖУЮ

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 "___" _____ **2021**

ЗАВДАННЯ

на виконання кваліфікаційної роботи студента

Чжао Хуняна

- 1.** Тема кваліфікаційної роботи: Удосконалення системи мотивації праці ТОВ «POWER CHINA» з урахуванням світового досвіду затверджена наказом ректора від «12__» жовтня 2021 , № 2217/ст
- 2.** Термін виконання кваліфікаційної роботи: з «05» жовтня 2021 до «14» грудня 2021 р.
- 3.** Вихідні данні до кваліфікаційної роботи: положення про предствивництво підприємства ТОВ «POWER CHINA», літературні джерела.
- 4.** Зміст пояснювальної записки (перелік питань, що підлягають розробці):
 Необхідно: розкрити зміст теоретичних основ мотивації та її ролі в розвитку підприємства зовнішньоекономічної діяльності; здійснити аналіз системи мотивації в умовах ринкової економіки; проаналізувати зарубіжний досвід мотивації працівників; надати організаційно-економічну характеристику ТОВ «POWER CHINA»; проаналізувати стан фінансово-господарської діяльності ТОВ «POWER CHINA» на основі аналізу основних економічних показників; розкрито систему менеджменту підприємства; здійснити оцінку системи мотивації ТОВ «POWER CHINA»; запропонувати шляхи вдосконалення системи мотивації підприємств зовнішньоекономічної діяльності; надати пропозиції щодо вдосконалення системи мотивації ТОВ «POWER CHINA».

Перелік обов'язкового графічного матеріалу:

Теоретичний розділ:

Аналітико-дослідницький розділ: _табл. –8, рис –5; формули – 4_

Проектно-рекомендаційний розділ:

КАЛЕНДАРНИЙ ПЛАН

№ п/п	Етапи виконання кваліфікаційної роботи	Термін виконання етапів	Примітка
1.	Збір і проведення аналізу бухгалтерської звітності ТОВ «POWER CHINA»	11.10.2021 - 31.10.2021	виконано
2.	Визначення та аналіз особливостей управління конкурентоспроможністю на сучасному етапі	05.10.2021- 15.10.2021	виконано
3.	Визначення основних напрямків управління конкурентспоможністю ТОВ «Імперія Холдинг»	до 25.10.2021	виконано
4.	Оформлення списку літературних джерел, які використані в результаті аналізу основних напрямків управління конкурентоспроможністю підприємства на міжнародних ринках	до 29.10.2021	виконано
5.	Підготовка та оформлення аналітико-дослідницького розділу кваліфікаційної роботи	до 01.11.2021	виконано
6.	Підготовка та оформлення теоретичного розділу	до 05.11.2021	виконано
7.	Вибір напрямків удосконалення конкурентоспроможності підприємства та їх реалізація, обґрунтування запропонованих заходів у проектному розділі, розрахунки основних економічних показників	до 25.11.2021	виконано
8.	Оформлення проектно-рекомендаційного розділу кваліфікаційної роботи	до 01.12.2021	виконано
9.	Остаточне оформлення кваліфікаційної роботи (зміст, вступ, висновки, додатки тощо)	до 05.12.2021	виконано
10.	Підготовка доповіді та презентації кваліфікаційної роботи	до 10.12.2021	виконано
11.	Підписання необхідних документів у встановленому порядку, підготовка до захисту кваліфікаційної роботи та попередній захист кваліфікаційної роботи на випусковій кафедрі	до 12.12.2021	виконано

Студент
Керівник кваліфікаційної роботи

(ЧЖАО Хунян)
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С. І.)

List of symbols

Ltd. - Limited Liability Company

POWER CHINA - Power construction corp of China

FEA - foreign economic activity

АНОТАЦІЯ

У результаті проведення дослідження надані пропозиції щодо вдоскоалення системи мотивації ТОВ « ТОВ «POWER CHINA» для посилення його конкурентних позицій.

У вступі визначається актуальність обраної теми кваліфікаційної роботи, об'єкт, предмет, мета та задачі майбутніх досліджень.

У першому розділі розглядається сутність мотивації, роль в розвитку підприємства, теоретичні засади мотивації, та проаналізовано зарубіжний досвід мотивації працівників передових країн світу.

У другому розділі розглянуто організаційно-економічну характеристику підприємства та його фінансовий стан, здійснено аналіз зовнішньоекономічної діяльності ТОВ «POWER CHINA».

У третьому розділі визначено процес вдосконалення мотивації , запропонована технологія мотивації працівників.

У висновку зазначені основні висновки щодо виконаного дослідження і надані конкретні пропозиції щодо реалізації завдань кваліфікаційної роботи.

АНОТАЦІЯ

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ABSTRACTE

As a result of the research, proposals were made to improve the motivation system of POWER CHINA LLC in order to strengthen its competitive position.

The introduction determines the relevance of the chosen topic of the qualification work, object, subject, purpose and objectives of future research.

The first section considers the essence of motivation, the role in enterprise development, theoretical principles of motivation, and analyzes the foreign experience of motivation of employees of advanced countries.

In the second section the organizational and economic characteristics of the enterprise and its financial condition are considered, the analysis of foreign economic activity of POWER CHINA LLC is carried out.

The third chapter defines the process of improving motivation , the technology of motivation of workers is offered.

In the conclusion the basic conclusions concerning the executed research are specified and concrete offers concerning realization of tasks of qualifying work are given.

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Introduction

Actuality of theme. Motivation of staff today is the main driving force driving the company. The concept of motivation is closely related to the problem of personnel management. New economic relations put forward new requirements for staff. This is not only the selection, training and placement of personnel, but also the formation of a new consciousness, mentality, and hence methods of motivation. A necessary condition for the existence and development of society is work, as a useful activity of people aimed at meeting their life needs. One of the components of labor is its motivation at the level of participants in labor relations. The professional approach to planning, analyzing, developing and evaluating management is largely based not on what the manager does, but on how he does it. Approaches are developed, the means used, applied methods of setting and achieving the goal ultimately determine the level of excellence of management. In modern economic conditions, the activities of each enterprise, organization is the subject of attention of a wide range of market participants who are interested in the results of its operation. In the current conditions of the country at the current stage of its development, the problem of staff motivation has become important, because solving the challenges facing society is possible only if you create an appropriate motivational framework that can motivate employees to work effectively. It is a question of application of such forms and methods of stimulation of the person which would promote high efficiency of its work. Based on the reporting and accounting information available to them, these individuals try to assess the financial position of the enterprise. The main tool for this is economic analysis, which can be used to objectively assess the internal and external relations of the object, to characterize its solvency, efficiency and profitability, prospects for development, and then make informed decisions based on its results. It should be noted that the motive for human activity is to meet their needs, which have a complex hierarchical structure, different for different individuals. Everyone directs their efforts to achieve those goals that allow them to meet their own needs. The needs of society are determined by the need to ensure its continuous functioning and development. These include needs: production, public administration, defense, environmental protection, providing constitutional guarantees to members of society, etc. Personal needs arise and develop in the process of human life. They are a conscious human desire to achieve objectively necessary living conditions that ensure the well-being and comprehensive development of the individual. As a category of social consciousness, personal needs are also a specific economic category that expresses social relations between people regarding the production, accounting and use of material goods and services. Personal needs are active, serve as a motivating motive for human activity, which, after all, is always aimed at meeting the needs. Human activity is an important factor in shaping personal

needs. After all, the wider, more multifaceted human activity, the more diverse its needs and the more fully they are met. A characteristic feature of the system of personal needs is that the types of needs that are part of it are not interchangeable. For example, the full satisfaction of the need for food does not preclude the need to meet the needs of housing or clothing. Interchangeability can only take place in relation to specific material or spiritual goods that meet certain needs. The activity of the enterprise, its representative office in Ukraine is analyzed in the work. Accordingly, there is regulation at the legislative level of Ukraine in this area. The activity of the enterprise, its representative office in Ukraine is analyzed in the work. Accordingly, there is regulation at the legislative level of Ukraine in this area. The activity of the enterprise, its representative office in Ukraine is analyzed in the work. Accordingly, there is regulation at the legislative level of Ukraine in this area.

The purpose of the work there is an analysis of activities and proposals for improving the system of work motivation of LLC "POWER CHINA" taking into account the world experience.

To achieve this goal it is necessary to solve the following tasks:

- to reveal the content of the theoretical foundations of motivation and its role in the development of foreign economic activity;
- to analyze the system of motivation in a market economy;
- to analyze foreign experience of employee motivation;
- provide organizational and economic characteristics of POWER CHINA LLC;
- to analyze the state of financial and economic activity of POWER CHINA LLC on the basis of the analysis of the main economic indicators;
- the management system of the enterprise is opened;
- to evaluate the motivation system of POWER CHINA LLC;
- to suggest ways to improve the system of motivation of enterprises of foreign economic activity;
- provide proposals for improving the motivation system of POWER CHINA LLC.

Object and subject of research.

The subject research is a system of motivation in enterprises of foreign economic activity.

Object research is the activity of foreign economic activity of the enterprise LLC "POWER CHINA".

Research methods. The methodological principles of the thesis are the provisions of economic theory, scientific works of domestic and foreign economists, which relate to the motivation of work in the enterprise. The following research methods were used in the work: logical-theoretical (in the study of the essence of work motivation); system analysis and synthesis, generalization (in the study of problematic aspects of increasing work motivation in the studied enterprise).

Empirical basis research consists of statistical materials, reference books, practice of foreign economic activity of the enterprise.

Scientific basis The study included works by domestic and foreign economists, in particular: Maslow A., Schopenhauer A., Emerson G., Mayo E., Vasilyk A.,

Rashchenko A., Lazorenko TV, Perminova SO, Sokolova O ., Moroz V., Boyko O., Gorban S., Koshelupova S. and many others.

Information basis The research includes works of domestic and foreign economists, Ukrainian statistical materials, legislative acts, materials of periodicals, as well as the Internet.

Scientific noveltythe results obtained are to study the characteristics of work motivation in the enterprise; working out ways to improve work motivation and increase the efficiency of foreign economic activity of the enterprise.

The practical significance of the obtained results lies in the development of proposals to improve work motivation and increase the efficiency of foreign economic activity of the tourist enterprise LLC "POWER CHINA".

The work was tested at the company "POWER CHINA".

The structure of the thesis consists of an introduction, 3 chapters, 8 sections, conclusions. The total volume of the work is 103 pages.

SECTION 1

THEORETICAL FUNDAMENTALS OF MOTIVATION IN THE ENTERPRISE FOREIGN ECONOMIC ACTIVITY

1.1. THEORETICAL AND LEGAL FUNDAMENTALS OF MOTIVATION AND ITS ROLE IN THE EFFECTIVE DEVELOPMENT OF THE ENTERPRISE

Today it is necessary to implement a set of actions to motivate the employee to work effectively.

In connection with Ukraine's transition to a market economy, domestic enterprises are forced to operate in a competitive environment, find and expand their opportunities in the market of goods and services, constantly confirm their competitiveness, master a new type of economic behavior. It should be noted that the modern system of personnel management is based on the fact that people are the most important economic resource of the enterprise, the source of its profits, competitiveness and prosperity. In view of this, the contribution of each employee in achieving the goals of enterprises needs to be increased. That is why the problem of motivating employees is important[42, p. 85].

Such scientists as: Schopenhauer A., Emerson G., Mayo E., Vasilyk A., Rashchenko A., Lazorenko TV, Perminova SO, Sokolov O., Moroz V., devoted their works to the problems of motivation. Boyko O., Gorban S., Koshelupov S. and many others [100-104].

The legal basis of motivation is the regulations governing labor and economic legislation. Such acts include, first of all, the Labor Code of Ukraine, the Law of Ukraine "On Remuneration of Labor", "On Collective Bargaining Agreements", etc. [1-3]. As the company's representative office is located directly in Ukraine, it is subject to domestic law. In addition, the issues of remuneration, remuneration of employees, other conditions of encouragement are regulated by internal local acts of organizations: collective agreements, regulations. Thus, the Labor Code stipulates that the Legislation of Ukraine stipulates that wages are remuneration in monetary terms, which the employee receives from the enterprise or individual for whom he performs the work stipulated by the employment contract. It should be noted that the amount of this remuneration depends on the complexity and conditions of work performed, professional and business qualities of the employee, the results of his own work and economic activity of the enterprise. The division of wages into basic and additional allows you to set remuneration for work performed in accordance with established labor

standards (time, production, maintenance, job responsibilities), in the form of tariff rates (salaries) and piece rates and for work in excess of established norms, labor success and ingenuity, special working conditions. The latter includes surcharges, allowances, guarantee and compensation payments provided by current legislation, bonuses related to the performance of production tasks and functions the results of his own work and economic activity of the enterprise. The division of wages into basic and additional allows you to set remuneration for work performed in accordance with established labor standards (time, production, maintenance, job responsibilities), in the form of tariff rates (salaries) and piece rates and for work in excess of established norms, labor success and ingenuity, special working conditions. The latter includes surcharges, allowances, guarantee and compensation payments provided by current legislation, bonuses related to the performance of production tasks and functions the results of his own work and economic activity of the enterprise. The division of wages into basic and additional allows you to set remuneration for work performed in accordance with established labor standards (time, production, maintenance, job responsibilities), in the form of tariff rates (salaries) and piece rates and for work above the established norms, labor success and ingenuity, special working conditions. The latter includes surcharges, allowances, guarantee and compensation payments provided by current legislation, bonuses related to the performance of production tasks and functions in the form of tariff rates (salaries) and piece rates and for work above the established norms, labor success and ingenuity, special working conditions. The latter includes surcharges, allowances, guarantee and compensation payments provided by current legislation, bonuses related to the performance of production tasks and functions in the form of tariff rates (salaries) and piece rates and for work above the established norms, labor success and ingenuity, special working conditions. The latter includes surcharges, allowances, guarantee and compensation payments provided by current legislation, bonuses related to the performance of production tasks and functions[103, p. 94]. It should be noted that other incentive and compensation payments include payments in the form of remuneration for the year, bonuses for special systems and regulations, compensation and other monetary and material benefits that are not provided by applicable law or carried out in excess of these norms.[43, p. 64]. According to Article 15 of the Law of Ukraine "On Remuneration", forms and systems of remuneration, labor standards, prices, tariff grids, salary schemes, conditions of introduction and amounts of allowances, surcharges, bonuses, rewards and other incentive, compensation and guarantee payments are set by enterprises in the collective agreement with observance of the norms and guarantees provided by the legislation, general, branch (interbranch) and territorial agreements. If the collective agreement is not concluded at the enterprise, the employer is obliged to coordinate these issues with the elected body of the primary trade union organization (trade union representative), representing the interests of the majority of employees, and in its absence - with another authorized body.[44, p. 201]. The next legal act that determines the issue of motivation is the Law of Ukraine "On Collective Bargaining Agreements".

The collective agreement of the enterprise determines the mutual obligations of the administration and employees, their rights and responsibilities. In fact, motivation is

regulated at the local level. Although it should be noted that quite often employees do not pay due attention when concluding a collective agreement. Although this document is essentially a guarantee of their rights and a kind of motivation for work[104, p. 36].

In accordance with Article 7 of the Law of Ukraine "On Collective Bargaining Agreements", the collective agreement establishes mutual obligations of the parties to regulate industrial, labor, socio-economic relations, in particular:

- changes in the organization of production and labor;
- ensuring productive employment;
- rationing and wages, establishing the form, system, size

wages and other types of labor benefits (surcharges, allowances, bonuses, etc.);

- establishment of guarantees, compensations, privileges;
- participation of the labor collective in the formation, distribution and use of enterprise profits (if provided by the statute);
- mode of work, duration of working hours and rest;
- conditions and labor protection;
- provision of housing, cultural, medical services, organization of health and recreation of employees;
- guarantees of activity of trade union or other representative organizations of workers.

Employees, in this case, have the right to offer ways of motivation, in order to further include them in the collective agreement of the enterprise. Depending on the legal awareness, initiative of employees, they use this right or not. Thus, the collective agreement (agreement) must contain measures to protect the rights and social interests of victims of industrial accidents (occupational diseases), as well as dependents and family members of the deceased.[45, p. 57]. It is a question of compensation of the damage caused to them; payment of one-time assistance; reimbursement of expenses for the purchase of medicines, for additional paid treatment; providing victims with easier work in accordance with a medical opinion while maintaining average earnings; organization of training, retraining and employment of people with disabilities; providing assistance to people with disabilities in solving social and household issues (even if they no longer work at the enterprise due to their health condition), etc.

The labor collective may make a separate decision to determine directly in the collective agreement the amount of one-time assistance. To this end, it may be recommended to include in this agreement a kind of scale of benefits depending on certain factors, namely: the severity of damage to health, family composition (dependents), the degree of guilt of the victim, etc. Different ways of motivation may be reflected in other regulations enterprises[47, p. 64]. Legal regulation of motivation takes place at the legislative and local levels. At the legislative level, regulation takes place through a number of regulations of various legal acts. At the local level, the motivation of employees is regulated through a collective agreement and other internal regulations of the enterprise.

Thus, the regulation of employee motivation takes place at the legislative and local levels. At the same time, employees have the right to participate in the development of local regulations concerning the protection of their rights.

To study any process, phenomenon, it is important to analyze its historical development.

The term "motivation" was first mentioned by the German philosopher A. Schopenhauer (1788-1860) in the article "Four principles of sufficient reason", after which it was used to explain the specific causes of human behavior. Although it should be noted that employee motivation as a phenomenon has always existed. Employees have always worked harder if they saw some benefit for themselves, other incentives, and so on. The first method of motivation used in practice was the "whip and gingerbread" method. At the same time, the whip was fear, hunger, corporal punishment, and gingerbread - a certain material or other reward [12, p. 44]. Although it should be noted that the motivation of "Whip and Gingerbread" still exists today. Historically, the ways of motivation have changed. Yes, today the employee is offered much more, including intangible factors.

Motivation of work according to G. Emerson depends on the correct type of organization. In our opinion, we should agree with the scientist. In his opinion, the principles operating in the organization should be as follows:

1) labor rationing. "Well-regulated performance gives the worker personal joy, gives him all the wealth of active manifestation of personal efforts" [86, p.194]. It is implied that the maximum productivity is not given by the extreme manifestation of muscle tension at high speed, but by a pleasant mental and physical rise, in which the performer is in excellent condition until the end of the work [30, p.53]. "Stress and productivity are not just the same thing, but the opposite.

To work hard means to make every effort;

to work productively - means to make minimal efforts "[86, p.104];

2) discipline and its laws. Emerson established differences between the discipline of "lower" (coercion) and "higher";

3) fair treatment of staff;

4) normalization of working conditions;

5) standard written instructions. "There is an opinion that I preach from great pathos, but still completely illiterate, supposedly standard instructions kill the employee's initiative. But in that case, it seems that the ladder also kills the initiative in the person descending from the sixth floor. Anyone who likes it can jump to the ground in the window or go down the rope, I suppose limitations, common sense, convenience and safety of stairs "[13, P. 86, 202].

6) reward for productivity. The amount of remuneration should be the same more the higher the performance. No performance reward is reduced to a cash prize.

According to E. Mayo, ordinary workers were considered thoughtless performers who require strict control by management. He made two major discoveries: 1) group dynamics have a greater impact on productivity than physical working conditions; 2)

the group is subject to unwritten rules, established by it, even in a very regulated work environment. As a result, it was concluded that the attitude to staff is much more important than the physical conditions in which they work. E. Mayo argued that the social world of adults is very complex and focused, mainly on work. Cooperation in a team does not arise by itself, it should be planned and developed [14, p. 68]. Thus, we can conclude that the prerequisite for the development of any enterprise is to build a relationship between administration and employees. It should be noted that with this approach, [11, p. 90]

Thus, the following conclusions can be drawn. Motivation is a prerequisite for the effective development of any enterprise. Motivation is one of the functions of management. The issue of motivation of employees of enterprises in Ukraine is regulated. The legal basis of motivation are acts of labor and economic legislation. Legal regulation of motivation takes place at the legislative and local levels. At the legislative level, regulation takes place through a number of regulations of various legal acts. At the local level, the motivation of employees is regulated through a collective agreement and other internal regulations of the enterprise. The prerequisite for the development of any enterprise is to build a relationship between administration and employees.

1.2. MOTIVATION SYSTEM IN A MARKET ECONOMY

The system of motivation in a market economy is important. Without employee motivation, enterprise development is virtually impossible.

The works of scientists, in particular: Vasylyk AV, Rashchenko A. Yu., Lazorenko TV, Perminova SO and many others are devoted to the issues of motivation system in the conditions of market motivation.

It should be noted that the system of labor incentives in a market economy is an important element in the management and development of modern enterprise, because it creates working conditions for each employee that will allow him to use their labor potential, it depends on the goals and objectives. It should be noted that modern owners, managers and managers at all levels in their job functions must understand and take into account in management that the activities of a particular employee in the work process are significantly influenced by different motives, needs, incentives, goals. It should be noted that the system of motives and incentives for work is based on the regulatory level of labor activity, ie the entry of the employee into the system of labor relations implies

that for the appropriate remuneration he must perform certain duties. Therefore, the purpose of incentives is not only to encourage people to work, but to make them do it better than provided by the employment relationship, ie an effective system of incentives should be based on the results of work. That is why the system of work motivation involves providing a set of measures of material, moral, social direction, promoting the activation of personnel in the production process to meet its various needs, which are considered as a reward for hard work [29, p. 189].

Material remuneration in the form of wages, the use of various types of labor and social benefits, of course, has a significant impact on staff activity and interest in work. However, according to various studies, the effectiveness of staff, employees of enterprises are affected by other conditions. The analysis of special literature led to the conclusion that labor stimulation involves the creation of a mechanism in which active work, gives certain, pre-recorded results, becomes a necessary and sufficient condition to meet significant and social needs of the employee, the formation of his motives. It should be noted that along with the concept of work motivation, there is the concept of work incentives. They are closely interconnected and complementary.

As defined in the literature, motivation is one of the functions of management. It should be noted that the further behavior of the employee at work depends on motivation. In fact, motivation is the force that motivates employees to work and improve their activities. Thus, motivation is the driving force of progress and scientific and technological development. In the special literature, the function of motivation is defined as one that is designed to ensure the quality of staff performance of their duties. It provides for the development of a system of measures in certain areas, namely: determining the needs of staff, developing systems of remuneration for performance, the use of various forms of remuneration, the use of incentives for effective interaction of joint activities.

Motivation to work will not be effective if the problems of material incentives are not solved. New business conditions require significant innovations in solving these problems, in particular, the development and implementation of modern forms and methods of payment and incentives for employees. This factor of labor motivation in market relations remains particularly important and requires very close attention.

The essence of incentives to work is to develop the system of people's needs, the structure of their personal interests, to reveal the abilities of the employee, increase his economic and social responsibility. For incentives to play their full role, the public consciousness must overcome the approach to man only as an individual, to compare the benefits of increasing their material well-being with the hardships of more intense and hard work. This approach (unfortunately, the most common) limits the system of incentives for wages, rewards, opportunities to "earn" income. Moral, creative incentives to work are considered less important, they are often given a secondary role. Motivation system is a set of interrelated measures that stimulate an individual employee or the workforce as a whole to

achievement of individual and joint goals of the enterprise. Motivation methods are important. methods of staff motivation are classified

according to various factors, the most common are groups of material and intangible incentives. The main purpose of the motivation process is to get the maximum return from the use of available labor resources, which allows to increase the overall efficiency and profitability of the enterprise [19, P. 148]. I note Vasilyk AV, Rashchenko A. Yu., Western HR managers have long concluded that the company's staff is their main value, so they must be protected and valued, because the efficiency of the team depends on the success of the company [27, c. 33].

Methods of material incentives involve financial costs, which take different forms. When using the methods of intangible motivation, the company either does not bear the cost of motivating staff, or they are insignificant. Thus, methods of motivation of labor and labor activity of employees are divided into organizational-administrative, economic and socio-psychological[50, p. 39]. Organizational and administrative methods include the application of labor legislation, orders, directives and other regulations; compliance with internal regulations, development of job descriptions.

Thus, economic methods are aimed at material incentives for the team or individual employees and include bonuses, profit sharing, bonuses, allowances, lump sums and additional benefits. Socio-psychological methods provide motivation through moral stimulation of employees, participation in enterprise management, through personal example of the head, formal and informal communication, professional and career growth, fairness of assessment of the results of work of the subordinate, social development of collective and formation of corporate culture. labor and the possibility of innovation, as well as improving the aesthetic working conditions and the formation of a creative atmosphere in the team.

Today there are a number of requirements to the system of motivation of the personnel of the enterprise, namely:

- objectivity: the amount of remuneration of the employee should be determined on the basis of an objective assessment of the results of his work;
- predictability: the employee must know what reward he will receive depending on the results of their work;
- adequacy: remuneration should be adequate to the labor contribution of each employee as a result of the activities of the whole team, its experience and level of qualification;
- timeliness: the remuneration should follow the achievement of the result as soon as possible (if not in the form of direct remuneration, then at least in the form of accounting for further remuneration);
- significance: remuneration must be significant for the employee;
- fairness: the rules for determining remuneration should be clear to every employee of the organization and be fair, in particular with his positions [16, p. 378].

It should be noted that no management system will function effectively unless an effective model of staff motivation is developed, as motivation motivates a particular individual and team as a whole to achieve personal and collective goals [17, p. 219].

We propose to analyze the concepts of "Motivation", "Motivation".

Motivation - a type of management activity that provides a process of motivating yourself and other employees to activities aimed at achieving personal goals and objectives of the organization. Motivation is a long-term influence of a person in order to change the very structure of motivation, ie value orientations and human needs, the formation of certain motives and the development on this basis of his work potential. Motivation is based on two categories: needs - a feeling of physiological or psychological lack of something, and rewards - what a person considers valuable for themselves. Needs are divided into primary (physiological) and secondary (psychological); rewards - for internal (received in the process of work, from the content of the labor process, self-esteem, etc.) and external (due to wages, promotion, office, office car, additional leave, etc.). Need is a special state of the individual's psyche, perceived dissatisfaction, a sense of lack of something, a reflection of the mismatch between the internal state and external conditions [15, p. 67]. The needs of human consciousness become an interest or motive, which motivates a person to a certain target action. The term "motive" comes from the Latin "movere", which means "to set in motion", "push". The motive motivates a person to action and determines how this action will be performed. Motives belong to the inner environment of man, are conscious and have a personal character, ie depend on individual characteristics. Human behavior is usually determined not by one motive, but by their combination, in which the motives may be in some relation to each other but the degree of their influence on human behavior,[52, p. 98]. Motive in the economic literature is interpreted differently, but most often as a conscious motivation to act. From different points of view on the essence of motives, the most fruitful is, in our opinion, the one in which the motive is considered in the context of reflection and expression of needs. The close connection between motives and needs is explained primarily by the similarity of entities. A person's needs are a lack of something, motives are a person's motivation for something. Motives appear almost simultaneously with the emergence of needs and go through certain stages, similar to the stages of formation of needs. Thus, it is legitimate to say that a motive is something that gives rise to certain human actions. The motive is "inside" a person, has a "personal" nature, depends on many external and internal factors in relation to man[51, p. 78]. Motive not only motivates a person to action, but also determines what should be done and how this action will be carried out. The needs of employees are constantly changing depending on their cultural and educational level:

- employees value themselves more than before, they felt that their wishes have some weight and it is impractical to reject them;
- employees no longer want what they wanted before, do not want to do the same thing several times, they want to be able to learn and test their responsibilities, and this requires more freedom in the use of their own time;
- employees want to feel, give free rein to intuitive, unpredictable features of their nature, so they prefer those companies where they can feel like colleagues, employees, rather than subordinates [16, p. 258].

As determined by TV Лазоренко, С.О. Perminova, needs generate interest in the human mind (it is a reflection of the needs of the subject through the structure of relations in which he participates to achieve certain goals), and he - motives (conscious

motivation to act). Accordingly, motives determine a person's behavior, motivate him to actions and deeds in order to obtain reward and achieve personal goals. The result can be complete satisfaction, partial satisfaction or dissatisfaction with the needs of the individual.

It should be noted that the system of labor incentives involves a set of measures aimed at increasing the labor activity of workers and, as a consequence, improving labor efficiency and quality. In this case, the employee must know what requirements are imposed on him, what reward he will receive for their strict compliance, what sanctions will be imposed in case of violation. Therefore, the system of labor incentives should be based on a certain basis (regulatory level of employment). That is why the system of labor incentives plays a crucial role in the functioning of the enterprise. It should be noted that various factors motivate employees to improve or work harder: material (need for food, housing, etc.) and intangible (need for self-improvement, self-expression, etc.).

It is worth noting that the management process is the process of influencing the leader on the performer. Thus, the means of motivational influence are motive and stimulus.

According to Sokolov AV, in the most general form, motivation is a set of internal and external driving forces that motivate a person to activity, set boundaries and forms of activity and give this activity a focus on achieving a certain goal [1, P. 78]. In his view, the impact of motivation on human behavior depends on many factors, this impact is individualized and may change under the influence of feedback from human activities. In human life, motivation affects the characteristics of activities such as: effort, diligence, perseverance, honesty, focus [61, p. 67].

As determined by VM Frost, the functioning of the mechanism of stimulating labor activity of the population depends on the following factors:

- the mechanism of stimulation must correspond to the ultimate goal of the subject of stimulating influence and be based on the interests of the object of such influence;

- development of the system of incentives should take into account the state of development of socio-economic, socio-political, organizational, technical and other conditions of the object of stimulating influence;

- the mechanism of stimulating labor activity is in the stage of constant transformation, which causes over time the loss of effectiveness of certain groups of incentives;

- development of conditions for the formation of motivational formations of the individual should take place through a system of stimulating influences of the state on the functioning of relevant industries, ie public administration contributes to the formation of an environment that balances the interests of individual and producer;

- the system of labor incentives must be competitive in comparison with the corresponding systems of other states and ensure the interconnected development of all elements of such a system: society, state, organization and individual [2, p. 98].

According to OV Boyko, the system of motivation of the staff of the enterprise must meet the following requirements, namely: 1) to ensure the appropriate

(appropriate) level of satisfaction of the needs of management staff and workers (primary, secondary); 2) to balance the remuneration of employees (external and internal, tangible and intangible) on the basis of fairness and depending on the achievement of certain (expected) results of work; 3) rationally reconcile the expectations-interests (costs - results - reward) of each individual employee (individual) with the workforce and / or business owners; 4) guarantee the proper (decent) level of wages and quality of working conditions; 5) monitor the implementation of planned indicators and decisions on the work, based on the evaluation of results, periodic certification of staff, etc. [4, p. 15]. It is worth agreeing with the scientist. Thus, when providing the above factors, the employee always has work motivation. In turn, this will increase the efficiency of the enterprise.

According to IF Koshelupova that the motivation of management staff (managers), on the one hand, in the process of motivation is the object of motivational influence, and on the other - is the subject of motivation, because he creates (activates) internal motivation of employees to specific actions to achieve defined strategic goals of the enterprise [5, P. 15].

As noted by S.F. Gorban diagnostics of staff motivation at the enterprise should be carried out in the following three stages: 1) collection, processing and analysis information about the company (departments, employees) and defining the goals and objectives of the motivational system; 2) study of the state motivational management system; 3) forming conclusions about the state the existing system of staff motivation and development of recommendations on possible ways to improve it [6, P. 70].

OHM. Gutsan identified that the key components of assessing the level of motivation of the employee of the enterprise are: 1) the level of hierarchy (the enterprise as a whole; structural or geographical unit of the enterprise; site; worker); 2) the level of coverage (staff in general; managers, specialists, employees; workers of primary and secondary production); 3) evaluation mechanisms (quantitative evaluation; qualitative evaluation); 4) areas of evaluation (individual; collective); 5) methods of obtaining complete and reliable information on a certain content (comparison; measurement; experiment; survey; testing; expert; modeling, etc.) [7, p. 7]. According to VM Nizhnyk and OA

SI Kozhushko, believes that the stimulating role in labor law is a system of incentives as a form and means of promoting the conscientious performance of their duties. The scientist notes that the stimulating factors of effective activity of employees are determined by the general, collective and personal interests of the person. They are interconnected, because the realization of public interests is the basis for the satisfaction of collective interest, and the realization of collective interest leads to the satisfaction of personal interest [9, p. 15]. In our opinion, the concepts of leader and motivation will be interrelated. Thus, it is the purposeful activity of the leader that will motivate others to work effectively [94, p. 142].

Under the concept of "motivation", in turn, scientists understand: 1) a set of motives; 2) a set of objective and subjective factors; 3) condition of the person; 4) the set of driving forces; 5) the process of motivation; 6) management function. The

superficial inequality of understanding the disciplinary or labor motivation of the employee is explained by the existence of a number of forms of such motivation, which, as noted in the doctrine, are:

1) material (carried out by direct impact on the state of economic conditions of the employee and is implemented through the payment system labor, distribution of material goods, etc.);

2) social (consists in the use of moral incentives, based on the existence of values and norms in society, recognition of the value of the individual); 3) political (is to influence the employee of political ideas, ideals, programs);

4) administrative (based on the disciplinary responsibility of the employee for the performance of duties, compliance with the rules of employment); 5) information (includes the availability of the necessary information, the ability to provide the necessary information to people who feel the need for it)[53, c 152]. It should be noted that the main motives that affect the efficiency of staff and, consequently, labor discipline are: 1) internal motives; social usefulness of work; satisfaction with a job well done; creative nature of work; property, democratic nature of enterprise management and active participation in it, social justice); 2) external positive motives; the level of wages; the size of the block of shares owned by the employee of the enterprise;

dividends per share; earnings per share; social benefits provided by the company to the employee;

social security; opportunity for professional growth); 3) external negative motives (fears of bankruptcy; fears of dismissal and unemployment; sanctions for violation of labor discipline, transfer to unskilled lower-paid work; fears of failing to cope with the production task; criticism from managers and colleagues).

According to TV Kolesnik, based on the doctrine of labor law, we can distinguish the following types of motivation:

1) material - the appointment, increase or decrease of salary, surcharges and allowances;

variable part of earnings - bonuses, commissions, etc .;

2) intangible - remuneration for merits, which has a monetary value, but is issued to the employee in non-monetary form (vouchers, gift certificates, company products, etc.). In a broader sense, intangible motivation also includes moral and organizational tools of motivation;

3) moral - rewards that do not have monetary expression: recognition of status and merit (meetings with management, diplomas, certificates),

providing individual employees with special working conditions (flexible or free schedule, self-quality control, etc.) and additional opportunities to manage the resources of the organization;

4) organizational - creating an organizational culture that supports the motivation of employees to achieve company goals. According to the author, the mechanism of work motivation is based on the needs of the employee, which allow us to conclude that he needs to live. It is the awareness of them in the form of interest that suggests how to act to meet these needs. It should be noted that values in the form of basic needs of the individual make it possible to establish a hierarchy, a sequence of actions aimed at

meeting the needs. Thus, social ideals, norms and values allow us to determine the limits of permissibility in these actions. Guided by the motives, the employee chooses for a number of motivating reasons those that best suit his vision of the work situation, thus justifying their work behavior. We must agree with the opinion of the above authors.

It should be noted that stimulation of work and social control include external motivations and elements of the labor situation. Incentives are usually understood as the impact on the labor behavior of the employee through the creation of personally significant conditions of the labor situation that motivate him to act in a certain way [10, p. 120].

It should be noted that an effective system of material incentives for employees must meet the following requirements:

- objectivity: the amount of employee remuneration should be determined based on an objective assessment of the results of work;
- predictability: the employee must know what reward he is will receive depending on the results of their work;
- adequacy: the remuneration must correspond to the labor contribution each employee as a result of the activities of the whole team;
- timeliness: the reward should follow the achievement the result as soon as possible;
- significance: remuneration must be significant for the employee;
- fairness: the rules for determining remuneration should be clear to every employee of the organization and be fair [11, p. 92].

It is worth noting that an essential component of the success of enterprises operating in a competitive environment and focused on maintaining and strengthening their leadership in the future, is a material incentive for employees to achieve strategic goals, including wages.

The analysis of special literature led to the conclusion that to increase the efficiency of the enterprise it is necessary to improve the motivation of employees, which can give:

- increasing the effectiveness of staff;
- prompt achievement of enterprise goals;
- the relationship between employee performance and pay and intangible incentives;
- transparency of the incentive system;
- reducing staff turnover;
- improving the psychological climate;
- improving teamwork [20, p. 156].

It is necessary to ensure a fair assessment of merits or misdeeds (violations), avoiding exaggeration of merits or shortcomings in the activities of subordinates. Moreover, the incentive (recovery) will work with full effect when the form and degree of encouragement or punishment of the head will coincide with the assessment and opinion of the whole team. The incentive system should not provide for frequent rewards and penalties, because under such conditions they are devalued [21, p. 312].

Properly selected payroll system is an effective factor in motivating and motivating employees to perform their duties. However, it is especially important in the process of supplementing the system of monetary and non-monetary incentives, which include bonuses, surcharges, allowances, corporate package of material benefits, various compensations, investment in staff development, etc., which is one of the important forms of economic motivation [22, S. 51].

No management system will function effectively unless an effective model of staff motivation is developed, as motivation motivates a particular individual and the team as a whole to achieve personal and collective goals. Without employee motivation, enterprise development is impossible. Motivation is a complex process that has many components [75, p. 64]. Motivation consists of tangible and intangible factors. It should be noted that work behavior is external, a manifestation of attitude to work, and motivation and evaluation - internal. According to V. Vasyuta and L. Bulbach, depending on human behavior, motivation is a process of conscious choice of one or another type of action due to the complex influence of external and internal factors (respectively, stimuli and motives) [23, p. 64]. According to the authors, the main objectives of motivation are:

- formation of each employee's understanding of the essence and importance of motivation in the process of work;
- training of staff and management in the psychological foundations of intra-firm communication;
- formation of each manager's democratic approaches to personnel management using modern methods of motivation.

To solve these problems requires analysis:

- the process of motivation in organizations;
- individual and group motivation;
- changes that occur in the motivation of human activities in the transition to market relations.

To increase the efficiency of the enterprise it is necessary to improve the motivation of employees, which can give:

- increasing the effectiveness of staff;
- prompt achievement of enterprise goals;
- the relationship between the effectiveness of employees with pay and intangible incentives;
- transparency of the incentive system;
- reducing staff turnover;
- improving the psychological climate;
- improving teamwork.

In management, motivation is a function of leadership, which is to form incentives for employees to work (encourage them to work hard), as well as long-term impact on the employee to change the parameters of the structure of his values and interests, the formation of appropriate motivational core and development on this basis of labor potential [93, p. 79]. It is not always important for an employee to receive a material reward. Sometimes it is necessary to receive other types of incentives. Material

can include: receiving bonuses, other rewards and material incentives[55, p. 54]. As you know, wages, as the main form of distribution of labor, depends on the quantity and quality of labor spent on a particular job. This dependence is ensured by the use of salaries and bonuses and allowances[56, p. 152].

Differentiation of salaries is based on salary schemes, which provide a list of positions and a "fork" between the minimum and maximum salaries for each position. When setting a specific salary, the employee is taken into account his business qualities, the scope and quality of his functions, the degree of his responsibility, level of qualification, experience and knowledge. It should be noted that in some enterprises, a flexible system of bonuses and benefits is currently developed.[57, p. 240].

An important means of material incentives is the bonus, which plays the role of additional incentives for work; provides a flexible and operational relationship between the specific results of work and the employee's salary.

Employees are rewarded under the main system for interest in improving the overall performance of the organization and for additional systems that stimulate the performance of certain types of work[58, p. 35]. Additional systems include incentives for innovation, resource savings, early performance of important work, incentives for the results of the year, conducting reviews, competitions, etc.

Managers in the organization have the right to financial incentives. They appoint an employee to a specific position and thus determine the approach to remuneration. Depending on the business qualities and results of work, they can change the salary of the employee within the existing "fork" of salaries. In addition, they have the right to introduce allowances to salaries.

It should be noted that the results of economic activity, the manager bonuses employees, determines the amount of increase, decrease, full or partial non-payment of bonuses for non-compliance with indicators and conditions of bonuses, production defects. That is why when carrying out material incentives for employees, the manager must take into account the following: the relationship with the work performed, the achieved results of quantity and quality of work; the ratio of different forms of material incentives among themselves; simplicity, clarity and clarity of the incentive system for encouragement and punishment; the nature of the perception of material incentives by contractors; combination of material incentives with other types of leadership (organizational influence).[9, p. 26]

It should be noted that the effectiveness of work depends on motivation. This dependence is quite complex and ambiguous. It happens that a person who, under the influence of internal and external motivating factors, is very interested in achieving high end results, in practice will have worse results than a person who is much less motivated to work effectively. The lack of a clear relationship between motivation and the end results of work is due to the fact that the results of work are influenced by many other factors, such as employee skills, professional abilities, skills, proper understanding of tasks, environment and more.

It should be noted that with participatory management practice unequivocally shows that the role of intangible motives and incentives is constantly growing. Thus, the behavior of people in the process of activity is increasingly influenced by work

motivation. The latter is generated by the work itself, ie its content, conditions, organization of the labor process, mode of work and so on. Thus, it is a component of the internal motivation of work, a set of internal driving forces of human behavior associated with work as such.

Motivation is a process of stimulation. The process of stimulation, which is usually understood as the impact on the work of the employee through the creation of individually significant conditions of the work situation, includes external motivation and structural components of the work situation [24, p. 54].

In the Short Psychological Dictionary motivation is defined as motivations that cause the activity of the organism and determine its orientation [35, P. 190]. Thus, we can identify psychological factors of motivation.

According to A. Ustilovskaya, This motivation of staff should be detailed in accordance with the quality objectives set for different levels of management. Such details include:

- the purpose of motivation of all collective of the organization. At this level, staff motivation ensures a change in the overall corporate culture. Motivation of staff at the level of the entire staff of the organization should be interrelated with the goals in the field of quality at the corporate level;

- the purpose of motivating groups of employees of individual units. This level provides a change in the quality of work in certain areas of activity or individual processes. This is due to the fact that motivation ensures the interaction of employees involved in one process or in the production of one product; [20, p. 93]

- the purpose of motivation of an individual employee. Motivation of staff at the level of individual employees should be interrelated with the goals and strategy of the whole enterprise [25, p. 40]. The employee must feel that he is one with the company, part of it. In her opinion, the assessment of staff motivation should be carried out in accordance with the objectives of motivation. An analysis of the economic literature has led to the conclusion that in a broad sense, motivation is sometimes defined as the determination of behavior in general. In turn, the motive is a kind of people's reaction to the interests and, consequently, to perceived needs. The motive is "inside" a person, has a "personal" nature and depends on a number of external and internal factors. The motive is a certain meaningful unity, which is a sufficient reason for the subject to perform certain actions. It occurs only when when needs acquire their objectivity in the human mind. In other words, every need to be satisfied must acquire its qualitative certainty - to be embodied in a more or less specific image of the object by which it is supposed to satisfy. Awareness of needs and the desire to meet them motivate a person to a certain target activity. The latter, in contrast to the actual action, which may or may not be preceded by conscious choice, is always meaningful and conscious, focused on achieving a certain goal. Awareness of needs and the desire to meet them motivate a person to a certain target activity. The latter, in contrast to the actual action, which may or may not be preceded by conscious choice, is always meaningful and conscious, focused on achieving a certain goal. Awareness of needs and the desire to meet them motivate a person to a certain target activity. The latter, in contrast to the actual action,

which may or may not be preceded by conscious choice, is always meaningful and conscious, focused on achieving a certain goal.

Labor efficiency is the result of purposeful human activity. Work can be considered effective if there is a maximum result with minimum labor costs. The result should be considered the income received from the sale of products, works, services. In general, labor efficiency is measured by intensity, quality and productivity [27, p. 25]. The experience of the United Kingdom, the United States, and Japan shows that in the case of participatory profit-based participation systems, the link between the increase and the individual employee contribution is not obvious. Therefore, incentive systems related to the results of direct production activities (savings, reduction of production costs, increase in production, etc.) are often introduced. Thus, profit-sharing systems are transformed into profit-sharing systems. Numerous studies and accumulated practical experience show that there is a certain non-linear relationship between human activity and the results of its activities. Thus, initially with increasing activity, the results increase. But with the achievement of a certain range of activity, the results begin to grow much more slowly or remain unchanged. This stage can be considered as the optimal range of activity, when the best results are achieved. Once the level of activity has exceeded the optimal limits, performance results begin to deteriorate. It follows that the leader must seek from subordinates not the maximum, but optimal activity. It is fundamentally important that the activity is combined with the direction of actions that are consistent with human needs and goals of the organization [29, p. 190]. According to Fedorova Yu., Kolesnichenko O., Malyuta N. a person can work hard, be active, but not aware of the ultimate goals of work due to unsatisfactory communications in the organization, misunderstanding of the tasks. Human capital is playing an increasing role in the economies of developed countries. Creative decisions of motivated employees lead to increased productivity, innovative breakthroughs, business development and increase the value of the company. It has been proven that motivated employees are more receptive to change, generate creative decisions, successfully perform duties and increase the capital of the organization [30, p. 64]. Thus, the main element of any organization in a human-centric economy are employees. The end result of the organization depends on the efficiency of human resources. In the conditions of the digital revolution, skilled workers (and more often teams of workers) who have the necessary knowledge and competencies become the basic units of the economic entity. However, in the case of insufficient motivation of workers, they may not use their talent and competence. And then insufficient motivation is the reason for not achieving the planned targets. However, on the other hand, excessive motivation can also lead to the destruction of human activity. Motivation methods are important. However, on the other hand, excessive motivation can also lead to the destruction of human activity. Motivation methods are important. However, on the other hand, excessive motivation can also lead to the destruction of human activity. Motivation methods are important.

According to Zelenko GI, Ganzhurova L. Yu., All methods of motivation can be divided into economic (direct), economic (indirect), non-monetary.

Intangible factors motivating work include: labor enrichment, flexible work schedules, labor protection, programs to improve the quality of work, promotion,

participation in decision-making at the highest level. Each employee decides which types of motivation are more important to him.

Analysis of special literature led to the conclusion that there are three approaches to choosing the motivational strategy of the enterprise:

- incentive and punishment: people work for a reward;
- motivation through work: more interesting and diverse work is performed better and with great pleasure;
- systematic communication with the manager: motivational strategy is based on analysis, situation and style of interaction with other people.

Recently, "social packages" are becoming increasingly popular. It should be noted that each company must independently create a system of motivation "for themselves", in accordance with their capabilities and goals. It should be noted that one of the methods of motivation, which is widely used in the practice of foreign and domestic enterprises - flexible work schedules.

It should be noted that an important component that forms the incentives to work is an objective assessment of all personnel of the enterprise (firm, organization) and the performance of each employee. Lack of reliable assessment of personal abilities and work achievements has a negative impact on employee behavior, reduces his interest in improving work efficiency. Thus, in modern conditions, the company, the firm must be a team of like-minded people whose interests are organically interrelated with the target strategic objectives - to work for the future.[91-92].

As determined by Fedorov Yu., Babenko K., in a positive mood, employees perceive information better, generate creative decisions, think logically, negotiate successfully, increase the number of long-term contracts and increase the capital of the organization. In addition, a positive attitude to work not only increases productivity, but also enriches human life. Conversely, excessive emotional stress creates anxiety and preserves a person's potential, leads to emotional burnout and loss of human resources. Such realities encourage the rational use of human capital [31-32]. According to Gorovy DA, Stokov EM manager with the help of motivational approaches forces to obtain the necessary results themselves, and only then by his example influences the employee [33, p. 91]. Unmotivated employees are not interested in the results of their work, which reduces the efficiency of the enterprise. It should be noted that a motivated and skilled workforce is needed by any company that seeks to increase productivity and meet customer needs. It is in this context that motivation means a willingness to make an effort and take action to achieve organizational goals. The challenge for any manager is to find

tools to create and maintain employee motivation. On the one hand, managers should focus on reducing job dissatisfaction (working conditions, wages, supervision, relationships with colleagues), and on the other - should use motivational factors such as achievement, recognition, responsibility and the activity itself [34, p. 172].

It is worth noting that practice has shown the shortcomings of the motivational mechanism, if it does not support material incentives moral.

Therefore, many companies use more and more various forms of moral incentives (guaranteeing employment, providing opportunities for training and promotion,

deepening the content and forms of work, expanding independence in the process of performing labor functions and managing production at the site, etc.).

It should be noted that Fr. Special attention should be paid to measures and levers of moral stimulation of workers, not designed to satisfy their economic interests, but such stimulation that affects their civic, collectivist, spiritual aspirations. This means the efforts of the company's management in the direction of cohesion of its workforce, the psychological adaptation of workers of different ranks to each other, cultivating in them a sense of pride for their company, awareness of involvement in the common cause. To achieve this, in particular, the so-called "open door policy" is carried out, according to which any employee has the opportunity to approach and address any manager (at the appointed time) with a question or request, counting on understanding and assistance.[20, p. 4]

It should be noted that the presence of employees with proper training, skills, experience does not guarantee high efficiency. The "locomotive" of their active work is motivation [36, p. 154]. A. Maslow, studying the motives that motivate a person to work, came to the conclusion about the direct and immediate determinism of needs. Therefore, the scientist believed that the ascending link of any analysis of motivation should be the study of the specifics of individual human needs and the choice of a method of motivation [37, p. 55].

It should be noted that motivation for work and professional growth is an important factor in successful development. The modern motivational system should be based not only on material incentives, but also on moral ones. It is necessary to develop employees 'belonging to the company, to bring employees' interests closer to the company's interests and vice versa, to create conditions for maximum return and self-realization, to establish favorable relations with management, maintain unity of spirit, unity and, most importantly, create conditions

security and stability, confidence in the future.

According to Pereverzeva A., leveling the role of material motivation, it should be noted that it is short-term, the effect of intangible

motives are more long-lasting and effective, as it is based on higher levels of the hierarchy of human needs. That is why when building an effective motivational system at the enterprise it is necessary to be guided by the principle that each person is an individual.

Modern economic realities show that without coordinated teamwork of the whole team, even successful companies are not able to withstand competition and develop dynamically. Thus, in order to organize effective work in a team, it is necessary to take into account the motives of a group of people, not each individual. Pereverzeva A., determines the following recommendations for the formation of a cohesive team:

- take into account tastes, preferences and views, because people with similar characteristics are more likely to find a common language;

- to develop a sense of belonging in the team, to actively involve everyone in common activities;

- create conditions for bringing jobs closer to each other. The closer the jobs are, the higher the probability of cohesion. There is a view that the probability of

communication between people depends on the distance at which they work from each other.

If people work at a distance of 10 m, the probability of communication between them, at least once a week, is 8-9%, and if they are at a distance of 5 m - then only 25%. According to the author, studies of the behavior of individual employees in enterprises have shown that a person likes to feel respect for themselves and their importance. That is why motivational gifts, which are a kind of demonstration to the employee of the assessment of his achievements

leadership are important. Another type of motivation is social benefits such as free medical check-ups, free recreation, health and sports opportunities.[73, p. 155]. This type of motivation increases the status of the company in the eyes of staff, because they see the care of themselves by management. According to A. Pereverzeva, Today it is often practiced to indirectly finance an employee to whom the company pays a certain amount to the account during the year, but the employee may not receive it immediately, but only after a certain period (5-10 years). This type of incentive includes additional pension programs for employees. And the company to some extent "ties" such an employee to itself, spending less money than if it were necessary to increase wages. [1, p. 37]

Training at the expense of the company is one of the most important moments in motivating employees. Such training is often associated with recreation. During motivational trainings, the company's employees communicate more informally with each other, which contributes to rapprochement and the formation of a sense of team spirit. The next type of motivation is to hold joint corporate celebrations, during which there is a rapprochement of the workforce. The presence of the leadership is obligatory at such celebrations. The author determined that the most important types of motivation are the establishment of dialogue between management and staff. Yes, the office of the head of the company should always be open to the ideas of employees. Staff efficiency increases when employees respect the manager as a skilled manager and do not feel afraid of him. The manager must not only set clear goals, but also be able to use their creative potential for the development of companies, guided by current needs and desires of employees. This requires a dialogue between manager and staff. It should be noted that today, domestic companies are beginning to take into account foreign experience and actively use intangible motivation.

Intangible motivation is a process aimed at non-monetary encouragement and formation of corporate spirit of employees, which helps to increase the interest of staff in their work. Intangible benefits can be broadly described as improving working conditions in the company, which creates motivation for the employee to certain positive actions, certain positive behavior, but, of course, only if the improvement of work in the minds of employees corresponds to their ideas of what workers should be places, modes of work and rest, the participation of employees in the management of production, relations between employees in the team and much more that brings benefits to the employee in intangible form. Since the improvement of working conditions at the enterprise requires organizational, technical, psychological and physiological, socio-economic, social measures, the system of intangible incentives are

inextricably linked with these measures [38, P. 140]. Analysis of the company's activities, national legislation, led to the conclusion that today is more important intangible motivation. When an employee feels his importance, he brings much more benefits [148, p. 77].

Thus, the following conclusions can be drawn. The system of motivation in a market economy is very important. At the theoretical and practical level, today, there are 2 types of motivation: tangible and intangible. A necessary condition for the development of the enterprise is the definition of the employee's role in this process, the recognition of its importance. Motivation for work and professional growth is an important factor in successful development. The modern motivational system should be based not only on material incentives, but also on moral ones. It is necessary to develop employees' belonging to the company, to bring the interests of employees closer to the interests of the company and vice versa, to create conditions for maximum return and self-realization, to establish favorable relations with management, maintain a spirit of unity, unity and, most importantly, [149, p. 50].

1.3. FOREIGN EXPERIENCE OF EMPLOYEE MOTIVATION

The issue of staff motivation is considered relevant, so it is systematically studied and researched. Overseas management experience and, consequently, employee motivation is necessary to compare with the Ukrainian system of employee incentives.

Problems of foreign experience of staff motivation are covered in the works of such scientists as: Andriychuk A., Nikulitsa D., Fishchuk N., Vasylykha N., Lozovsky O., Khomko O. and many others.

The Japanese model of staff motivation is primarily due to the requirements of the Japanese economy and the peculiarities of their lives. One of the main characteristics is the outpacing of the growth of labor productivity relative to the growth of wages and the growth of people's quality of life.

The rapid growth of the population has led to a constant shortage of jobs, which has significantly affected the worldview and personal beliefs of staff, who especially value the workplace and work.

In addition, the Japanese model is based on the principle of lifelong employment, which necessarily involves training, rotation and retraining. Training, rotation and retraining exist as the only motivational mechanism that helps provide the company with highly qualified personnel, dedicated to the company, motivated to realize personal professional, intellectual and creative abilities. It is in such a motivated environment that it is more profitable for the employee to work harder and better. Efforts are focused on solving the tasks set before the company. In such conditions, employees are even interested in strategic goals, because their achievement in the future will depend on the results of the enterprise, which determine the income of specific employees. An important role in motivating staff according to the Japanese model is played by the

rotation of personnel, which allows you to regularly and systematically change the field of activity, which reduces the tension and the uniformity of work. According to the rotation, it contributes to the expansion of professional knowledge, the development of new professions and jobs.

According to A. Andriychuk, a reputation that is valued and protected by everyone is no less important for Japanese workers, as a result of which low-quality work is unacceptable. Thus, the system of work motivation in Japan compared to other industrialized countries is quite flexible. Traditionally, it was built taking into account three factors: professionalism, age and experience. Depending on these three factors, the amount of earnings of each employee was determined by the tariff grid as a relatively constant part of earnings by age, length of service, as well as qualifications and skills, which were determined by categories and categories [39, p. 10].

According to D. Nikulitsa, cUS employees can be involved in solving various problems of the company, there is trust between the employee and the employer. In the states, the common form of remuneration is part-time with standardized tasks and supplemented by various forms of bonuses. Currently, the United States wants to introduce bonuses for teachers depending on the performance of their students. In France, the motivation model is based on competition. The enterprises carry out such forms of individualization of wages as participation in the company's profits, sale of shares, payment of bonuses. The center of the German model of work motivation is a person with his interests as a free individual who is aware of his responsibility to society. We must agree with Western researchers, who have determined that the harmonious combination of work incentives and social guarantees is one of the best models, ever known in the history of economic theories. This model provides both economic well-being and social guarantees. Motivation of staff in the United States can be described as "American gingerbread", because this country can be attributed to the ideologues of modern methods of doing business. Thus, in the United States of America, the basic principles of working with human resources, systems of material and intangible motivation, ways to increase loyalty to employees have been developed. According to OM Lozovsky and OV Khomko, Americans also pay great attention to improving the skills of their employees. Training, according to Americans, helps to increase individual productivity and increase corporate profits. Methods of motivation in American enterprises can be divided into two groups: those that maintain the prestige of the organization, and those that stimulate productivity and quality of work. The methods of the first group ensure the selection and consolidation of the most qualified personnel, the second - maintain a high level of efficiency. The methods of the first category include contributions to the pension fund, insurance and sick pay, participation in profits. The second category includes bonuses in the form of cash benefits, career advancement, moral incentives and more. It is worth noting that almost all American companies, except for the reward system, provide their employees with health insurance at the expense of the company, training programs, corporate lunches and many other various incentives. According to the authors, the system of motivation used by United States firms is very effective and can serve as an example, which should be guided by the domestic system of staff motivation. Thus, according to the distribution of

motivation methods according to the degree of their importance for staff, we can conclude about the importance and possibility of implementing incentives such as remuneration, health insurance, flexible work schedule for individual employees, training opportunities at the expense of the company and more. According to N. Fishchuk and N. Vasylykha, an important feature of the methods of intangible incentives for personnel in the United States is also the widespread use of such methods as team building and moral encouragement. Team building involves the organization of company-wide events, country and field trips at the expense of the company, which gives the opportunity to unite the team and prepare for teamwork. Moral encouragement is manifested in the form of verbal praise, compliments, special badges. For example, Walt Disney Co has the following practice: on the main street of Disneyland Park, the cafe has portraits of the most valuable employees, and Southwest Airlines has released a special plane, inside which the names of employees are engraved. As a result of active introduction of intangible incentives in the personnel management system, these companies have the lowest staff turnover [[40, p. 85]. As a result of active introduction of intangible incentives in the personnel management system, these companies have the lowest staff turnover [[40, p. 85]. As a result of active introduction of intangible incentives in the personnel management system, these companies have the lowest staff turnover [[40, p. 85].

France also has its own characteristics of motivation in enterprises. This is evidenced by the 35-hour work week approved by most French companies. Although in many EU countries the working week is 40 hours. The French take special attention to their person by the company as something self-evident. Almost 69% of French people believe that a flexible work schedule is the best intangible motivation. No less important are the French health and social insurance at the expense of the company, as well as assistance in repaying loans. Corporate culture has also become widespread in France. It is interesting that the French are not at all interested in additional education and training at the expense of the employer, although many companies are trying to implement numerous curricula and trainings [40-41]. In our opinion, such an approach is quite relevant, and its introduction in Ukraine will motivate employees better. Moreover, in the conditions of quarantine restrictions, this approach will help reduce the crowd on the hives, the accumulation of people in the offices, and so on. Reducing the working day, while maintaining wages will stimulate employees to timely and faster to perform workloads[123, p. 48].

The Netherlands also has its own employee motivation. In the Netherlands, benefits and compensation play a key role in determining the interest and work of employees. If an employee needs to consult a doctor, the company provides its employee with two paid hours - during which he can safely go to the hospital. And if the subordinate was absent from work for three months - for example, due to illness - he receives one additional paid day off[122, p. 93].

Employees' wage rates and salaries are considered in Germany to be the minimum guaranteed remuneration for work of a specific quality and quantity. The level of remuneration of personnel at German enterprises depends on productivity and

complexity of work, the qualifications of the employee. Bonuses are paid to employees for the growth of labor productivity and individual achievements [39-40].

The Swedish labor market model is an active employment policy pursued by the state. Public authorities pay great attention to increasing the competitiveness of the workforce through vocational training and retraining, job creation in the public sector and by subsidizing private companies, through informing and career guidance of the unemployed, payment of benefits when moving to a new job [21, p. 203]. In Sweden, the primary values are friendship, partnership and teamwork. In second place in the ranking of priorities of the Swedes is an interesting job and only in seventh place - the size of wages. Today, many Swedish companies allow their employees to work from home [40-44]. According to the author, work motivation, leadership and interaction with people - a crucial factor in the success of enterprise management and productivity. At the present stage of development of the motivational system there is a lack of material incentives, so managers need to focus on the optimal combination of material and intangible motivating elements. The system of incentives for staff at Ukrainian enterprises should clearly define the objectives, set the types of incentives in accordance with the results achieved, determine the evaluation system, [59, p. 129].

According to Lozovsky O., Khomko O., Ukraine should focus on the experience of Western colleagues, but in no case copy it, because the mechanical transfer of foreign experience in our conditions will not give any positive results. However, we should not forget that intangible tools of employee incentives can and should be used only if the financial needs of employees are met [41-42].

Based on this, we can draw the following conclusions. It is important to borrow foreign experience. As a result of the analysis of motivation models of Japan, USA, France, Netherlands, Sweden, model, and model of Germany it was concluded that in Ukraine it is important to borrow the experience of advanced countries, including the motivation system of USA and France. In particular, it is necessary to develop and implement a flexible work schedule system in Ukraine; increase employee participation in decision-making. The harmonious combination of work incentives and social guarantees is one of the best models. This model provides both economic well-being and social guarantees.

SECTION 2

**MANAGEMENT ORGANIZATION
AT THE ENTERPRISE
FOREIGN ECONOMIC ACTIVITY**

**2.1 ORGANIZATIONAL AND ECONOMIC CHARACTERISTICS OF
POWER CHINA LLC**

The most common form of organization of medium and small business among Ukrainian entrepreneurs is the creation of legal entities in the form of a limited liability company. Being the most accessible form of "serious" business organization, limited liability companies are often created either by one person, often a citizen, or by several people on the basis of common economic goals and mutual trust. A limited liability company is the usual and most common form of collective entrepreneurial activity in the normal property turnover. This form is universal, within its framework can be carried out almost any professional business activity - production, trade, brokerage, insurance and so on.

Issues of enterprise structure are regulated.

The organizational structure of enterprises has been studied by a number of scientists, in particular: Kredisov AI, Khasbulatov RI, Vichevich AM and many others.

The object of the thesis is the Limited Liability Company "Power construction corp of China". Abbreviated name: POWER CHINA LLC. The company was founded in February 2010 and established in accordance with the law. Republic of China. Branch of POWER CHINA LLC in Ukraine. is located at Cherkasy, B. Khmelnytskoho Street, building 2, room 405. Main activity: Wholesale of other machinery and equipment. The company has a number of branches, including abroad, 1 of which is located in Ukraine.

The authorized capital of the enterprise is formed from the amount of the nominal value of all contributions of the Company's Participants.

Sources of enterprise property formation:

- monetary and material contributions of the founders of the enterprise;
- income from the sale of products, services, as well as from other economic activities;
- loans from banks and other creditors;
- property acquired from other business entities, organizations and citizens;
- other sources.

The supreme body of the Company is the General Meeting of Participants, and the director is the executive body.

The purpose of POWER CHINA LLC is to meet the social and economic needs of legal entities and individuals in products, works and services, as well as production, commercial, intermediary activities and services, in accordance with and under the conditions specified by law and the Company's Charter. obtaining profit (income) and improving the welfare of the Participants and the staff of the Company.

The main activities of the Company are:

- Wholesale of other machinery and equipment;
- Manufacture of other special-purpose machinery and equipment;
- Repair and maintenance of other machinery and equipment;
- Manufacture of other rubber products;
- Manufacture of other general-purpose machinery;
- Activities in the field of engineering, geology and geodesy, providing technical consulting services in these areas;
- Providing other information services;
- Activities of intermediaries specializing in trade in other goods;
- Activities of intermediaries in trade in a wide range of goods, etc.

The company carries out foreign economic activity in the above and other areas of activity (including export-import, trade and brokerage operations, provision and receipt of services, ordering and performing works, etc.) in accordance with the purpose of its statutory activities [4].

POWER CHINA Company:

- independently carries out economic activity, disposes of profit. The economic activity of the enterprise is carried out by the labor collective, under contracts. The company is free to choose the subject of the contract, the definition of obligations, other conditions of economic relations, which do not contradict current legislation;

- independently plans its activities and determines the prospects for development, based on real consumer demand, the need for social security of enterprise development, increase personal income of its employees;

- if necessary, can purchase the necessary resources directly from manufacturers, in wholesale and retail trade, at auctions and from logistics organizations, through commercial centers, wholesale bases, citizens;

- can rent, transfer, sell, exchange with other enterprises and organizations material values and resources. The highest body of the enterprise determines the basis and procedure for writing off property from the balance sheet;

- provides work and provides services at prices set independently or on a contractual basis, and in cases provided by applicable law, at prices set in a centralized manner;

- is fully responsible for compliance with credit agreements and settlement disciplines;

- can create funds for production, social development and other funds. The procedure for the use of funds created at the enterprise is determined by the Regulations on the funds of the enterprise, which is approved by the Supreme body of the enterprise.

- The Company has the right in the prescribed manner to open bank accounts in the Republic of China and abroad;

- The company has stamps and forms with its brand name, its own logo and other means of individualization

- The company operates in accordance with the legislation of Ukraine, the charter and the memorandum of association.

- The company was established to saturate the consumer market with goods and services, as well as to extract profits for the benefit of participants.

- The company has the right to carry out any activities not prohibited by law.

- The company independently organizes and provides its labor, financial, economic and other activities, develops the necessary internal regulations and other acts of local nature.

- The Company independently concludes and monitors the implementation of economic and other agreements with all types of organizations, enterprises and institutions, as well as individuals.

- The company sells its products, work, services at prices and tariffs set independently or on a contractual basis, and in cases provided by law, at state rates.

- The company is a commercial organization, ie created by the participants to achieve the goal: the extraction of profits and its distribution among the participants

All activities subject to licensing and obtaining the necessary permits are carried out by the company after obtaining licenses and relevant permits in the manner prescribed by law[121, p. 52].

The organizational structure of POWER CHINA LLC allows to ensure the performance of all structural units of their functions and the effective management of the enterprise.

POWER CHINA LLC has in its structure production and functional divisions, among which it distributes the volumes of fixed assets transferred by the Company and

on the basis of which annually develops and submits proposals for changes in the structure and its staffing. POWER CHINA LLC carries out economic activity in the prescribed manner on the basis of the Company's operating costs and estimated technical and economic indicators. To carry out other financial, economic and civil relations, the Company delegates to POWER CHINA LLC the relevant rights and powers under a separate order and on behalf of and on behalf of the Company, POWER CHINA LLC has the right to enter into contracts, claims, participate in litigation. [17-19]

The company employs 204 people, including 27 executives. The company has 11 divisions working in different areas of work. Encouragement takes place, according to the requirements of the legislation, but there is no single normative act of the enterprise on the settlement of this issue.[16, p. 73] .2

In general, it can be noted that the company was established to provide the population with comprehensive goods. According to the main task facing the store, the following activities are carried out:

- implementation in the prescribed manner of the necessary measures to promote their services; participation and organization of exhibitions;
- conclusion of economic and other agreements within its competence;
- trade and procurement activities;
- intermediary, transport and other services;
- other activities provided for in the company's charter.

The company's activities are carried out on the basis of independently developed plans. Perspective plans, as well as annual and current ones are approved by the management of POWER CHINA LLC

Control and audit of production and economic activities of the enterprise is carried out by tax, environmental and other bodies entitled to control[150, p. 99].

Currently, the company operates in the retail sale of goods belonging to the group of machinery. The source of financial resources of the enterprise are its own sources and privileged funds (loans and credits), although currently in the global financial crisis, loans and credits are of secondary importance.[22, p. 59]

POWER CHINA LLC is a legal entity. and operates on the principle of economic calculation and for the conduct of production and economic activities opens current accounts in banking institutions, has a round seal and appropriate stamps with its name. POWER CHINA LLC operates on the basis of the Laws of the Republic of China, taking into account the national regulations of the countries where the offices are located - Resolutions of the Verkhovna Rada of Ukraine, regulations of the President and the Cabinet of Ministers of Ukraine, industry regulations, Articles of Association and Regulations . LLC "POWER CHINA" maintains balance sheets, compiles and presents operational production, accounting and statistical reporting in the amounts that are annually adjusted by the relevant functional areas of the company[139, p. 154].

Based on this, we can draw the following conclusions. The basis of the enterprise is the charter, which should reflect clear information about the enterprise. The company's activities reflect the motivation of employees and act in accordance with applicable law. The enterprise is created for the purpose of complex providing of the

population with the goods. At the enterprise creation of the separate local document regulating motivation of workers is necessary [140, p. 36].

2.2. ANALYSIS OF FINANCIAL AND ECONOMIC ACTIVITY OF POWER CHINA LLC ON THE BASIS OF ANALYSIS OF MAIN ECONOMIC INDICATORS

The financial condition of the enterprise is characterized by a system of indicators that reflect the state of capital in the process of its circulation and the ability of the business entity to finance its activities at a fixed point in time [117, p. 154].

Professional financial management requires in-depth analysis, which allows you to more accurately assess the uncertainty of the situation using modern quantitative research methods. In this regard, significantly increases the role of financial analysis, ie a comprehensive systematic study of the financial condition of the enterprise and the factors of its formation in order to assess the degree of financial risk and forecast the level of return on capital [70, p.54].

The analysis of financial and economic activity was studied by a number of scientists, in particular: Kredisov AI, Khasbulatov RI, Vichevich AM and many others.

In the process of supply, production, marketing and financial activities is a continuous cycle of capital, changing the structure of funds and sources of their formation, the availability and need for financial resources and as a consequence - the financial condition of the enterprise, the external manifestation of which is solvency [113, p. 81].

The analysis of the main economic indicators includes an assessment of the company's performance in the past, today and in the future. Its purpose is to determine the state of financial health of the enterprise, timely identify and eliminate deficiencies in activities; find reserves to improve the financial condition of the enterprise [72, p.33-40].

To analyze the main indicators of the enterprise used the data of financial statements for 2018-2020: The main economic indicators of economic activity of LLC "POWER CHINA" are shown in table 2.2.1 and Figure 2.2.1

From the data of table 2.2.1 it is visible, what financial results in economic activity the enterprise has reached for 2018-2020. Income (revenue) from sales of products (goods, works, services) tends to increase (at the beginning of the period the growth rate was 17.47% at the end of the period - 113.13%). The total income for the study period increased by 8585.6 thousand UAH. Gross profit depends on revenue from sales of marketable products and the cost of these products. Gross profit for 2018-2020 is not stable, due to an increase in costs by 211.1 thousand UAH. The cost of goods sold increased by 7643.0 thousand UAH. for 2019-2020. The increase in the cost of goods sold led to an increase in administrative costs and other operating expenses, which led to a decline in net profit by 640.5 thousand UAH. in 2020 compared to 2019 [105, p. 84].

Table 2.2.1 Analysis of indicators of economic and financial activities of LLC "POWER CHINA" for 2018-2020.

Article	2018	2019	2020	deviation		growth rate	
				2020 from 2019	2019 from 2018	2020 from 2019	2019 from 2018
Net income (revenue) from sales of products (goods, works, services)	5710	12169.6	14295.6	2126	6459.6	7.47	3.13
Other income	15	50.2	136.5	86.3	35.2	71.91	4.67
Total income	5725	12219.8	14432.1	2212.3	6494.8	8.10	3.45
Cost of goods sold (goods, works, services)	3853.5	9369.7	11493.8	2124.1	5516.2	2.67	3.15
Other expenses	483.2	694.3	1563.6	869.3	211.1	25.21	.69
Total costs	4336.7	10064	13057.4	2993.4	5727.3	9.74	2.07
Financial result before tax	1388.3	2155.8	1374.7	-781.1	767.5	36.23	.28
Income tax	249.9	388	247.4	-140.6	138.1	36.24	.26
Net profit	1138.4	1767.8	1127.3	-640.5	629.4	36.23	.29

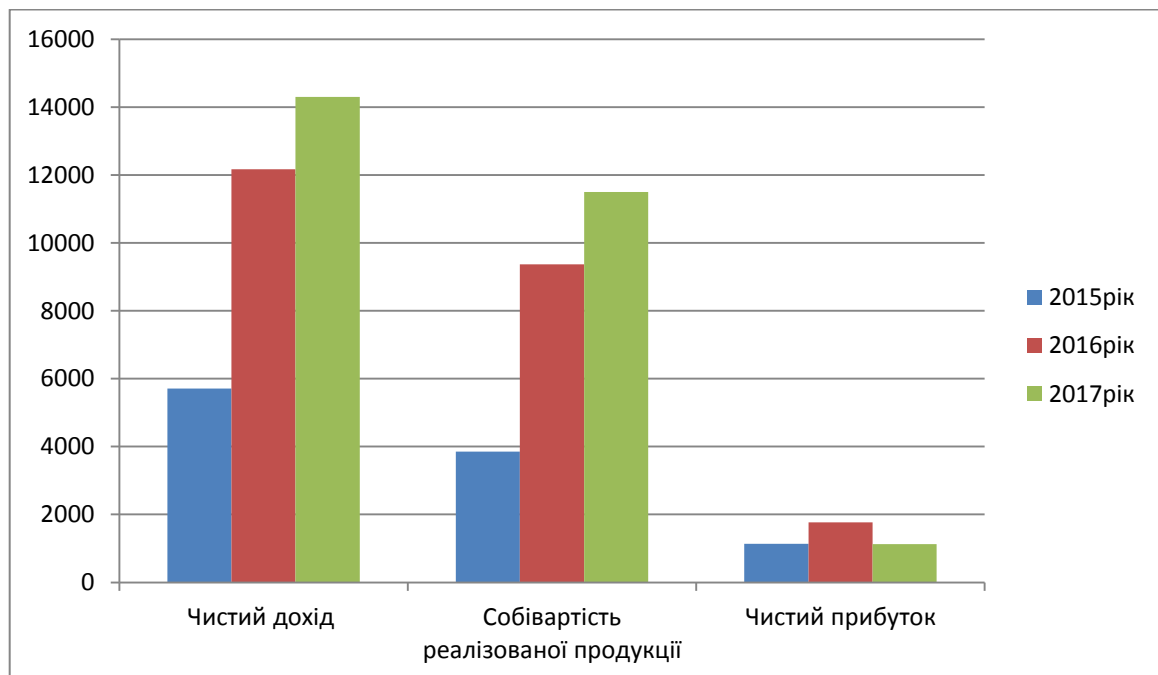


Fig.2.2.1 Dynamics of the main results of economic activity of LLC "POWER CHINA"

We can say that the increase in cost and other costs were justified, as they led to an increase in net profit by 629.4 thousand UAH. in 2019 compared to 2018, and the growth rate was 92.5%. But unfortunately the situation has changed by 2020. [2, p. 45]

Let's analyze the state of business activity of the enterprise on the basis of calculation of coefficients. Table 2.3 and Figure 2.2.2 show the calculations of the coefficients.

Table 2.2.2 Analysis of business activity of POWER CHINA LLC for 2018-2020.

Indicator	Calculation	2018	2019	2020	Deviation 2020 from 2019	Deviation of 2019 from 2018
Total asset turnover ratio (transformation ratio)	BH from real / average annual value of assets	.79	.03	.42	0.61	1.24
Inventory turnover ratio, Co.z.	Cost / Inventories are average annual	.32	.07	2.02	3.95	4.75
Turnover ratio of the total amount of receivables,	BH from real / average annual value of receivables	1.1	1.1	.94	2.16	-10
Term of turnover of the total amount of receivables, Tozdz	365 / Kozzd	7.06	2.43	0.28	7.85	15.37
Coefficient of receivables turnover on commodity transactions, Kodzto	BH from real / average annual value of receivables for goods	4.6	9.53	9.52	10.01	14.93
Term of turnover of receivables on commodity transactions	365 / Kodzto	0.55	.37	.24	1.87	3.18
Accounts payable turnover ratio, Commodity	BH from real / average annual value of accounts payable on goods	4.92	36.28	14.14	22.14	71.36
Term of turnover of accounts payable on commodity transactions	365 / Coxto	.62	.68	.20	0.52	2.94

Analyzing Table 2.2.2, we see that the ratio of total asset turnover has unstable dynamics. The high level of turnover of stocks (3.95) is positively reflected in ensuring the volume of sales (78, p. 54]. The term of inventory turnover decreased and amounted to 349 days in 2020, which is -431.98 less than in 2019. The turnover ratio of the total amount of receivables is the most important in 2018 - 21.1, which is due to a decrease in the average annual value of receivables. In this case, the greater the number of turnovers, the faster the company receives funds from its debtors (debtors). The turnover ratio of receivables on commodity transactions has a dynamic to increase. The turnover ratio of the total amount of accounts payable has the same trend. [23, p. 97]

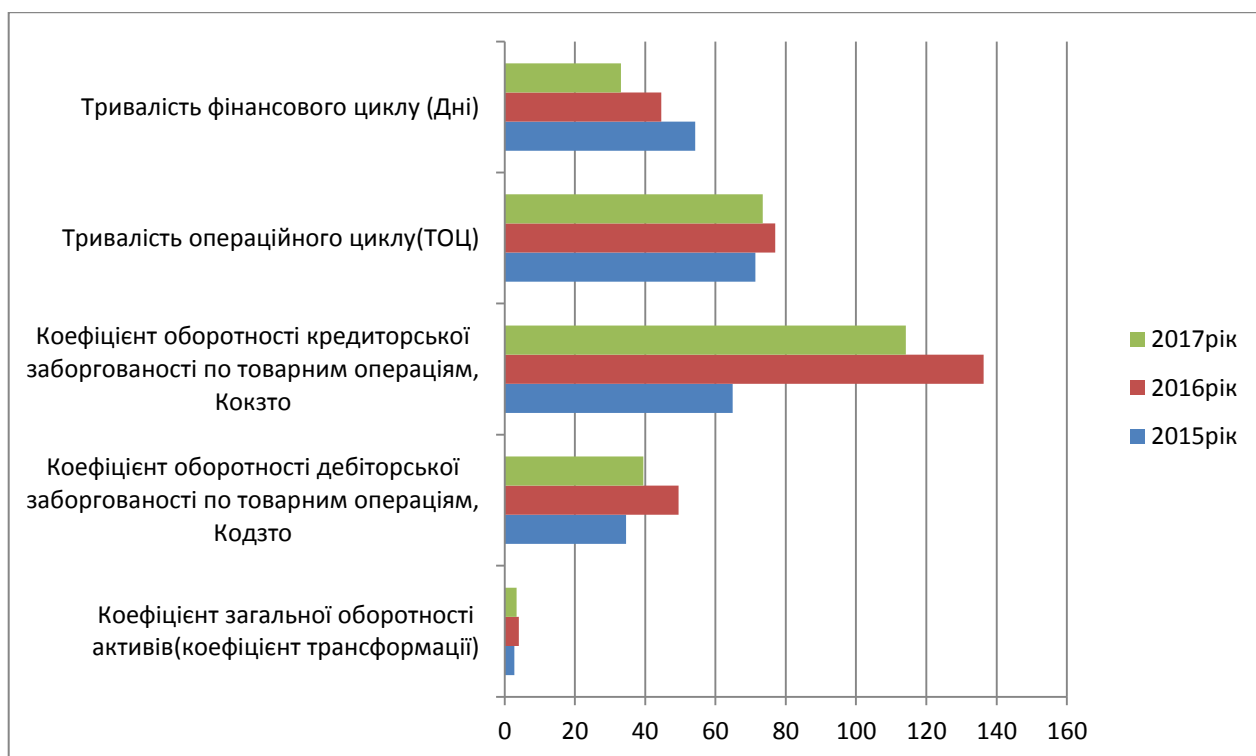


Fig.2.2.2 Dynamics of business activity indicators of POWER CHINA LLC

In general, the terms of turnover of the total amount of receivables are longer than the terms of turnover of the total amount of accounts payable, which indicates an improvement in the solvency of the enterprise. The duration of the operating cycle and the duration of the financial cycle decrease during the study period [67, p. 59].

Let's perform calculations of indicators of financial stability of LLC POWER CHINA which will give us the information on a financial condition of the enterprise presented in table 2.2.3 and in figure 2.2.3

Table 2.2.3 Analysis of indicators of financial stability of LLC "POWER CHINA" for 2018-2020.

Characteristic	2018	2019	2020	2020 from 2019	2019 from 2018	Evaluation of the indicator by normative value	Evaluation of the indicator by dynamics
Coefficient of autonomy	0.75	0.66	0.62	0.03	0.09	> 0.5	magnification
The coefficient of fin. dependencies	1.33	1.52	1.61	0.09	0.19	<2.0	reduction
Coefficient of maneuverability	0.07	0.06	0.07	0.01	0.01	> 0.5	magnification
Rated capital concentration ratio	0.00	0.00	0.00	0.00	0.00	<0.5	reduction
Current liabilities ratio	0.00	0.00	0.00	0.00	0.00	> 0.5	magnification
Ratio of own funds	3.43	6.98	7.88	0.90	3.55	> 0.1	magnification
Coefficient of financial stability	1075.69	1419.24	2250.58	168.66	43.55	> 1	magnification

Analyzing table 2.2.3 we can say that the coefficient of autonomy during the study period tends to increase and exceeds the norm, it positively characterizes the company. The coefficient of financial dependence in 2020 is 1.61. This value of the coefficient is within the norm. Unlike the previous ones, the coefficient of maneuverability is quite low (0.07). It has a significant deviation from the norm. This ratio shows what part of equity is used to finance current activities [151, p. 88].

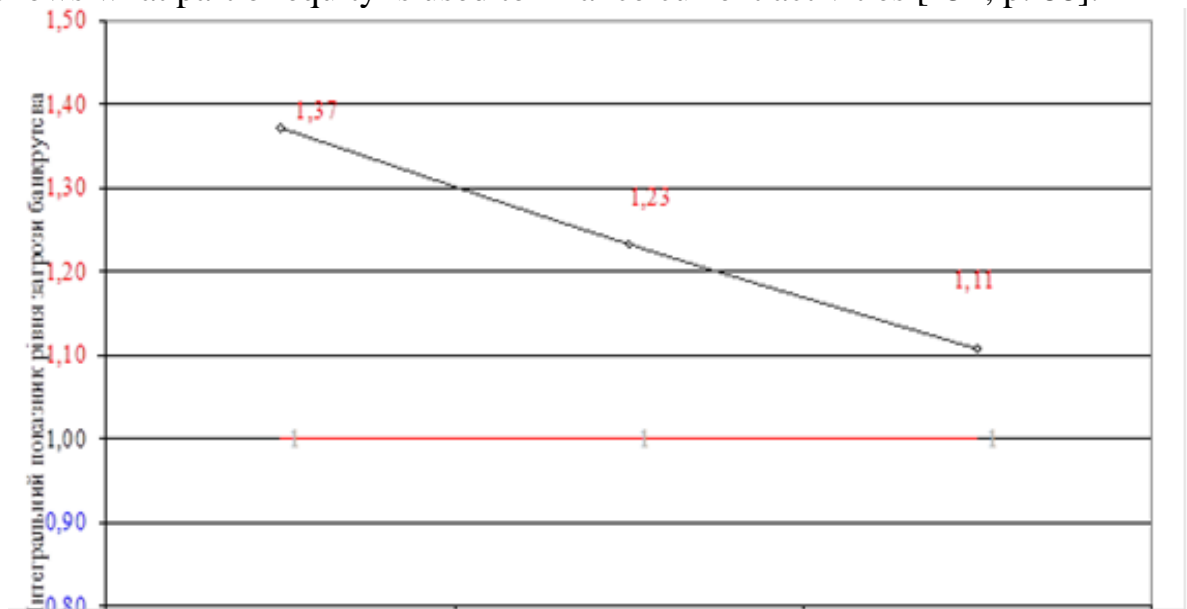


Fig. 2.2.3 Dynamics of the integrated indicator of the level of threat of bankruptcy of POWER CHINA LLC

The ratio of own funds also negatively characterizes the company. In 2020, it is - 7.88, while tea is the normative value > 0.1 . The coefficient of financial stability exceeds the norm in 2020 - 1250.58. This is 168.66 less than in 2019.

On the basis of the balance sheet it is possible to make a preliminary assessment of the financial condition of the economy. To do this, it is necessary to identify positive and clearly negative balance sheet items; assess the change in the balance sheet currency for the analyzed period; analyze the dynamics and structure of the balance sheet. In the comparative balance sheet, the general data are supplemented by indicators of the structure, absolute and structural dynamics of assets and liabilities of the enterprise for the reporting period. Horizontal and vertical analysis techniques are used in compiling and analyzing the comparative balance. In the horizontal analysis, absolute and relative changes of different balance sheet items are determined. And in the vertical - determine the share of individual articles and their changes. The presence of balance sheet items indicates the satisfactory operation of the enterprise. [15, p. 173]

The analysis of dynamics and structure of property of LLC POWER CHINA is presented in tab. 2.2.4.

Table 2.2.4 Analysis of the dynamics and structure of the property of LLC "POWER CHINA"

ASSETS	2018	2019	2020	Deviati on of 2020 from 2018
	su	su	su	

	m	ete. weight	m	ete. weight	m	ete. weight	
Non-current assets	68 741.4		79 707.8		84 248.4		15507
Current assets	41 08.9		35 89.5		37 55.2		-353.7
Stocks	35 35.1		33 31.2		33 02.2		-232.9
receivables for goods	13 9.3		28 .4		37 .8		-101.5
receivables by calculation	15 .4		99 .1		20 4.3		188.9
Other current receivables	89 .4		73 .8		69 .2		-20.2
Cash and cash equivalents	33 3		59 .7		14 3.5		-189.5
BALANCE	72 850.3		83 297.3		88 003.6		15153.
LIABILITIES							
Equity	54 644.8		54 640.7		54 650.3		5.5
Current liabilities	18 205.5		28 656.6		33 353.3		15147.
Payables	18 154.7		28 618.1		33 309.6		15154.
Other short-term liabilities	50 .8		38 .5		43 .7		-7.1
BALANCE	72 850.3		83 297.3		88 003.6		15153.

Table 2.2.4 shows that non-current assets are growing and in 2020 amounted to 84,248.4 thousand UAH. Current assets tend to decrease, during the study period they decreased by 353.7 thousand UAH. Inventories also decrease in 2018-2020 by UAH 232.9 thousand. Accounts receivable for goods decreased significantly in 2018-2020, a slight increase is observed in 2020 - 28.4 thousand UAH. Cash and cash equivalents decreased by UAH 189.5 thousand during the study period. Analyzing the liabilities, it should be noted that current liabilities increased in 2018-2020 by UAH 15,147.8 thousand.

Accounts payable reached UAH 33,309.6 thousand, which is UAH 15,154.9 more than in 2018. Other short-term liabilities decreased by UAH 7.1 thousand. this reduction is positive for the company. In the table. 2.2.5 presents an analysis of the state and capital structure of the property.

Table 2.2.5 Analysis of the state and capital structure of the property of LLC "POWER CHINA"

Indicator	2018	2019	2020	Deviation of 2020 from 2019	Deviation of 2020 from 2018
Own funds ratio (Share of current >)	-	-	-	-	-

assets)	0.1	3.43	6.98	7.88	0.9	4.45
Coefficient of autonomy (concentration of VC)	>	0	0	0	0	-
	0.5	.75	.66	.62	0.04	0.13
Coefficient of financial dependence	<	1	1	1	0	0
	2	.33	.52	.61	.09	.28
Coefficient of concentration of LC (debt)	<	0	0	0	0	0
	0.5	.25	.34	.38	.04	.13
Accounts payable to receivables ratio	1	7	1	1	1	3
		4.58	42.36	07.14	35.22	2.56
Maneuverability of working capital	according to the plan	-	-	-	0	0
		0.25	0.13	0.11	.02	.14
Coefficient of maneuverability of VC	>	-	-	-	-	-
	0.5	0.26	0.46	0.54	0.08	0.28
Ratio of borrowed funds in non-current assets	<	0	0	0	0	0
	0.1	.0	.0	.0		
Ratio of long-term borrowings	<	0	0	0	0	0
	0.5	.0	.0	.0		
Long-term liabilities ratio	<	0	0	0	0	0
	0.2	.0	.0	.0		
Current liabilities ratio	>	1	1	1	0	0
	0.5					
Funding ratio (ratio of LC and LC)	<	0	0	0	0	0
	0.5	.33	.52	.6	.08	.27
Coefficient of financial stability	>	3	1	1	-	-
	1	.91	.64	0.27	1.36	
Financial leverage ratio	<	0	0	0	0	0
	0.1					
Working capital stock ratio (RC)	>	-	-	-	-	-
	0.2	3.99	7.52	8.96	1.44	4.97
Business insurance ratio	>	0	0	0	0	0
	0.1					
Coefficient of security of current assets of the Republic of Kazakhstan (Own current assets)	according to the plan	3.43	6.98	7.88	0.9	4.45
Working capital (Own current assets (funds))		-	-	-	-	-
		14096	25067	29598	4531	15501
Working capital		-	-	-	-	-
		14096	25067	29598	4531	15501
Net assets		5	5	5	-	1
		4315.1	4583.7	4508.6	75.1	93.5

Table 2.2.5 shows that the ratio of own funds is low during the study period and has a significant deviation from the norm. In 2020, -7.88. The coefficient of autonomy during the study period tends to increase and exceeds the norm, it positively characterizes the company. The coefficient of financial dependence in 2020 is 1.61. This value of the coefficient is within the norm. The concentration coefficient of LC for 2018-2020 does not exceed the normative value (0.5). The ratio of accounts payable and

receivables is the highest in 2018 - 142.36. This indicates an excess of receivables over accounts payable. The ratio of current liabilities - 1, is a positive excess. Funding ratio (ratio of LC and LC) - 0.6 in 2020 is 0.08 more than in 2019. The coefficient of financial stability (stability) exceeds 1 and is 3 in 2018. The ratio of inventories of working capital is below normal.

The introduction of a flexible work schedule for certain categories of employees, due to quarantine restrictions, has saved significant financial resources in 2020. This is both a kind of motivation for employees and savings when renting office space [62, p. 283].

It should be noted that the company does not have an approved system of employee bonuses. This leads to almost often chaotic encouragement and dissatisfaction, and sometimes conflict situations between employees and the administration of the enterprise. For a fair system of employee incentives, it is necessary to develop and approve a system of employee incentives, depending on the labor contribution of each employee in the activities and development of the enterprise. This will avoid controversial issues, conflict situations and will lead to regulatory regulation of the incentive system for employees at the enterprise. Therefore, it is necessary to develop a system of indicators of employee incentives in the enterprise [63, p. 77].

Having analyzed the state of financial and economic activity of POWER CHINA LLC on the basis of the analysis of the main economic indicators the following conclusions are made.

The company is developing steadily, which allows to increase the level of employee incentives. At the present stage of enterprise development, it is advisable to introduce a system of tangible and intangible motivation. This will stop staff turnover, promote employee initiative, identify shortcomings in the management and work of individual employees. The introduction of a flexible work schedule for certain categories of employees, due to quarantine restrictions, has saved significant financial resources in 2020. This is both a kind of motivation for employees and savings when renting office space. For a fair system of employee incentives, it is necessary to develop and approve a system of employee incentives, depending on the labor contribution of each employee in the activities and development of the enterprise [152, p. 64].

2.3. EVALUATION OF MANAGEMENT METHODS AT THE POWER CHINA ENTERPRISE

Complex processes of formation of market relations in Ukraine have their own characteristics at the level of the enterprise, whose position in a market economy is changing radically. Being economically independent and fully responsible for the

results of its activities, the company must form a management system that would provide it with high efficiency, competitiveness and a stable market position. Enterprise (organization) management technology is a continuous, dynamic, consistent, stable, changing, purposeful process that has a cyclical nature. It is formed due to the continuous flow of management functions, each of which is part of this process.

Questions of evaluation of management methods, covered in the works of such scientists as Zabrodskaya LD, Zavadsky JS, Kindratskaya GI, Klimova OI Kuzmin OE, Lakhtionova LA, Likhota UP, Mizyuk BM, Mishchenko AP and many others. The effectiveness of management largely depends on the organization of analytical work at the enterprise, the depth of analysis of its production, financial and marketing activities. Analysis as a special function of management is the process of collecting, processing, understanding and interpreting the data obtained for the preparation and adoption of management decisions.

Characteristic features of organizational and managerial management methods are:

- direct impact on the object of management;
- mandatory nature of execution of instructions, orders, resolutions and other administrative decisions of higher governing bodies for subordinate objects;
- strict liability for non-compliance with instructions and directives.

The management process is a set of continuous, consistently performed

them, interrelated actions for the formation and use of resources of the organization to achieve its goals. These actions are important for the success of the organization and are called management functions. Thus, the management process is the sum of all functions. The word function (from the Latin *functio* - performance, realization) means duty, circle or type of activity, purpose, role [10, p.400].

Management functions- these are relatively separate areas of management activities that allow to exert some influence on the management object in order to achieve the task[106, p. 40].

The functions must have a clearly defined content, an elaborated implementation mechanism and a defined structure within which its organizational separation is completed. Content means actions that must be performed within a specific function[107, p. 96].

The content of actions and functions performed in the management process depends on the type of organization (administrative, social), size and scope of its activities (production, education, trade, household services), the level of leadership in the management hierarchy (higher, middle or lower), its role within the organization (production, marketing, finance, human resources) and a number of other factors [118, p. 53].

According to changes in the size and type of production, management functions remain the same, only the amount of work on their implementation changes. Thus, regardless of the size of the enterprise, each of them performs a planning function. In a large enterprise, a planning department can be created to perform it, in a small one this function can be performed by one economist, and in small organizations these responsibilities are assigned to one of the part-time specialists. As you move up from

one management level to another, the amount of work on the function increases, and therefore increases the number of employees who perform it. This creates a single system of bodies to perform each management function[168, p. 79].

With the deepening division of labor management, as a single function is differentiated, there is a selection and separation of specific types of management activities. The function is performed by a certain number of employees, each of whom in the process of daily work performs certain types of work. Proper allocation of functions allows close and similar in nature work to combine into one link. This simplifies the structure and facilitates the coordination of functional units of the management of the enterprise, association[169, p. 104].

Based on the composition and scope of work on the functions determine the rational construction of management (departments, services, sectors) and the number of specialists in each function, develop organizational regulations (regulations on services, job descriptions, etc.). Functional distribution of management processes, their classification are crucial because they determine the objectives and activities of the entire management staff.

Management functions, depending on the objectives of the study are divided by the following characteristics: the content of the management process; belonging to the spheres of production and economic activity; the content of work and operations performed within the management function (general management, specialized activities, maintenance); belonging to different types of managerial work (production, economic, technological, organizational, etc.)[65, p. 23].

In social production there are functions of management of industry, agriculture, transport; in the field of circulation - financial management, trade, logistics. Management functions are divided into general (universal), which are suitable for different management processes, because they express the essence of management, as well as specific (special) functions that convey the content of management. The carriers of general functions are the entire control system as a whole, and specific - parts of the system that have a local, specific nature[64, p. 158].

General functions of management- planning, organization, motivation, control, coordination, accounting and analysis are mandatory for all enterprises. Each of these functions is vital to the organization. However, planning as a management function provides a basis for other functions and is considered the main, and the functions of organization, regulation, motivation, control and accounting are focused on the implementation of tactical and strategic plans [11, p. 367].

Planning- the main function of management, which involves forecasting, defining goals, strategies, policies and objectives of a formation; means consciously choosing what works, how, to whom and when.

Organization, as a function of management aimed at the formation of management and control systems, as well as links and relationships between them, ensuring orderliness of technical, economic, socio-psychological and legal aspects of each business entity [89, p. 58].

Motivation- is the process of motivating employees to highly productive activities to meet their needs and achieve the goals of the organization.

Control - is a system of monitoring and verifying the compliance of the enterprise with established standards and other standards, identifying deviations from decisions and determining the reasons for non-compliance [88, p. 83].

Coordination, as a function of management is a process aimed at ensuring the proportional and harmonious development of various aspects (production, technical, financial, etc.) of the object at the optimal cost of material, financial and labor resources.

Regulation- is a type of managerial work, the purpose of which is to overcome the contradiction between the organization and disorganization, the order and the factors that violate this order [12, p.384].

The functions of the management of the enterprise, which depend on the characteristics of the managed object, are called special or specific. In the conditions of branch enterprises allocate the following special functions of management:

- General line management of the enterprise and its production units include: addressing issues of economic development and mobilization of workers for their implementation; control of strategic decisions; external relations; organization of work of collective governing bodies (shareholders' meetings, boards of directors, heads of internal economic cooperatives, etc.) [60, p. 164].

The functions of general management are performed by heads of enterprises and institutions (their deputies), production units (foremen, foremen, farm managers), service units (heads of machine shops and garages, construction crews), and partly heads of a number of functional units. These functions are distinguished primarily by the level of management and are directly related to the hierarchical structure of the apparatus, which forms the basis of linear subordination.

- Operational planning and production management provides: development of operational plans; drawing up tasks; collection of information on the performance of works; distribution of material and labor resources; control and regulation of production; conducting meetings and dispatching meetings, development of operational decisions, control over the implementation of decisions.

Execution of this function is contained in maintenance of necessary coordination of actions of all links of the enterprise, performance of operative planning of work of the enterprise and its divisions; implementation of operational preparation for production (readiness of equipment, necessary materials, availability of labor); control over the implementation of the production program. Particular attention should be paid to the coordination of all services of the enterprise, the rapid elimination of differences.

This function is performed mainly by heads of production units, employees of the dispatching service, as well as heads of enterprises and farms, chief specialists.

- Management of technological training provides the development and implementation of advanced technology that promotes the production of competitive products. To achieve this: technological processes are improved, technological maps, plans, instructions are drawn up; control over observance of technical and technological requirements of production is carried out; applications for material and technical resources are drawn up; environmental and preventive measures are carried out; best practices and staff training are studied.

- Management of technical preparation of production, energy and transport services - is carried out by specialists in engineering. Their task is to ensure the operational readiness of the relevant technical means and to ensure the main production of various types of equipment, energy, transport; timely execution of necessary repair works, calculation of the need for technical means, spare parts; preparation of documentation for write-off from the balance of the enterprise of machinery and equipment, providing employees with equipment and tools.

- Forecasting and technical and economic planning - performed mainly by specialists of the planning and economic service, as well as to some extent by business leaders and chief specialists. Their responsibilities include: development of long-term forecasts, main sections of the business plan; feasibility study of investment directions; determining the economic efficiency of technological and technical solutions; development of norms and standards on labor and wages; organization of control over the implementation of planned indicators and tasks; development of measures to stimulate the activities of employees; high-quality performance of work on this function has a positive effect on the results of the enterprise.

- Management of human resources and social development of the organization - is carried out by heads and specialists of departments, as well as employees of the personnel department. This function includes: planning the need for personnel and their accounting, training, retraining and advanced training, monitoring the state of labor discipline; drawing up vacation schedules; certification of managers and specialists; promotion; personnel reporting; issuance of characteristics and certificates at the request of various organizations, as well as the creation of a favorable socio-psychological climate in the workforce.

- Organization of labor and wages - engaged in economists and the main areas of this function are: study and implementation of effective forms of organization and systems of remuneration; development of measures to motivate work to highly productive work; calculation of bonuses for other rewards; control over the correctness of contracts and calculations for them; rationing of all types of work; development of prices; analysis of working time costs; control over the use of the salary fund, assignment of classes and ranks to employees; design of management staff, the cost of its maintenance; development of regulations on structural units and job descriptions.

- Logistics management. This function is mainly performed by warehouse managers, freight forwarders, as well as chief specialists and managers. The main areas of their management activities are: preparation of applications and orders for materials and products; control over the execution of applications; drawing up of limit-intake maps; organization of warehousing, development of product sales schedules; liaison with suppliers, procurement and trade organizations.

- Marketing management is a function in the management process, which is due to the formation of an adequate market mechanism for managing production and marketing activities of the enterprise. Marketing management is provided by highly qualified marketers and economists. Main areas of work: comprehensive study of the market and consumer requirements; study of the dynamics of current and potential demand; market situation analysis; advertising of products and services; study of the

relationship between product price and demand; analysis of production costs and sales channels; price policy forecasting; study of the most effective places of trade, product range planning, development of a marketing plan at the enterprise.

At large enterprises, especially associations of industrial and agricultural holdings, it is recommended to create an independent marketing service, and in small organizations - to combine it with the economic or logistics service.

- Management of capital construction and reconstruction - this function includes: development of plans for construction and installation and repair work; concluding contracts for work with contractors; control over construction and installation works, commissioning of production and other facilities; preparation of project documentation. This function is performed by civil engineers, foremen, foremen, raters on construction.

- Management of financial resources and accounting - carried out by business leaders, accountants, accountants, payroll, cashiers. The main types of their activities are: timely accounting of material values, output and production costs; implementation of the economy mode; drawing up a financial plan and calculating the need for funds; statistical reporting; management of fixed assets and working capital; analysis of the financial condition of the enterprise, its solvency and liquidity; control over the correct spending of funds and production resources, receivables and payables; conducting optimal dividend policy; preparation of proposals to increase the financial stability of the enterprise.

- Labor protection and safety carried out by occupational safety engineers, whose job responsibilities include: incoming safety briefing when hiring; re-certification and acceptance of safety tests; control over observance of legislative norms; rules of safety and industrial sanitation; investigation of accidents at work; drawing up applications for overalls and protective equipment; organization of medical examinations, preparation of quarterly and annual reports.

- Control over the quality of work and products is carried out by qualified specialists who develop and improve a comprehensive quality management system at the enterprise, monitor compliance with standards for manufactured and processed products; organize control and assess the quality of work; make proposals to stimulate it.

Management of business services and record keeping are engaged in heads of economy and cultural and household establishments, clerks, secretaries who provide normal conditions for performance of the basic functions.

Record keeping ensures the registration and execution of documents, control over their passage and storage, receipt in the archive. The function in large enterprises is performed by the office, in small -secretary.

- Management of foreign economic activity carried out by specially trained highly qualified specialists engaged in establishing foreign economic relations, searching for foreign investors and partners; negotiations, creation of joint ventures, development of leasing operations; expansion of export deliveries and import operations, licensing of foreign economic activity; information support of managers on foreign economic activity.

MANAGEMENT FUNCTIONS

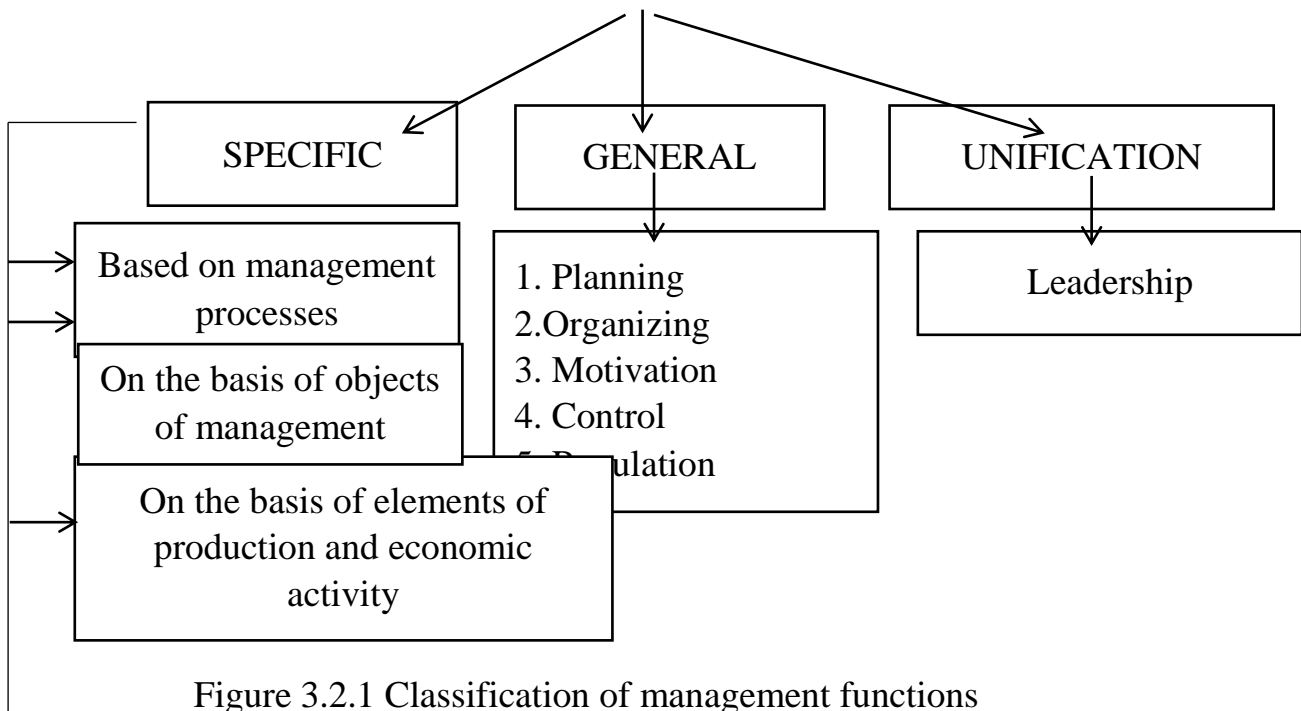


Figure 3.2.1 Classification of management functions

The study of management functions can not be approached from a purely formal point of view, but it is necessary to identify and analyze changes in the content of management concepts and provisions. These changes reflect the deep processes taking place in the world economy, to which, in turn, modern organizations are trying to adapt.[138, p. 111].

Management functions are more complete in terms of an integrated approach to the activities of the organization, the use of targeted management and the creation of program-target structures, through which the tasks set before it[153, p. 88].

Management acts of POWER CHINA LLC, which are carried out by managers, are divided into two types: regulatory and individual.

Normative acts of farm management (Charter of the enterprise, regulations on structural units, instructions, etc.) determine the purpose, objectives, functions, rights and responsibilities of the farm, its departments and officials of the management staff [154, p. 92].

Individual acts of management in the economy (orders, instructions, instructions, etc.) are addressed to certain objects of management, determine their next tasks.

Organizational influence on the object of management is carried out in the form of regulation, regulation, instruction and information. It is a means of influence through long-term documents [118, p. 65].

Organizational regulations in POWER CHINA LLC are based on the use of Ukrainian legislation and local regulations, compliance with which is mandatory for both the manager and all employees of the company. On the basis of legal norms contained in laws, decrees, regulations, decrees and resolutions of legislation, the Charter and other documents. POWER CHINA LLC has developed regulations on departments and services, as well as job descriptions for all officials.

Influence on the system that is managed, with the help of organizational rationing is realized through the establishment of standards that specify the boundaries of any ac-

tivity, the parameters of technical and economic processes. The following standards are used in POWER CHINA LLC:

- technical and technological - regulate the use of equipment and auxiliary materials;
- planning and economic - cover the regulation of wages and incentives, deadlines for statistical reporting;
- labor - is the norms of production, norms of the number of employees, norms of time for work and rest, work schedule, etc .;
- financial and credit - regulate the procedure for obtaining loans and liquidation of debts, the creation of general and special purpose funds, the procedure for allocating losses and damages to the results of activities, etc .;
- organizational and managerial, they include typical management structures, norms of subordination, the order of development and adoption of management decisions, etc.

Organizational and methodological instruction is also an effective means of informational influence on the workforce or on an individual employee. POWER CHINA LLC develops rules that regulate organizational and special aspects of its activities, departments and officials with the help of methodological guidelines, developments and instructions. The order of performance of any works, use of technical means is defined. In particular, the informational influence used in the economy includes the use of acts, protocols, memos, official letters, statements. Also, in order to instruct POWER CHINA LLC, they practice the design of premises with organizational documentation on working conditions. These are stands with the names of organizational units, layouts, procedures, internal organizational instructions. All this improves the organizational working conditions, contributes to its successful implementation. [23, p. 274]

It should be noted that the complex system of organizational relations and connections that are manifested in the management of the enterprise is formed consciously (ie in the process of human activity) to implement the two main functions of management: organization and coordination. Thus functioning of this system is carried out by means of various methods of management, and in other words, in the course of organizational activity. It is worth noting that methods play a very important role in management. Based on them, a clear division of responsibilities, compliance with all norms and powers in resolving issues of economic activity, as well as the application of measures of responsibility [39, p.150].

The focus of management methods on achieving management goals, compliance with internal regulations and maintaining the management system of the organization - these are the main problems that determine the relevance of the topic of this thesis. The purpose of the study of the modern structure of management methods is to determine their effectiveness and develop proposals for their improvement. It should be noted that management methods have a special place in the management system. This is due to the fact that they create the necessary conditions for the functioning of the organization. It is with the help of methods that labor collectives are created, organizational management structures are formed, the activity of the organization is regulated and provided with instructions that fix the mechanism of work with personnel. In fact, for

the effective implementation of these procedures in the framework of these methods requires a set of techniques and methods that would be based either on direct coercion of people to certain behavior in the interests of the organization, or on creating opportunities for such coercion. Thus influence in most cases is characterized by unambiguity, one variant of performance of the set tasks. This approach will ensure organizational clarity and discipline.

It is management methods, answering the question of how to perform management work, allow you to form a system of rules, techniques, approaches and ways to influence the managed object to achieve goals, reducing the time spent on their implementation. The main content of management activity is realized through management methods. So, let's reveal in more detail the concept of "management method". The concept of "management method" is inextricably linked with the etymology of the word "method", of Greek origin "method", and has two meanings: - way to achieve the goal; - method, method or mode of action. Depending on the individual characteristics of the direction and content of methods in science, there are different classifications and formulations of the concept of "management methods" [44, p.256]. Management methods are understood as a system of ways and methods of influencing the managed object in order to fulfill the mission and achieve the goals of the organization. You can also give some definitions from other sources:

- "Management methods - are ways to exercise managerial influence on staff to achieve the goals of production management";
- "Management methods are a system of rules and procedures for solving various management tasks in order to ensure the effective development of the organization";
- Another definition of management methods is the following: "methods of management activities used to set and achieve its goals."

The implementation of management functions and principles is carried out through the use of various methods [86, p.432]. In management, management methods occupy a special place, helping to perform a particular management work most effectively, reducing the time spent on the entire implementation and implementation [124, p. 67]. The choice and implementation of management methods can be based on the following principles:

- purposefulness, ie the application should motivate employees to act to achieve a certain goal or a combination of them;
- opportunities to be implemented, ie there must be an opportunity to develop and implement measures to implement the chosen method of influence in accordance with legal and social norms, available resources and technical means;
- adaptability, ie the methods used must be carried out in a form that allows them to adapt to the changing situation;
- efficiency, ie the application of the chosen method should ensure the achievement of the maximum possible social and economic effect with minimal costs for the development of measures implementing the method.

Management methods are classified according to numerous characteristics. They form economic and social interests, relationships between people and their legal

relations. The main content of management activity is realized through management methods. Management methods are a tool of professional management work and offer a set of tools for effective management influence on staff and the organization as a whole to achieve the goals [83, p.302]. One or another method of management will be quite effective and will achieve the goals of management only if it complies with the objective laws inherent in the method of production. To achieve the goal, it is not enough that the method simply meets the requirements of objective economic laws. He must implement these requirements in the form of a way to influence labor collectives and individual production workers, because economic processes do not exist outside the activities of participants in the production process. Enterprise management involves solving a large number of interrelated tasks, ranging from planning the development of production for the future and ending with the control of individual workflows during the implementation of variable tasks. Solving these problems gives rise to a great variety of management methods. Classification of management process methods is important for management. Methods of the management process are ways of performing individual operations, procedures, works that form the management process. The methods of the management process include: starting from planning the development of production for the future and ending with the dispatching regulation of individual work processes during the implementation of variable tasks. Solving these problems gives rise to a great variety of management methods. Classification of management process methods is important for management. Methods of the management process are ways of performing individual operations, procedures, works that form the management process. The methods of the management process include: starting from planning the development of production for the future and ending with the dispatching regulation of individual work processes during the implementation of variable tasks. Solving these problems gives rise to a great variety of management methods. Classification of management process methods is important for management. Methods of the management process are ways of performing individual operations, procedures, works that form the management process. The methods of the management process include:

- goal management method;
- methods of development and optimization of management decisions.

The goal management method is the most effective and popular in the West. The method of management by objectives is a method of influencing the subject of management on the object of management for the practical implementation of strategic and tactical goals of the management system. Goal management is a method of improving the effectiveness of the organization, and is a method of combining planning, control and motivation, which is successfully used by many organizations to reduce conflicts and reduce the negative reaction of people to control by participating in this process. This method helps to implement the strategy by improving the relationship between the goals of subordinates, the goals of their superiors and the goals of the entire organization. The group of methods for developing and optimizing management decisions includes 4 subgroups:

1. Methods of problem statement (methods of collection, storage, processing and analysis of information; method of factor analysis; method of modeling).

2. Methods of developing solutions (nominal group technique method, Delphi method, brainstorming method, Kingise method).

3. Methods of decision selection (economic-mathematical method; system of weighted criteria).

4. Methods of organizing the implementation of the decision (drawing up an implementation plan, methods of direct influence, methods of material incentives, methods of monitoring the implementation of works).

There are a sufficient number of classifications of management methods, but the most important is the classification based on objective laws inherent in the management system, as well as the needs and interests of those affected. On this basis, the following management methods are distinguished:

1. Group of methods for influencing the staff of a business enterprise (at the individual and group levels):

- 1) organizational and legal (administrative);
- 2) economic (basic in this group);
- 3) socio-psychological.

2 Group of methods aimed at the organization as a whole:

1) network methods (complete graphic model of a set of management works to perform a single task with the definition of the logical relationship and sequence of management work);

2) balance sheet methods (consideration on a systematic basis with the functional areas of management of the ratio of income and expenses, assets and liabilities, savings and losses).

3. Group of complex management methods for technology implementation:

- 1) situational analysis;
- 2) system analysis;
- 3) reproductive analysis;
- 4) structural and functional analysis.

Comparison of the most popular methods, from the second group, is presented in table 3.1.1. Listed in table. 3.1.1 characteristics of management methods are aggregated, reflecting the predominance, or priority, of a particular feature for a particular group of methods. The novelty of this table is the systematic approach to the problem. In the practice of management, as a rule, use different methods and their combinations. Therefore, management methods are very closely related to each other, and together form a certain system, being in constant dynamic equilibrium. Consider in more detail each of the groups of methods [125, p. 87].

Economic management methods are a system of techniques and methods of influencing performers through a specific comparison of costs and results (material incentives and sanctions, financing and lending, salary, cost, profit, price). Economic methods of management - is the relationship of subject and object - contractual - commodity-money [53, p.349]. They are characterized by:

1) the freedom of the subject and object of management, sufficient for the realization of their interests in the contractual process;

2) fulfillment of contractual obligations. These methods are based on objective economic laws, specific laws of market economy, as well as the principles of remuneration for work, which have certain features in each firm.

The essence of economic methods is to, using economic incentives, to intensify the activities of each employee in the right direction and at the same time help build the economic potential of the enterprise as a whole. Not only do they still maintain their priority in the system of methods, but in a market economy really play the role of basic ways to influence people's behavior, intensify their work, increase the business activity of enterprises.

The use of economic methods encourages more effective feedback, which has a positive effect on the control function. The use of economic management methods allows to activate staff in the implementation of tasks, allows to make the management process more adaptable and flexible in relation to a particular workforce. Economic management methods reflect the socio-economic nature of the company and contribute to its development in today's market conditions.

Table 1.1.1 Comparative characteristics of management methods

Signs of management methods	Groups of management methods		
	Organizational and legal	Economic	Socio-psychological
The main purpose of management	Implementation of laws, directives, plans	Achieving the competitiveness of the released objects	Achieving mutual understanding
Management structure	Hard	Adaptive to situations	Adaptive to personality
Form of ownership, where methods are mainly used	State	Corporate, private, public	Private
The subject of influence	Team, individual	The individual	The individual
Form of influence	With the help of regulatory and methodological documents	Motivation	Management of socio-psychological processes

The main requirement for the subject when applying methods	Diligence, organization	Professionalism in this field	Psychological stability of the individual
The type of organizational structure for which these methods are most acceptable	Linear, functional	Problem-target, matrix	Brigade

Listed in table. 1.1.1 characteristics of management methods are aggregated, reflecting the predominance, or priority, of a particular feature for a particular group of methods. The novelty of this table is the systematic approach to the problem. In the practice of management, as a rule, use different methods and their combinations. Therefore, management methods are very closely related to each other, and together form a certain system, being in constant dynamic equilibrium. Consider in more detail each of the groups of methods.

Economic management methods are a system of techniques and methods of influencing performers through a specific comparison of costs and results (material incentives and sanctions, financing and lending, salary, cost, profit, price). Among the economic methods of influence are planning, economic calculation, pricing, financing, financial incentives and securities [54, p.13-20].

The system of economic levers at different levels of government is used differently. It is specified and modified depending on the content of management tasks. At the national level, the management of the economic system is carried out on the basis of developed indicators of intersectoral balance. In this case, the levers of economic management are determined on the basis of aggregated indicators. At the level of association of enterprises, the nature of the levers of management of the economic system is carried out through the production resources and results of production and economic activities of the enterprise. Production resources include the management of the use of labor, energy, natural and monetary resources, means and objects of labor. Advantages of economic methods: the initiative is stimulated, the creative potential of employees is realized on the basis of satisfaction of material needs. Disadvantages: many needs that remain outside the sphere of material interest remain unmet, which in turn reduces motivation. Thus, economic methods are based on the correct use of economic laws, and each specific economic method includes both individual methods of influence and their combination. According to the methods of influence, economic methods are known as "gingerbread methods". Administrative (organizational and administrative) management methods are a set of ways and means of influencing staff based on power and discipline. Their feature is - a direct impact on the object and behavior of performers in a particular situation. The form of expression is orders and orders of the highest body, which are binding on the lower. Based on a clear division of rights, responsibilities and duties of the governing body, which are enshrined in the

provisions of structural units, instructions and functional responsibilities of officials. In the command administrative method of management - the relationship of subject and object - power and subordination. The administrative method is an operational influence on the production process, on the one hand, and making promising and effective decisions to improve the management and production system - on the other hand. Organizational influence includes: - organizational regulation (development of regulations on units that define their functions, rights and responsibilities, development of staffing); - organizational rationing (development of various standards, such as labor (ranks, rates), profitability standards, internal regulations);

Administrative methods focus on such motives of behavior as the perceived need for work discipline, a sense of duty, a person's desire to work in a particular organization. These methods of influence are distinguished by the direct nature of the influence: any regulatory or administrative act is subject to mandatory implementation. Administrative methods are characterized by their compliance with legal norms in force at a certain level of government, as well as acts and orders of higher government bodies. There are five main ways of administrative influence: organizational influence, administrative influence, liability and penalties, disciplinary liability and penalties, administrative liability.

Administrative management methods are a powerful lever to achieve the results of the set goals in cases where you need to subordinate the team and direct it to solve specific management tasks. The ideal conditions for their effectiveness are a high level of regulation of management and labor discipline, when managerial influences are implemented without significant distortions by lower levels of government. This is especially true in large multi-level management systems, which include large enterprises [108, p. 83]. The main advantages of the method:

- 1) ensures the unity of the will of management to achieve the goal;
- 2) does not require large material costs;
- 3) in small organizations, goals are quickly achieved and a rapid response to changes in the environment is provided.

The disadvantages of this method are:

- 1) suppressed initiative, creative work;
- 2) there are no effective incentives to work and there may be "anti-incentives";
- 3) in large organizations, managers are not interested in improving competence, so it is in short supply.

Recently, the role of administrative methods in enterprises has decreased. Contradictory processes in society hinder the use of administrative methods: rising unemployment and part-time employment in enterprises, high inflation in recent years and late payment of wages, low discipline of resource supply, exceeding the growth rate of consumer prices over wage growth. Thus, administrative methods are a way of carrying out managerial actions on staff and are based on power, discipline and recovery and are known in history as the "whip method".

Socio-psychological methods of management - are carried out by leading the influence on the social principles of the team. They are based on the study of the social composition and conditions of labor collectives, individual characteristics and interests

of the employee. The results of industrial success are largely determined by the socio-psychological climate in the team, meeting the cultural, household and other needs of workers. The essence of socio-psychological methods is to influence the non-economic interests of workers and economic contractors to use an effective mechanism of work. They are based on the motivation of the needs and interests of the individual, the team, on their professional connections and communication, initiate creative and professional activity.

Socio-psychological methods - managerial relations of subject and object, contractual, without material basis. Terms of implementation: one of the parties initiates the contractual process, the other does not reject it. This method has two main purposes:

1) the creation of a favorable moral and psychological climate in the team and respectful (trusting) relations between the leader and subordinates;

2) providing opportunities for the development and realization of personal abilities of employees, which in turn will increase satisfaction and, as a consequence, the efficiency of employees and the company as a whole[109, p. 55].

Socio-psychological management methods involve mechanisms based on moral and emotional stimuli to maintain a positive microclimate in the workforce. These methods affect a person through pleasure and persuasion, using different techniques: persuasion, suggestion, "infection with an idea." Socio-psychological methods are expressed in the creation of the team, the education of a favorable atmosphere in it, planning social development, in the continuous improvement of leadership style[110, p. 290]. They are based on ways of motivating and morally influencing people and are known as "methods of persuasion".

Advantages of the method:

1) include mechanisms of labor motivation, not related to the satisfaction of material needs;

2) practically no material costs are required.

Disadvantages:

1) incentives based on people's material needs are not used;

2) it is difficult to predict the results.

Thus, modern management of the company can not do without socio-psychological management methods, which always complement both administrative and economic methods of management[155, p. 62]. To determine the effectiveness of management methods, it is necessary to establish the criteria and indicators by which the evaluation is conducted. Criteria are understood as the most general quantitative characteristics of the results of managerial work. It is subordinate to the criterion and is the basis for its definition. Thus, the set of labor indicators will express the evaluation criterion. In these conditions, the main generalizing indicator of economic success is profit[68, p. 102].

Gross profit is a source of reimbursement of current expenses, which is measured in absolute terms - hryvnia. The level of gross profit is one of the indicators of the effectiveness of the organization, which shows the amount of trade overlaps per hryvnia sales. The difference between gross profit and gross expenses of the enterprise is net profit. After the payment of part of the profit on the obligations of the enterprise, all that

remains is at the disposal of the enterprise. Payments for production development, wages and social needs are already being made[141, p. 78].

With the help of economic management methods are formed such conditions under which the workforce is stimulated to work effectively with economic incentives. As for the application of socio-psychological management methods to the staff of the enterprise, they are usually used quite well, although not fully. Thus, for the impact on the team to be the most effective, it is necessary to form a positive socio-psychological climate in the team, knowledge of moral and psychological characteristics of individual employees, which will largely solve educational, organizational and economic problems[142, p. 66]. For these purposes, the management of the enterprise uses socio-psychological methods, which are a set of specific ways to influence personal relationships and connections that arise in work teams, as well as the social processes taking place in them. They are based on the use of moral incentives to work, affect the individual through psychological techniques. This is achieved through techniques that are personal in nature, ie personal example, authority. The need to use these methods is obvious, as they allow you to take into account the motives and needs of employees, to make optimal management decisions.

The success of a particular enterprise depends on the proper use of various forms of socio-psychological influences, which form a healthy interpersonal relationship. It is important to note that effective management is possible only on the basis of a combination, inseparable unity of three groups of methods - administrative, economic and socio-psychological[91, p. 82]. As a clear example of the application of modern management methods, we give a comparative analysis of management systems in the United States and Japan, as they are leaders in this field. In the United States, there are several main directions in the management system: - the development of the employee's personality in order to effectively use his work potential. This is done by providing opportunities to improve skills, develop skills, improve knowledge, be independent, increase the diversity of work; - change of the basic forms of motivation of work which in modern conditions represent an inseparable combination of moral and economic forms of stimulation; - development of industrial democracy[90, p. 60].

The essence of the development of industrial democracy in the transition from rigid authoritarian forms of labor management to flexible collective forms, expanding the rights of ordinary workers in management, giving him the opportunity to express their views and participate in condemning industrial problems. For example, the formation of autonomous teams. The company's management delegates to the team a number of functions of planning, control, remuneration, the right to independently choose a foreman. Modern American companies use analytical systems of remuneration, the feature of which is the differential assessment in points of the complexity of the work performed, taking into account the qualifications of the performer, physical effort, working conditions. In this case, the variable part of the salary (bonuses, incentives, bonuses), which is used as an incentive to improve product quality, save raw materials, increase productivity,[76, p. 68].

In addition to material incentives, other types of incentives are used. For example, British companies practice valuable gifts and tourist trips, as well as various types of

thanks, titles, symbolic awards. At the same time, a whole ritual of awarding or explaining gratitude has been developed. In this regard, the creation of management systems that would best allow creative initiative to unfold at all hierarchical levels of firms, has become the main goal of American management[25, p. 98]. Understanding that the qualification of workers and their desire to work is becoming the main productive force and driving force of production, has led to a reorientation of the management strategy of the largest firms to motivate work, gain knowledge, skills, work skills, entrepreneurship. Much attention in American companies is paid to staff training and retraining. In Japan, much attention is paid to training staff in good manners, as Japanese management is based on respect for colleagues and awareness of the unity and integrity of all staff in the organization.[24, p. 84]

It is worth noting that a special role in the use of labor potential is played by authorized personnel services. According to their functions, level of professional competence, technical equipment, methods of work, they have long grown from offices for storage of personnel documentation to solid personnel departments. The directions of changes that have taken place in the personnel management system of American companies are largely true for Japanese companies. However, despite the existence of such processes, personnel management is the most characteristic area of activity in which Japanese companies clearly demonstrate the qualitative difference between their practical experience from the American[26, p. 85]. In Japanese companies, the human resources department plays an important role, as it is responsible for the selection and placement of personnel. Whereas in American companies the interview is conducted by the manager to whom the candidate is hired. Japanese managers attach great importance to fair treatment of the employee, as in some cases, managers, guided by good intentions, take measures that are fair to some employees and unfair to others. Therefore, managers value the ability to listen to the problems of the subordinate, to delve into them and solve the problem. In contrast, American managers, using similar problems, use standard techniques[143, p. 109].

One of the key problems of management in American companies is to overcome the isolation of units in which there is a tendency to focus on their tasks and underestimate the importance of contacts with other departments. As a result, the overall efficiency is reduced. The Japanese management system is not aimed at making a profit in the near future, but to ensure stable long-term development of the company for many years to come. Thus, taking into account the experience of applying management methods in other countries, Ukrainian managers have the opportunity to develop their own system of effective methods. [3-7] To improve the management system can also use management methods such as: systematization of the process of finding ideas for the development of personnel management system, the introduction of flexible working hours and flexible workplace, division of positions, special incentive programs for employees of the organization. The use of such a method as the systematization of the process of finding ideas for the development of personnel management system will have a significant positive impact on enterprises. In the selection procedure it is necessary to make objective decisions using various tests and professional diagnostics. When hiring in the organization, especially as technical staff,

it is advisable to require recommendations from previous jobs (to avoid absenteeism, drunkenness, etc.) using various tests and professional diagnostics. When hiring in the organization, especially as technical staff, it is advisable to require recommendations from previous jobs (to avoid absenteeism, drunkenness, etc.) using various tests and professional diagnostics. When hiring in the organization, especially as technical staff, it is advisable to require recommendations from previous jobs (to avoid absenteeism, drunkenness, etc.) [144, p. 67].

The personnel motivation system is an important part of the personnel management system. In our opinion, the efficiency of the enterprise depends on the correct motivation of employees. The manager, making remarks to subordinates, speaking in their favor, distributing prizes, must remember that at this point he is influencing the future outcome. The method of implementing flexible working hours and flexible workplace provides an opportunity for self-realization of the employee. Flexible workplace in addition to a variable schedule, division of responsibilities of one staff unit between two employees will increase the number of jobs, which should lead to increased employment, as well as enable employees to perform tasks at home (this is especially true for managers and professionals, [69-71]).

Separation of positions is the provision of one full-time position to two employees, each of whom is employed, for example, for two and a half working days a week. They share wages and other tangible assets that belong to full-time employees. This method allows you to keep valuable employees in the staff of the organization, as well as create additional jobs [56, p.400]. Special incentive programs for employees of the organization are based on general and special principles. The general ones are: full employment policy, indirect control, personal incentives, non-specialized career development, increasing the degree of diversity of work, personal participation of the employee in decision-making, additional benefits; to special - specificity of personnel procedures, uniform status of employees, long professional training, maximum responsibility, horizontal connections, institutionalization of change. Changing the organization of work so that work gives the employee the opportunity to meet higher human needs, such as self-affirmation, interest and personal development - one of the ways to improve the system of staff motivation. This is achieved by: - increasing the amount of work (increasing responsibility, expanding the circle of communication); - enrichment of the content of labor, ie the development of such characteristics of the labor process that allow more full use of creative, innovative and organizational abilities of man, so that work ceases to be monotonous and meaningless; - increase the real return on work, ie the employee and his manager must see that the result of work is applied in practice. This is especially important for human resources, [126, p. 61].

Modern enterprises must independently develop flexible progressive management systems that enhance the activities of the employee, for example:

- creation of small creative groups to solve emerging problems, tasks;
- application of effective means of control over the activities of personnel;
- periodic change in the nature of work;
- expanding the scope of activities in order to eliminate the monotony of labor.

Management methods used in enterprises can change the quality of goods and services, improve or, conversely, worsen them. The organization may become competitive, or may, conversely, lose its market advantage. It all depends on the skills and ability of the manager to apply optimal, relevant to a particular situation methods, as well as choose the best style of leadership. Thus, these approaches define new requirements for the training of managerial staff, to the formation of a system of methods of personnel management.

One of the main tasks of the modern management system is to create the most favorable conditions for the realization of the managed system, which appear through the use of different methods of managerial influence, which expand the rights and responsibilities of different subjects of self-government. Considering the basic methods of management, we conclude that in the management of the organization it is advisable to combine different management methods. Based on economic management methods, it is possible to achieve people's material interest in quality work, which plays a huge role in modern conditions.[156, p. 86]. But any system must be managed, so the company can not do without administrative intervention, which justifies the need to use administrative methods in management. At the same time, relationships in the team play a huge role in management, it is important to create a pleasant working atmosphere, to provide all the conditions for quality work. And for this, in turn, widely used socio-psychological methods of enterprise management. Therefore, for the most efficient operation of the enterprise administrative and socio-psychological methods are used in addition to the main used - economic methods. Summing up, we can say that in general, management methods occupy a leading place in the management of the enterprise, acting as a foundation of managerial influence.[79, p. 38].

In contrast to organizational influence, the methods of administrative influence reflect the dynamics of the management process and focus on regulating production and eliminating failures and obstacles that arise in the work, they are carried out by adopting administrative acts by the head, conducting special organizational activities. Administrative influence in LLC "POWER CHINA" is realized in the form of orders, instructions, instructions (written or oral). Orders can be given by the head of the company both in writing and orally. At the same time personnel, production orders, orders on wages, on transfer to another job, hiring and firing, orders on punishment and encouragement are used. Orders are given both orally and in writing by the heads of departments, services, in some cases - the head. They are intended to carry out orders. Instructions are used to carry out orders and directives. Disciplinary actions at the enterprise are used according to specific situations. They result in remarks, reprimands, dismissals [127, p. 108].

Organizational and administrative management methods can also be classified by sources of influence. Then there are ways of organizational influence of the first, second and subsequent levels of government, practice shows that each level of management system has its own characteristics of organizational influence and identifies those that are most effective for this level. Thus, at the highest levels of the management system of POWER CHINA LLC regulatory and regulatory methods of organizational influence predominate. At the grassroots level of management, administrative methods come to

the fore, designed to regulate and support daily production and economic activities. Differentiation of methods of organizational influence at the levels of the management system is natural, as it reflects the scope of powers of managers of a certain rank, the legal status of a certain level of management,

POWER CHINA LLC sometimes resorts to such methods of influence as: material liability (voluntary compensation for damage to the company, depreciation, full liability, collective liability); disciplinary liability (reprimand, dismissal). Thus, organizational and managerial methods follow from the essence of management, features and its inherent relationships, are the core of managerial influence, a specific managerial phenomenon. Hence the need to apply organizational and managerial management methods in any management system. In these methods, managerial influence takes a substantive form and encourages performers to take concrete action.

The object of social management methods is the group of employees and the workforce as a whole, and the goal - to manage the formation and development of the team for optimal cohesion of its members in achieving the common goal by ensuring unity of interests, social justice, initiative and a sense of responsibility individual and collective work. Under the influence of socio-psychological factors in the management of social consciousness, psychological ties in the team, attitudes to work. The psychological state of the employee can increase productivity and efficiency, and vice versa, reduces the labor activity of people (fatigue, irritability, apathy, etc.) [65, p.375].

The methods are designed to increase the initiative and creative attitude of team members to the performance of official and public duties. For this purpose, POWER CHINA LLC uses the exchange of best practices, moral encouragement, development of social needs and interests, identification of social problems and long-term goals, etc. An effective means of stimulating labor activity is the moral encouragement of employees on the results of work. In particular, in the economy, employees who have achieved high success in professional activities are awarded diplomas, valuable gifts, etc. [114, p. 72].

In order to increase the social activity of workers and create labor collectives that work effectively, the economy is widely used criticism and self-criticism. To do this, use personal conversations, meetings, meetings.

The methods of normative behavior management used in POWER CHINA LLC are aimed at streamlining and harmonizing social relations. This, in particular, promotes the establishment of certain norms of behavior of individuals, groups and teams in different situations (internal regulations, statutes, rules of etiquette) [129-131].

The subject of psychological management methods is the head of the farm, which in its activities is based on the opinion of members of the workforce. Psychological methods of management regulate interpersonal relationships as employees and managers, and between members of the labor collective of the economy.

Psychological management methods are divided into the following main groups:

- methods of formation and development of the workforce;
- methods of humanization of relations in the labor collective;
- methods of psychological motivation (motivation);
- methods of professional selection and training.

Methods of formation and development of the workforce make it possible to maintain the optimal level of quantitative ratio between employees, taking into account their psychological compatibility to regulate group relations within the team. Methods of humanization of relations in the workforce include: leadership style, management culture, ethics of management. Their task is to create optimal relations between employees and managers, the establishment of the principles of social justice [56, p.400].

We will note that in LLC POWER CHINA in connection with the fact that the head and the majority of employees work together for many years the culture of management is formed, relations between subordinates and the head correspond to administrative subordination.

The essence of methods of psychological motivation (motivation) is to form in employees motives for highly productive work through the development of initiative and ingenuity, to this end, the economy is certainly encouraged innovation proposals and initiatives.

In order to successfully manage the activities of the workforce, the leader must have social information about him. This problem is solved through a system of specific sociological research. In practice, various methods and techniques of sociological research are used, among which the most common are methods of collecting social information (observation, analysis of documentation, social experiment, questionnaires, interviews, sociometry, etc.) and methods of quantitative and qualitative data processing (mathematical, statistical methods of generalization and analysis). The forms of application of these methods are determined by the research objectives facing POWER CHINA LLC, but recently the company has been using such a method of collecting information as a questionnaire.

Methods of managing a foreign economic enterprise based on modern management concepts [111, p. 61].

Improving the management system should be built in accordance with state policy in the trade sector of the enterprise. Public policy is based on the following principles:

- state regulation of the enterprise;
- creating conditions for safe operation of the enterprise;
- ensuring the rational consumption of enterprise resources;
- observance of uniform state norms, rules and standards by all subjects of the relations connected with labor activity of society;
- creating conditions for the development and improvement of the technical level of goods;
- ensuring the protection of the rights and interests of consumers of products;
- promoting the development of competitive relations in the market;
- ensuring the training of highly qualified personnel;
- creating conditions for promising research;
- ensuring a stable financial condition of the company's employees;

In addition, it is necessary to take into account the problematic issues of "bottle-necks" in Ukraine and the Central region, the difficulties in distributing these products,

the problematic issues that arise during the operation of equipment and the introduction of new equipment [112, p. 91].

We believe that the improvement of management methods should be based on the concept of economic management in cities using the elements of management of quality management, knowledge management [119, p. 54].

We propose to consider each of the management technologies. Quality management and the implementation of a clear quality system in each workplace will create a library of business processes and modeling and optimization of each of them. The obtained simulation results will allow to determine the critical points of each process, improve control, adjust job descriptions, avoid duplication in the work of staff [80-83].

It should be noted that practical measures to implement the knowledge management system in the organization are the creation of specific forms of knowledge exchange between employees in the process of interpersonal communication, the use of modern computer technology, organizational culture to promote inter-organizational knowledge field to create competitive advantages (Table 2.3). .1) [132, p. 91].

Table 2.3.1 Knowledge Management System of POWER CHINA LLC

Components of knowledge management systems	Implementation of measures
Technological subsystem	A set of technological solutions for the search, analysis, processing, storage, structuring, transfer and dissemination of knowledge. Creating databases, corporate networks and directories. The main direction is economic management.
Motivational subsystem	Prizes, benefits; staff development (providing opportunities to improve the level of knowledge and career planning). Retraining and updating staff for new areas of development - monitoring and implementation of new technologies
Organizational subsystem	Programmable training courses. Lectures. Conducting coaching. Role learning. Project teams. Participation in scientific and practical seminars, conferences and exhibitions.

Knowledge management technology involves the formation of knowledge of the organization. The knowledge of the enterprise can be divided into two categories - knowledge stored through information technology and "living knowledge", which is carried by employees. In fig. 3.2 presents the chain of development of knowledge management system in the organization [27, p. 66].

Based on the concept of knowledge management, you can create a table that will adjust the functions of managers of human resources management services in accordance with this concept. Table 3.2 presents the positions of the new knowledge management units proposed to be introduced for organizations that are implementing the new

concept and completely changing the organizational structure. If this concept is used for the structure of POWER CHINA LLC, the proposed functions and responsibilities can be performed by managers of personnel management services and leading managers who will be the leaders of new areas of development - energy audit and new technologies. We believe that knowledge coordinators alone will not be able to perform such meaningful and technologically challenging functions. In this case, the duality of knowledge management is manifested in the fact that that you need to use the knowledge and skills of HR managers and area managers. In addition, it is necessary to implement a comprehensive management system for each employee.

Analysis of economic literature, namely textbooks Khmil FI, Sukharsky VS, Skibitsky OM, Serdyuk OD, and others, led to the conclusion that human capital is the most important factor in economic development, which determines the efficiency of use production, financial and natural capital and directly affects not only the rate but also the quality of economic growth, due to a number of reasons.

The movement of modern civilization towards a post-industrial society, information, science-intensive, high-tech and innovative economy. This process is accompanied by a radical change in the content and nature of work. Increasingly, the role of the driving force is the creative nature of labor, knowledge as a direct productive force, information as a productive resource. It is clear that the new directions of development will intellectually complement the traditional ones - ensuring energy consumption, repair and will contribute to the formation of a knowledge management system at the enterprise. Knowledge management is not limited to their accumulation within the company, but is aimed at disseminating knowledge among employees and their constant use [10, p. 88]. Consider the fundamental differences that do not allow the application of knowledge approaches that are successfully used to manage physical,

- the person who transmits knowledge remains its owner - one knowledge can be transferred an unlimited number of times, and the transfer increases the number of its owners.

- knowledge does not wear out, rather the opposite - with constant use it develops and becomes more useful.

- knowledge exists virtually and can be both formalized (explicit) and personalized (hidden).

Thus, we can conclude that it is necessary to form a new management approach that will take into account these differences. Knowledge management is a continuous process aimed at the creation, accumulation and application of knowledge in the enterprise [120, p. 132].

The criterion of its effectiveness is the ability of the employee to obtain the necessary knowledge in a timely manner. Explicit Knowledge - knowledge contained in letters, reports, reports, etc., the knowledge that can be documented, reflected in the form of documents; about 20% of knowledge at the enterprise can be formalized [157, p. 99].

Thus, Table 2.3.2 shows the redistribution of functions in the process of knowledge management based on the concept of knowledge economy and for LLC "POWER CHINA"

Table 2.3.2 Redistribution of functions in the process of knowledge management based on the concept of knowledge economy and for LLC "POWER CHINA"

Name of department, position	List of functions, job responsibilities
Knowledge Center - Chief Knowledge Officer (CKO) Knowledge Coordinator Knowledge Manager (Human Resources Manager, Human Resources Manager; Areas Managers, Lawyers Engineers)	Defining goals, objectives and key issues. Provision of information resources and their structuring. Database development. Creating corporate directories. Development and implementation of trainings. Development of knowledge exchange system. Formation and implementation of a motivational mechanism for creating an organizational field of knowledge, transformation of informal knowledge. Determining the structure of the knowledge portfolio of the organization. Organization and coordination of the project, provision of funding. Legal protection of formalized and informal knowledge through licensing, patenting, making clarifications to contracts with employees of the organization.
Knowledge Coordinator (managers of all personnel management services, managers of areas of work)	Creating catalogs for professional communities. Timely provision of information. Providing access to information and communication technologies Advising new users. Providing information at the request of group members (for example, regarding the "promoted" product). Creating knowledge packages.

Tacit Knowledge - knowledge that is difficult or impossible to formalize; intuitive knowledge, feelings, impressions, thoughts; about 80% of all knowledge; this knowledge remains with employees upon their dismissal. [13, p. 54]

Then we formulate the definition of knowledge management so that the end result of this process was obvious. Knowledge management is the ability to collect, structure, store, develop (including in a given direction) and sell knowledge; it is the creation of such conditions in which the accumulated knowledge and experience are effectively used to perform important tasks of the enterprise. An employee who performs his job well and skilled today is the main value of any company. It is best to build management on the relationship between company management and staff, taking into account the interests of each employee. [14, p. 94]

We believe that the improvement of management methods should be based on the concept of economic management in the Republic of China. The principles of the city's trade policy should be:

- Systematic (comprehensive vision of the problems of urban trade);
- Partnerships of all market participants of this product;
- Coordination and joint responsibility for the results of joint actions;
- Clearly declared commitments to play a key role;

- Correlation of actions to improve energy efficiency with other strategic actions of the municipality;

- Clarity;

- Publicity, openness, accessibility;

The need to implement a management system for the consumption of these products at the municipal level arises in connection with:

- Critical increase in the amount of seals absorbed by consumers, in particular agricultural institutions (namely, plants for the production of sunflower oil and dairy products). Based on this, we believe it is necessary to develop a system of principles of motivation of employees in the enterprise. This will determine the rules by which the employee can be motivated in one way or another [28, p. 49]. Based on the analysis of the economic literature, it is concluded that the principles of employee motivation can include:

- initiative;

- priority of interests of each employee;

- motivating employees, depending on his contribution to the development of the enterprise;

- social support of staff;

- determining the role and labor costs of each employee;

- encouraging successful employees.

We believe that in ensuring these principles, the role of each employee in the development of the enterprise will increase [157, p. 53].

Foreign economic activity (FEA) is associated with the conduct of various business entities in foreign markets. An important factor in the current insufficient foreign economic activity of enterprises is the ineffective degree of influence on management decisions and the achievement of real positive changes by the enterprise from the implementation of the results of the enterprise. Analysis of recent research and publications. Estimates of economic efficiency of the enterprise's foreign economic activity are covered in the works of foreign and domestic scientists. Such scientists as Mirolyubova TV, Yakovlev AI, Demyanenko AG and others are engaged in problems of efficiency of foreign economic activity.[133-136]. Management of foreign economic activity (FEA) is associated with the application of general ideas and concepts of management in all forms of foreign economic activity (exports and imports of goods and services, leasing operations, direct investment, etc.). Let's look at these three key points. First, the management of foreign economic activity is a defined process, which primarily involves the study and design of elements of the international environment: foreign partners, price levels, customs regulations, international norms and customs, and others. In this part, the emphasis is not only on the analysis and evaluation of future international operations, but also on the design of relationships taking into account certain procedures. This element of management is almost half of the success factors in international business. Second, it is necessary to achieve effective interaction not only between employees of foreign economic units, but also between all services of the enterprise, which determines the success in international markets. Third, it is necessary to emphasize the productive achievement of the organization's chosen foreign economic

goals. This means that the criterion for the quality of foreign trade management is not only success in itself (achievement of goals), but also the price of this success (resource costs, productivity). The management of foreign economic activity has its specific features, which is due to the peculiarities of the object of management, in part because - the managed economic activity of the enterprise is carried out in another (external) sphere and at another (international) level; - covers a wider territorial area; - a large number of economic entities take part in world economic relations, operating in different political, economic, legal and cultural contexts and having their own ideas about values; - in the role of subjects of foreign economic activity are not only enterprises and production and economic complexes, but also the state with its foreign economic policy, with its strategy in the field of foreign economic activity, its set of tools to influence this area; - in the international sphere, interstate instruments and means of influencing foreign trade and other relations of economic entities are widely used. All this reveals the fact that the management of foreign economic activity is a relatively independent part of the general (internal) management of the enterprise. It has its own specific purpose, tasks and functions, its own laws, rules and regulations that need to be known and taken into account in the practical activities of foreign trade management. Having a high export potential,[84, p. 100]. There is a decrease in the value of exports, which indicates a crisis of production, focused mainly on exports. In terms of exports per capita, Ukraine is far behind not only developed countries, but also most Central and Eastern European countries. This encourages more effective realization of export potential in order to increase Ukraine's influence on world economic processes[66, p. 48]. The main export-oriented industries remain extremely energy-intensive, making them critically dependent on imported energy and limiting opportunities to increase exports through the devaluation of the national currency. The objective need for further development of the country's economy are measures aimed at long-term use of the benefits of international division of labor, creating conditions for a broad exchange of achievements of world science and technology and their widespread introduction into production[29, p. 18]. Foreign economic activity is an important and integral area of economic activity, which with the effective use of the whole complex of modern forms and methods of international economic relations can affect the technical improvement of production, increase productivity and quality of products. In general, the entry into the foreign market of self-employed entities contributes to the adaptation of the economy to the system of world economic relations, the formation of an open economy[95, p. 88]. That is why the development of foreign economic activity of enterprises, firms, all participants in market relations - is a significant factor in improving the efficiency of economic activity both at the level of individual business structures and throughout the country[77, p. 245].

Effective foreign economic activity contributes to the reproduction of the country's export potential, increasing the competitiveness of Ukrainian goods on world markets, forming a rational structure of exports and imports, attracting foreign investment on mutually beneficial terms, ensuring economic security [49, p.120-126]. Today the economy of our country is characterized by greater openness for business contacts with foreign partners. New economic realities require new approaches to

international activities. Many companies enter the foreign market with their products on their own. For the vast majority of them, this is the first time. This situation revealed a lack of necessary experience, and sometimes basic knowledge in the field of international activities.[137, p. 99].

One of the means to achieve the main goal - economic growth of the enterprise in the long run - is to increase the efficiency of foreign economic activity of the enterprise. To ensure the competitiveness of the enterprise in the foreign market requires a strategy of foreign economic activity, ie the only direction that will take into account the internal capabilities of the enterprise and market conditions in which it has to operate. To develop a strategy requires a comprehensive analysis of the enterprise. First, it is necessary to conduct a comprehensive analysis of the effectiveness of foreign economic activity on the basis of financial and economic analysis and compilation of the SWOT matrix and group economic indicators in the FTA, which will clearly identify the internal capabilities of the enterprise. Secondly, it is necessary to conduct an analysis of the external environment, which includes the assessment of suppliers, competitors and consumers,[30, p. 67]. This analysis is carried out on the basis of a map of strategic groups to determine the position of the company among competitors and the direction of its development in the current competitive environment. It is also necessary to conduct market research to identify consumer preferences and evaluate suppliers to determine the quality of raw materials and prices in this area. Third, to determine the market attractiveness of foreign economic activity of the enterprise it is advisable to conduct a matrix analysis[158, p. 60].

The following matrices are most often used when conducting a matrix analysis of the enterprise's foreign economic activity: BCG matrix - analysis of growth rates and market share; GEM matrix - analysis of comparative market attractiveness and competitiveness; ADL matrix - analysis of the life cycle of the industry and the relative market position; Shell / DPM matrix - analysis of the attractiveness of a resource-intensive industry depending on competitiveness.

After the analysis of economic activity of the enterprise the list of strategic alternatives, ie system of strategies with calculation of probability of their introduction concerning achievement of the general purpose is made. Currently, the process of development of domestic producers of foreign markets is accompanied by significant difficulties and problems due to imperfect forms of financial settlements, underdeveloped transport and market infrastructure of the legal framework, the practice of customs regulation and taxation.

Thus, the domestic producer will be able to enter the world market only if the production of quality products that would meet the existing demands and needs of consumers. The solution to this problem is possible only with the investment and introduction of modern innovative developments in priority areas, in other words, ensuring the intensive development of the economy. The vast majority of products of domestic producers are characterized by a low level of quality that does not meet international standards, as well as high costs of its production, which ultimately leads to a low level of competitiveness in foreign markets.[8, p. 41]

Thus, the use of a balanced system of indicators in the field of strategic management of foreign economic activity allows to improve the system of strategic and tactical decisions, optimize the use of limited internal reserves of enterprise development for further development of competitive advantages in the long run [115, p. 92]. In order to manage competitiveness, considering it from different points of view, including from the standpoint of the indicator of management of the exporting company, it must be measured. This means that certain approaches to measuring competitiveness must be developed, as well as appropriate procedures for working with this indicator as an indicator and object of management. [72, p. 123].

"Ways to increase the efficiency of personnel management of export-oriented enterprises of Ukraine"- developed a comprehensive approach to improving the personnel management system in enterprises, compared the elements of management systems in the industrial and information economy, built an economic and mathematical model of personnel influence on the competitiveness of export-oriented enterprise and formed recommendations for forming an export-oriented enterprise personnel management system. using labor leasing) [51, p.16-22].

The indicators that most generally characterize the activity of light industry enterprises are determined: property and financial condition of the enterprise (x_1); average monthly salary of employees of the main activity (x_2); efficiency of intellectual activity of personnel (x_3); profitability of management proposals (x_4); prospects of the human factor (x_5); technical and technological characteristics of the enterprise (x_6); average daily productivity of the enterprise (x_7); level of risks in modern conditions (x_8) [138, p. 77].

Using correlation analysis by the method of least squares, it is calculated that the impact of indicators on the competitiveness of the enterprise is reflected in the model:

$$Y = 0,1738 + 0,0359x_1 + 0,0737x_2 + 0,0743x_3 + 0,0692x_4 + 0,1090x_5 + 0,0605x_6 + 0,0974x_7 + 0,0283x_8$$

The proposed correlation-regression model allows to assess the dependence of the level of competitive advantage of export-oriented light industry on the quality of the human factor and the main indicators of their activities in all parameters and meets the requirements for this type of model [159, p. 70].

The coefficient of multiple correlation is 0.9738, the coefficient of determination is 0.9483, which indicates a high convergence of calculated and actual values. The coefficient of determination indicates that the competitive advantage of enterprises in the world market by 94.83% depends on changes in the factors included in the model (the main of which is the human factor) [85, p. 154].

Based on the obtained model, it is possible not only to determine the level of competitiveness of the enterprise, but also to compare it with the indicators of similar enterprises. In addition, based on the model, you can track the dynamics and draw conclusions about the results of the enterprise [86, p. 37]. The proposed model at the enterprise, in particular Zey Communications LLC, was calculated and tested. Studies show that the existing total potential of Zee Communications LLC was used by 42-46% of existing resources and opportunities. Therefore, this company still has the potential to improve their performance [31, p. 78].

Given the fact that according to the developed model the greatest impact on the competitiveness of the enterprise has the staff of the organization, in order to form competitiveness in the process of enterprise activity it is necessary to create an effective mechanism of personnel management. It should take into account the specifics of the activities of export-oriented enterprises of Ukraine[145-147].

It is proposed to use the algorithm for forming a comprehensive personnel management system (Fig. 3.2.1).

During the formation of a comprehensive personnel management system of export-oriented enterprise, the main principle of its construction, in addition to the well-known, should be the principle of compliance of one or another element of the system to the export direction of the enterprise[97, p. 44]. To implement this principle, it is necessary, first of all, to ensure effective feedback in the implementation of the system during the development of individual elements of recruitment, placement, training, retraining and evaluation of personnel, and must take into account the availability of knowledge and skills. allowing to conduct export activity more effectively[96, p. 65].

In this system, special attention should be paid to those specialists who directly depend on the export activities of the enterprise, especially those who work with foreign customers and suppliers, because their lack of experience in such work negatively affects the performance of the enterprise.

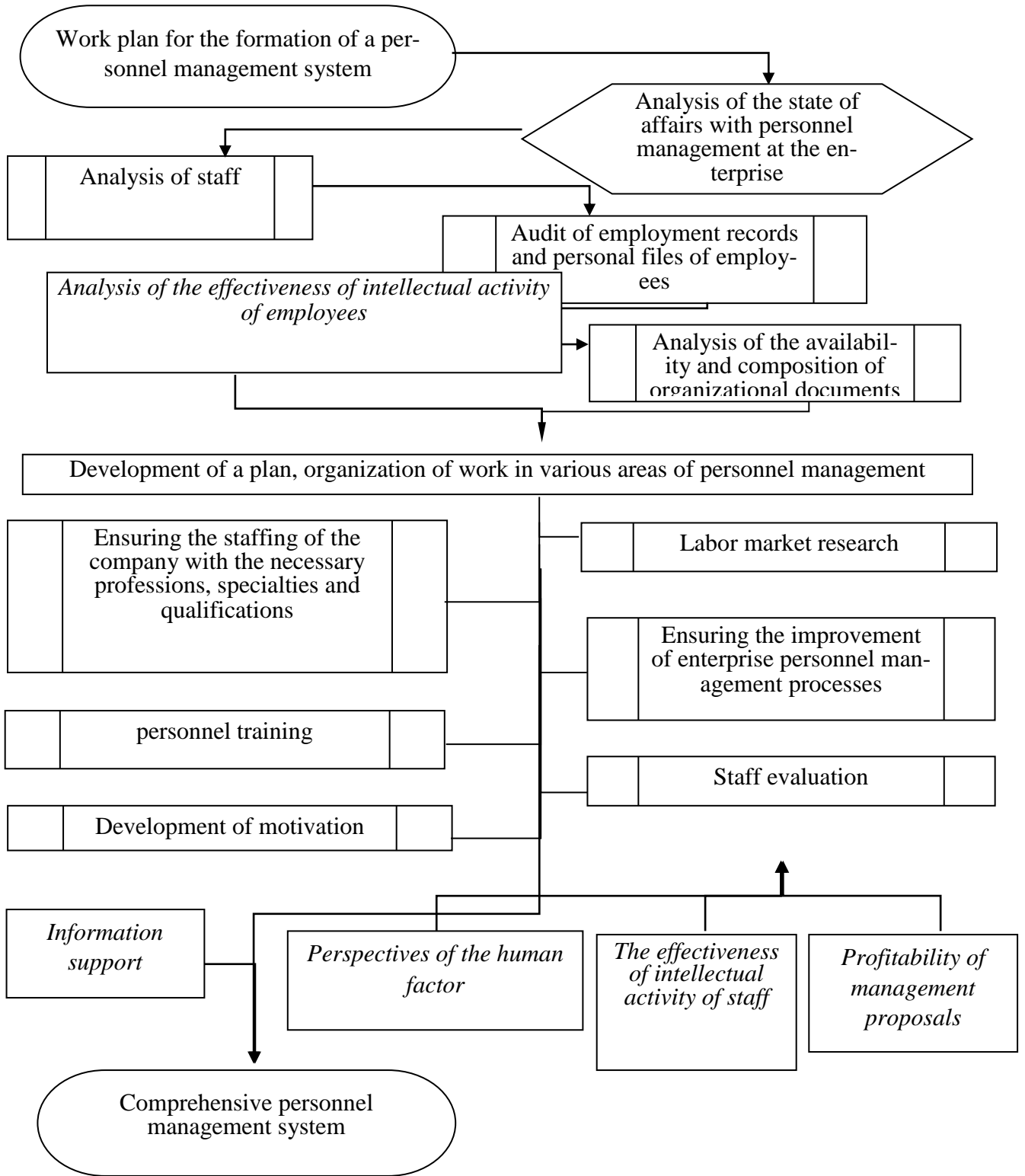


Figure 3.2.1 Algorithm for forming a comprehensive personnel management system (italics - elements proposed by the author)

The main task of introducing these elements into the personnel management system (see Fig. 3.2.1) should be to ensure the management of the impact of personnel on the competitiveness of export-oriented enterprises [32, p. 140].

The practice of successful exporting companies shows that active training of staff in the peculiarities of foreign economic activity leads to increased competitiveness

of the whole enterprise. An effective way to solve this problem is to use labor leasing - a form of temporary employment, under which skilled workers from one organization perform work for another organization on the basis of responsibilities, duties, powers at the level of its own employees, wages and all social benefits. this is the responsibility of the organization providing temporary workers[116, p. 83].

The use of labor leasing by export-oriented enterprises of the country will not only accelerate the process of resumption of production of goods, but also to obtain a significant economic effect on these enterprises. In addition, a social effect will be created by reducing seasonal and temporary unemployment, which is formed under conditions of permanent employment of workers [68, p.41].

Based on this, the following conclusions were reached.

Management methods are important for motivating employees. The correct concept of management methods is a prerequisite for motivating employees of the enterprise as a whole. Improving management methods should be based on the concept of employee motivation system. A system of principles of employee motivation has been developed, which includes: initiative, priority of interests of each employee, motivation of employees, depending on their contribution to the development of the enterprise, social support, encouraging successful employees, defining the role and labor costs of each employee[98, p. 258].

Organizational regulation in POWER CHINA LLC is based on the use of legislation and local regulations, compliance with which is mandatory for both the manager and all employees of the company. Human capital is the most important factor in economic development, which determines the efficiency of production, financial and natural capital and directly affects not only the pace but also the quality of economic growth, due to a number of reasons. The company needs to develop a new effective mechanism for motivating work in the company, which would meet market conditions and which will be able to use levers and incentives to increase employee interest in high-performance work and develop their competitiveness, ensure quality work mentality [99, p. 53].

SECTION 3

DIRECTIONS OF IMPROVEMENT OF MOTIVATION OF EMPLOYMENT ACTIVITY AT THE ENTERPRISE

3.1. Motivational mechanism to stimulate employees enterprises

Encouragement is a positive stimulating influence of subjects (official, body, etc.) on the needs, interests, consciousness, will, behavior of employees, and, consequently, on the result of his work. The application of incentives is based on legal principles, should be timely, meaningful, meaningful [45, p. 102]. It is worth noting that encouragement is in essence a public recognition of the results of impeccable and conscientious work. It should be noted that any incentives provided by current legislation can be applied to employees only if there are certain grounds. It should be noted that the basis for the application of incentives is their direct provision and definition in the relevant regulations: Labor Code of Ukraine, the rules of internal labor regulations in force at a particular enterprise, internal local regulations. the legal basis for the application of incentives is the normative definition in a certain normative act of such a possibility. The existence of a legal basis for the application of incentives to the employee - is mandatory, and therefore is an unconditional basis.

Issues of stimulating the activities of employees are covered in the works of such scientists as: Andrusya OI, Korolkova VV, Babenko DO, Milkovich D., Newman D. and many others.

It should be noted that motivation is an attribute of human consciousness as a factor that activates the activity or causes its termination. At the same time, a concept broader than motivation is the passion for work, ie the employee's belief in the feasibility, content of his work. Strong enthusiasm of employees for the activities of the organization causes a reduction in staff turnover, but does not have a clear impact on improving efficiency.

Motivation is a factor in work efficiency, but too high motivation of the individual leads to many complications in its functioning. Today it is necessary to develop a mechanism for motivating employees in order to operate effectively. Thus, there is an objective need to create a scientifically sound mechanism for motivating the staff of enterprises, which could use effective levers and incentives to increase the interest of employees to work productively and efficiently, promote their competitiveness, ensure quality renewal of work mentality. It should be noted that the mechanism of implementation of personnel policy is a system of plans, norms and standards, organizational, administrative and social measures aimed at solving personnel problems and meeting needs. Effective motivation requires a match between the goals of employees and the organization. Of great importance for motivation is the employee's awareness of the fairness of the remuneration received in comparison with the effort spent and the benefits to the organization, on the one hand, and the efforts to

benefit and reward their colleagues - on the other hand. An analysis of the economic literature has led to the conclusion that the motivational mechanism can be defined as a set of factors that lead to or increase the degree of motivation of individual employees or the team as a whole[33, p. 92].

It should be noted that motivation includes tangible and intangible incentives based on the purposeful formation of work motives and the use of existing motives. In the process of motivation should be regulated many economic, organizational, legal, socio-psychological, technological and other factors in such a way that the activities of employees are carried out in the desired direction[160-162].

The motives of the employee reflect his volitional behavior, characterize the conscious inner intention of the activity, the activation of individual inner aspirations in the realization of personal and collective goals. Therefore, they are decisive in the implementation of labor competence of the employee[163, p. 108].

Incentives as external factors influencing employee performance are also important. Therefore, work motivation as a process of stimulating an individual employee or group of employees to productive actions is aimed at achieving individual or common goals. At the same time, the motivation of work as a leading function of management, determines the achievement of enterprise goals by meeting the needs of employees. The practice of economic activity of a modern enterprise in a competitive market environment allows to summarize the following motivational incentives:

- programs for selection and recruitment of employees;
- coaching and mentoring programs;
- selection of employee promotion and career growth systems, which differ from the schemes of successive career positions;
- stimulating activities on the basis of evaluation programs for employee development;
- advanced training of employees;
- implementation of the terms of contractual agreements of employees;
- material encouragement and stimulation of productive professional activity of employees (the amount of wages, tariff rates, rewards for results, bonuses, compensation payments, preferential sanatorium treatment, etc.);
- moral encouragement of employees, which correlates with the internal motives of employees as dedication to their work, the desire for self-improvement, creativity and self-expression, etc .;
- intangible incentives for employees (granting time off, additional leave, etc.);
- measures to increase interest in the results of work, promote independence and responsibility of employees;
- encouraging creative corporate culture, tolerance of communication, overcoming barriers between employees and management staff;
- administrative methods of coercion of employees (reprimand, dismissal, etc.).

These incentives as ways to change the way of thinking of employees can influence the motives of their professional activities. However, the urgent problem of their implementation is to substantiate the effectiveness and availability of objective operant assessments that demonstrate the thoughts, actions, emotions, preferences,

reactions of the employee in solving specific production, management, economic tasks.[87, p. 44].

According to Andrus OI, significant external factors of employee motivation are professional competence, qualifications, job stability, favorable contract conditions, career prospects, level and conditions of remuneration, flexible work schedule, participation in the management of the enterprise (value package of shares) and the amount of income on securities that the employee receives in exchange for work to provide for the family, to meet their own needs for food, clothing, housing, leisure, recreation, etc. Important incentives to meet them are the conditions of wages, allowances, bonuses and other equivalents of effective work. Thus, external factors of motivation are related to working conditions, types of remuneration, etc. [45, p. 45].

Internal factors that increase the motivation of the employee are determined by the motives of his livelihood. Thus, productive work, as part of the active life of the employee, depends on his emotions and feelings. Determining internal factors of employee motivation are the creative nature of work and participation in the development of production, positive assessment of colleagues, a high level of responsibility, the possibility of self-realization, satisfaction with the work performed and its results; mutual respect, mutual understanding and productive communication between colleagues, staff at all levels; recognition of merits and advantages of professional activity of the employee by the management; self-esteem, leadership, personal authority[164, p. 84].

Social factors stimulating motivation include various social guarantees. Among them the most important - the presence of the employee's social package, pension, paid leave, severance pay, bonuses, rehabilitation, guarantees in case of loss of full or partial ability to work, the occurrence of circumstances affecting full viability, working conditions: illness or death of loved ones , natural disasters, etc.[165, p. 87].

The basis of personnel management is the system of material incentives for employees, which can significantly increase the final results of work to increase the importance of the role of the employee in the enterprise. Although, in our opinion, no less important is the system of intangible incentives that allows

Methods of direct motivation can be divided into material (monetary) and intangible incentives. Regarding material incentives, it can be noted that the result of its application is to increase the welfare of employees in exchange for more productive work. Employee remuneration is one of the most effective and common methods of staff incentives. However, it should be noted that monetary incentives are effective if the employee considers the salary fair and worthy of his work. The employee in this case must understand that the physical and mental strength expended by him, as well as the final result obtained are directly related to the monetary reward[166, p. 87].

Based on this, we can draw the following conclusions. Motivation factors are divided into internal and external. Motivational mechanism can be defined as a set of factors that lead to the emergence or increase of motivation in individual employees or the team as a whole. Encouragement is a positive stimulating influence of subjects (official, body, etc.) on the needs, interests, consciousness, will, behavior of employees, and, consequently, on the result of his work. The application of incentives is based on

legal principles, must be timely, meaningful, meaningful. Methods of direct motivation can be divided into material (monetary) and intangible incentives. Incentives as external factors influencing employee performance are important. Therefore, work motivation as a process of stimulating an individual employee or group of employees to productive actions is aimed at achieving individual or common goals. At the same time, the motivation of work as a leading function of management, determines the achievement of enterprise goals by meeting the needs of employees [167, p. 77]. It was concluded that the company uses both tangible and intangible methods of staff motivation. The material include: bonus system, additional payments. To intangibles - experimentally, encouragement of free time, creation of comfortable jobs, awareness of the team about the effectiveness of the enterprise.

3.2. EMPLOYEE MOTIVATION TECHNOLOGY

It should be noted that the motivational mechanism should be based primarily on the existing system of material and intangible incentives. The following factors belong to material stimulation: the basic payment of work: piece (direct, piece-premium, chord), hourly, chord-premium, chord-premium with hourly advance, stimulation by the method of brigade (family) contract; additional payment for overfulfillment of the plan of production and sale of products, payment for quality of works and products, payment for preservation of products; awarding: according to the final results of work, based on the results of self-supporting tasks, the most important types of work, high quality of work, implementation of scientific achievements and best practices, for innovation and invention, saving raw materials [37, p. 92].

Such scientists as Tsymbalyuk SO, Osadchuk IV, Orlova VV, Korolkov VV, Babenko DO and many others dealt with the issues of improving the system of employee motivation. [34-36].

In addition to monetary incentives, management may use such incentives as providing or paying for vouchers for sanatorium rehabilitation of the employee, providing assistance in obtaining housing, in resolving the issue of placement of children in kindergartens, providing food (including free) and official transport . Additional incentives for employees can also include discounts on the purchase of the company's products, provision of medical services, etc. With regard to incentives during non-working hours, it is possible to highlight the satisfaction of the needs of leisure staff, as well as socio-psychological needs, which provides time for the employee to address issues related to personal interests. For the employee, flexible forms of employment have positive effects. Yes, the employee, depending on the employment contract,

An important point is the stimulation of the employee, which is aimed at meeting the needs of self-expression and self-actualization, expressed in the possibility of career growth, the desired transfer to another place of work within the enterprise. The

employer may also offer, if necessary, work with flexible forms of employment - flexible schedule, part-time work, which will be involved in the work of women with young children, students, minors, people with disabilities [47-50].

When implementing the tasks of the motivational mechanism, it is important to take into account the principles of formal and informal personnel management. Based on the above, we can identify a number of principles of formal personnel management - motivation, influence of power, mentoring, etc. When considering the principle of motivation, we can identify certain measures that will encourage employees to the most conscientious and proactive performance of their work, while receiving a monetary reward for the work done. In case of low-quality, dishonest, unprofessional performance of work, the employer may decide to reduce or terminate motivational measures. It should be noted that in order to avoid low-performing staff, management should constantly use different ways to motivate them to work effectively.

According to Korolkov VV, Babenko DO, in the formation of the motivational mechanism must take into account that the significant goals of the enterprise must be supported by the goals of employees. The directions of the mechanism should be easy to understand and accessible to both the employer and the employee, as well as fair under the appropriate conditions of its implementation.[12, p. 63]When changing the economic situation, financial condition, activities and other reasons, methods and tools

applied by the management of the enterprise, must change and flexibly change, as well as adapt to the situation, favorable or unfavorable situation. Motivational mechanism in personnel management of the enterprise involves solving the following tasks:

- increase of corporate culture and social responsibility of the enterprise;
- ensuring personal development and career growth of employees;
- increasing the motivation and involvement of employees in the labor process;
- stimulating employees to form professional competencies and meet potential opportunities;
- creating conditions for maximum employee satisfaction with the workplace.

Of particular importance today is raising the employee's self-esteem. This is facilitated by the concept of participatory management - technology of personnel management, which is based on the involvement in the decision-making process of all employees of the enterprise.

This technology identifies the life values of the employee with the values of the organization, reconciles mutual goals, cultivates a sense of belonging to the common cause, combines the innovative potential of all employees, enabling them to make decisions related to their functional responsibilities and supporting their proposals. improving their work or certain aspects of the organization[170, p. 108].

Implementation of this concept is possible under a well-thought-out system of initiative and creativity in the work of employees of the organization, which not only develops its staff, but also attracts creative individuals from other organizations, forming a team of creative professionals, increasing intellectual and innovative potential.[89, p. 99].

Today, the so-called "Social Package" is becoming important. According to I. Novak, from the point of view of labor legislation, the material benefits that are part of the social package can be considered as elements of wages related to additional wages and other incentive and compensation payments [50, p. 45]. Belyaev A. defines the social package as payments and benefits provided by the employer in excess of wages [51, p. 64].

It should be noted that the list of social benefits provided to all or certain categories of employees and the employer's obligations to provide them should be enshrined in local regulations of the enterprise: the collective agreement and regulations on wages. In fact, the list of benefits and benefits that belong to the social package of a particular employee, and the specifics of their provision should be reflected in his employment contract or contract. It should be noted that the social package should include those benefits and benefits that most employees are interested in receiving. Only in this case, the employer can expect increased loyalty, and hence the motivation of staff.

Today it is important to create in the team motivational climate of authority and control of activity, to establish trust relations between people, to develop communication processes, satisfying needs of workers in emotional contact, to increase degree of motivation of individual needs, to consider as much as possible individual susceptibility to various forms of stimulation. Employees must constantly feel their need, their role in the development and development of the enterprise. The actions of management and administration of the enterprise should encourage employees to work more efficiently. Otherwise, there will be a constant turnover of staff, and as a consequence of the decline of the enterprise. The incentive system should not provide for frequent rewards and penalties, as they are under such conditions depreciate [52, p. 312]. It is necessary to receive proposals from employees to improve their work, their workplace. This will allow:

- increase the importance of each employee;
- identify initiative workers;
- in some cases, improve jobs;
- identify some shortcomings in the activities of the enterprise.

Proposals can be received after a certain period of time: every 3, 6 months.

It is necessary to identify the needs of employees, and preferably in each department.

This will allow you to properly form a computersocial and social packages, other bonus systems for the employee. It should be noted that in Ukraine part of the social package of organizations is defined by law. This part is mandatory for all organizations and includes: paid basic and additional leave, payment of temporary incapacity for work, benefits for women, etc. The rest of the social benefits are determined and provided to employees by the organizations themselves on the basis of their voluntary commitments to employees. The set of optional social benefits in the social package of each organization is determined by its strategic goals[42, p. 46]. The goals of providing social benefits to employees can be as follows: creating a positive

image of the organization, attracting highly professional staff, reducing staff turnover by increasing the quality of working life and welfare of employees, focusing employees on success, stimulating productive work, etc.[38, p. 22].

WITHwages - is a reward in monetary terms, which the employee receives from the company or individual for whom he performs the work specified in the employment contract. American scientists J. Milkovich and J. Newman note that compensatory payments include all forms of financial income, material services and benefits that their employees receive in the process of employment [53, p. 74]. Aliyev, N. Gorelov and L. Ilyina in the system of compensations distinguish compensatory rewards, which include all material payments, and non-compensatory, ie intangible rewards. According to V. Orlova, the most common elements of the compensation package are: mobile communications, office transport, payment of entertainment expenses (presentation events, business lunches), payment for training and retraining of employees; life insurance; additional pension insurance; payment of "health" and payment of vouchers; discounts on products manufactured by the company; food subsidies; surcharge for length of service in the company; surcharge for "knowledge" (stimulating the employee to self-improvement); bonuses; granting loans and loans on favorable terms; payment of severance pay ("golden parachutes"), assistance in employment upon dismissal (outplacement); the right to purchase shares of the company at a reduced price. As V. Orlova notes, he outlines that the compensation package is a compensation to the employee for his investments in the work of the enterprise, so the basic salary and its variable part are included in the compensation package. She also notes that the compensation package performs both a reproducing and a motivating function. It is worth noting that the compensation package includes many benefits protecting and enriching the lifestyle of the worker and his family. For example, Lincoln Electric, General Motors, Ford, Chrysler and others pay a variety of compensation: wages and productivity - 36 types of compensation; payment for non-working hours - 21 types; continuation of disability benefits - 19; continuation of payments in case of job loss - 10; deferred income - 23; continuation of payments for spouses (families) - 10; health care, from accidents, obligations - 23; payments equivalent to income: tax exemptions - 26; tax benefits - 11. A total of 179 types of compensation (rewards). V. Orlov distinguishes the most common elements of the compensation package: mobile communications, business transport, payment of entertainment expenses (presentation events, business lunches), payment for training and retraining of employees; life insurance; additional pension insurance; payment of "health" and payment of vouchers; discounts on products manufactured by the company; food subsidies; surcharge for length of service in the company; surcharge for "knowledge" (stimulating the employee to self-improvement); bonuses; granting loans and loans on favorable terms; payment of severance pay ("golden parachutes"), assistance in employment upon dismissal (outplacement); the right to purchase shares of the company at a reduced price [55, p. 66]. granting loans and loans on favorable terms; payment of severance pay [55, p. 66]. granting loans and loans on favorable terms; payment of severance pay

(“golden parachutes”), assistance in employment upon dismissal (outplacement); the right to purchase shares of the company at a reduced price [55, p. 66].

It should be noted that the development of a compensation package is one of the most important strategic tasks in enterprise management. Thus, the compensation package includes many benefits that protect and enrich the lifestyle of the worker and his family. This is a prerequisite for stimulating employees.

The personnel motivation system is an important part of the personnel management system. In our opinion, the efficiency of the enterprise depends on the correct motivation of employees. The manager, making remarks to subordinates, speaking in their favor, distributing prizes, must remember that at this point he is influencing the future outcome. The method of implementing flexible working hours and flexible workplace provides an opportunity for self-realization of the employee. Flexible workplace in addition to a variable schedule, division of responsibilities of one staff unit between two employees will increase the number of jobs, which should lead to increased employment, as well as enable employees to perform tasks at home (this is especially true for managers and professionals ,

Non-compensatory rewards are important. This includes all reward situations that are not included in the compensation package. These rewards include virtually any activity that has some impact on the intellectual, emotional and physical well-being of the employee and is not provided for in the specifically discussed coverage under the compensation package. It should be noted that a key factor in motivating the effective work of the team is to create a system of remuneration of all employees, based on productivity. Compensation management provides an approximation to the design of a reward system that is able to differentiate the requirements for the job, knowledge and experience of the employee, as well as incentives to increase productivity, which link the performance of the individual, the team, production unit and enterprise. According to SO Tsymbalyuk, remuneration is perceived by the employee not only as a reimbursement of time, energy, physical and mental effort, including intellectual abilities, to obtain the desired enterprise (manager, employer) work results and achieve corporate goals, but also as evidence of his values for the enterprise. The latter, of course, has a positive effect on self-esteem and self-affirmation of the employee, indicates his social status in the enterprise [57, p. 42]. According to the author, socially oriented compensation policy contributes to the harmonization and coherence of relations between the employer and the employee, filling them with new content, the coherence of their interests through: physical and mental efforts, including intellectual abilities, to obtain the desired results of the enterprise (manager, employer) and the achievement of corporate goals, as well as evidence of its value to the enterprise. The latter, of course, has a positive effect on self-esteem and self-affirmation of the employee, indicates his social status in the enterprise [57, p. 42]. According to the author, socially oriented compensation policy contributes to the harmonization and coherence of relations between the employer and the employee, filling them with new content, the coherence of their interests through: physical and mental efforts, including intellectual abilities, to obtain the desired results of the enterprise (manager, employer) and the achievement of corporate goals, as well as evidence of its value to the

enterprise. The latter, of course, has a positive effect on self-esteem and self-affirmation of the employee, indicates his social status in the enterprise [57, p. 42]. According to the author, socially oriented compensation policy contributes to the harmonization and coherence of relations between the employer and the employee, filling them with new content, the coherence of their interests through: positively affects the self-esteem and self-affirmation of the employee, indicates his social status in the enterprise [57, P. 42]. According to the author, socially oriented compensation policy contributes to the harmonization and coherence of relations between the employer and the employee, filling them with new content, the coherence of their interests through: positively affects the self-esteem and self-affirmation of the employee, indicates his social status in the enterprise [57, P. 42]. According to the author, socially oriented compensation policy contributes to the harmonization and coherence of relations between the employer and the employee, filling them with new content, the coherence of their interests through:

1) strengthening the material interest of the employee in obtaining the desired results and achieving important individual goals, from which

depends on:

- on the one hand, the implementation of the company's corporate strategy, achieving the goals needed to gain a competitive advantage;

- on the other hand, the set of compensations and the amount of individual payments and rewards received by the employee as a result of the realization of his ability to work, which will affect the quality of life and material well-being of the family;

2) creation of conditions for realization by the employee of own personal and professional competences, intellectual abilities, personal and professional growth that promotes:

- on the one hand, the improvement of individual results, the production of new ideas, the development of new technologies and products that have a positive impact on the results of the enterprise, its competitiveness;

- on the other hand, self-realization of the employee, professional success, recognition of results and achievements by management and colleagues, which is important for creating an employee's sense of ownership, belonging, significance for the company[40, p. 45];

3) social security of employees that:

- on the one hand, allows the company to position itself as socially responsible, to form a positive image and brand of the employer in the market

labor, increase the competitiveness of remuneration, and therefore attract and consolidate competent workers, reduce the number of conflicts, increase.

Thus, the relationship between employee and employer is always competitive[74, p. 48].

According to IV Osadchuk, currently the main factors motivating Ukrainian workers are: high wages, interesting, safe and permanent work. As part of the compensation package, employees of Ukrainian organizations today (in a crisis) want to see: health insurance, bonuses, training program, retraining program, vouchers to sanatoriums and rest homes.

In our opinion, both tangible and intangible factors need to be implemented in the enterprise. Currently, many companies are actively implementing a system of private insurance. This is especially relevant for enterprises of foreign economic activity. In our opinion, this motivating factor may apply to employees who have worked at the company for at least 5 years. The introduction of this insurance system will reduce staff turnover. In addition, it is important to introduce a food system at the enterprise, at the expense of the enterprise. This will save employees time. The basis of effective work is workers without significant health problems. Therefore, it is worth developing a system of sports and wellness activities. It is desirable to introduce a system of medical examinations for individual employees. This will lead to a reduction in hospital stays, the absence of employees at work, will help to encourage it. In addition, it will prevent a number of diseases in the future. So, it will be a kind of social package of the employee, when hiring. In addition to the system of material incentives, the system of intangibles is important. Developing a flexible work schedule for employees will save on office rent, save employees' time, and improve the health of individual employees. The development of joint corporate events will promote the socialization of employees. It is possible to conduct a survey of employees in order to identify their needs and desires. It is important to hold seminars and joint events to improve skills at the enterprise. During the period October - November, the company held 4 training events (online). Workers gained new knowledge, and at the same time, time was saved, as this happened in the workplace. Managers of other leading enterprises in the region were even interested in this experience. The set of the specified specified actions, it is necessary to unite in the uniform local regulatory enactment, position. It is possible to introduce intangible competitions at the company - "Best Employee of the Year", etc. The opportunity to take the initiative will allow employees to show themselves, their initiative, and feel their importance. These measures must be enshrined in regulations in the form of a separate provision at the enterprise. as this happened in the workplace. Managers of other leading enterprises in the region were even interested in this experience. The set of the specified specified actions, it is necessary to unite in the uniform local regulatory enactment, position. It is possible to introduce intangible competitions at the company - "Best Employee of the Year", etc. The opportunity to take the initiative will allow employees to show themselves, their initiative, and feel their importance. These measures must be enshrined in regulations in the form of a separate provision at the enterprise. as this happened in the workplace. Managers of other leading enterprises in the region were even interested in this experience. The set of these measures must be combined in a single local regulation, regulations. It is possible to introduce intangible competitions at the company - "Best Employee of the Year", etc. The opportunity to take the initiative will allow employees to show themselves, their initiative, and feel their importance. These measures must be enshrined in regulations in the form of a separate provision at the enterprise. It is possible to introduce intangible competitions at the company - "Best Employee of the Year", etc. The opportunity to take the initiative will allow employees to show themselves, their initiative, and feel their importance. These measures must be enshrined in regulations in the form of a separate provision at the enterprise. It is possible to introduce intangible competitions at the company - "Best

Employee of the Year", etc. The opportunity to take the initiative will allow employees to show themselves, their initiative, and feel their importance. These measures must be enshrined in regulations in the form of a separate provision at the enterprise.

Based on this, we can draw the following conclusions. The motivational mechanism should be based primarily on the existing system of material and intangible incentives. The following factors belong to material stimulation: basic payment: piece (direct, piece-premium, chord), hourly, chord-premium, chord-premium with hourly advance, stimulation by the method of brigade (family) contract; additional payment for overfulfillment of the plan of production and sale of products, payment for quality of works and products, payment for preservation of products; bonuses: based on the final results of work, the results of self-supporting tasks, the most important types of work, high quality work, the introduction of scientific achievements and best practices, for innovation and invention, saving raw materials.[41, p. 52]. Additional incentives for employees can also include discounts on the purchase of the company's products, provision of medical services, etc. With regard to incentives during non-working hours, it is possible to highlight the satisfaction of the needs of leisure staff, as well as socio-psychological needs, which provides time for the employee to address issues related to personal interests. The company needs to develop a technology of material incentives for employees, which would combine and provide a system of measures of material and intangible incentives for employees.

CONCLUSIONS

As a result of research and thesis, the following conclusions were reached.

1. The legal basis of motivation is the acts of labor and economic legislation. Legal regulation of motivation takes place at the legislative and local levels. At the legislative level, regulation takes place through a number of regulations of various legal acts. At the local level, the motivation of employees is regulated through a collective agreement and other internal regulations of the enterprise. The prerequisite for the development of any enterprise is to build a relationship between administration and employees.

2. At the theoretical and practical level, today, there are 2 types of motivation: tangible and intangible. A necessary condition for the development of the enterprise is the definition of the employee's role in this process, the recognition of its importance. Motivation for work and professional growth is an important factor in successful development. The modern motivational system should be based not only on material incentives, but also on moral ones. It is necessary to develop employees 'belonging to the company, to bring employees' interests closer to the company's interests and vice versa, to create conditions for maximum return and self-realization, to establish favorable relations with management, maintain unity of spirit, unity and, most importantly, create conditions and stability, confidence in the future.

3. As a result of the analysis of motivational models of foreign companies and countries, it was concluded that the experience of motivating US and French staff should be implemented at Power china. In particular, it is necessary to develop and implement a flexible work schedule; increase employee participation in decision-making. The harmonious combination of work incentives and social guarantees is one of the best models. This model provides both economic well-being and social guarantees.

4. The company's activities reflect the motivation of employees and act in accordance with applicable law. The enterprise is created for the purpose of complex providing of the population with the goods. At the enterprise it is necessary to create the separate local document regulating motivation of workers.

5. At the current stage of enterprise development, it is advisable to introduce a system of tangible and intangible motivation. A system of principles of employee motivation has been developed, which includes: initiative, priority of each employee's interests, employee motivation, depending on his contribution to enterprise development, social support, incentives for successful employees, defining the role and labor costs of each employee. Human capital is the most important factor in economic development, which determines the efficiency of production, financial and natural

capital and directly affects not only the pace but also the quality of economic growth, due to a number of reasons. The company needs to develop a new effective mechanism for motivating work at the company, which would correspond to the market conditions of management and which will be able to use the levers and incentives to increase the interest of employees in high-performance work and the development of their competitiveness, to ensure the quality of the labor mentality. For a fair system of employee incentives, it is necessary to develop and approve a system of employee incentives, depending on the labor contribution of each employee in the activities and development of the enterprise.

6. The correct concept of management methods is a prerequisite for motivating employees of the enterprise as a whole. Improving management methods should be based on the concept of employee motivation system. Organizational regulation in POWER CHINA LLC is based on the use of legislation and local regulations, compliance with which is mandatory for both the manager and all employees of the company. Human capital is the most important factor in economic development, which determines the efficiency of production, financial and natural capital and directly affects not only the pace but also the quality of economic growth, due to a number of reasons. The management of the enterprise should be built taking into account the interests and role of each employee in the development of the company.

7. Motivation factors are divided into internal and external. Motivational mechanism can be defined as a set of factors that lead to the emergence or increase of motivation in individual employees or the team as a whole. The motivational mechanism includes tangible and intangible methods of staff motivation. The material include: bonus system, additional payments. To intangibles - sliding work schedule, promotion of free time, creation of comfortable jobs, awareness of the team about the effectiveness of the enterprise.

8. The company needs to develop technology to motivate employees. To do this, it is necessary to study the needs of employees, their goals. The company needs to develop a compensation and social package of employees. These measures will include a long-term action plan for the company. These measures include: material (introduction of a flexible bonus system, development of employee insurance system, additional payment for recreation, development of food at the company, etc.) and intangible measures (development and consolidation of flexible work schedule for individual employees, implementation of corporate activities, employee ideas etc). The development of technology will lead to more efficient operation of the enterprise, reducing staff turnover, incentives for employees, competitive advantages. Maintaining an insurance system and medical examinations, at the expense of the company will reduce the number of patients, will be an advantage over other companies. Technology is a set of measures that will include the development, implementation, approval and other factors that will collectively affect the level of incentives for employees.

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Appendix A

ПОЛОЖЕННЯ
ПРО ПРЕДСТАВНИЦТВО
"Товариство з Обмеженою Відповідальністю « Power construction corp of China»."
(Китайська Народна Республіка)
В УКРАЇНІ

м. Київ

2018

СТАТТЯ 1. Загальні положення

1.1. Представництво Товариства з Обмеженою Відповідальністю « Power construction corp of China»." (Китайська Народна Республіка) в Україні, в подальшому іменується «Представництво», є відокремленим підрозділом " Power construction corp of China ".

"Power construction corp of China ", іменована надалі «Компанія», є юридичною особою за законодавством Китайської Народної Республіки, зареєстровано Пекінською міською адміністрацією промисловості та торгівлі 19.04.2017 р., з місцезнаходженням за адресою: Пекін, район Хайдянь, вул. Чегунчжуансіалу, двір 22, корпус 2.

1.2. Повне найменування Представництва:

Представництво фірми " Power construction corp of China " (), Китайська Народна Республіка.

Поштова адреса та місцезнаходження Представництва 01015, м. Черкаси, вул. Б. Хмельницького, 2, к. 405.

СТАТТЯ 2, Діяльність Представництва

2.1. Представництво не є юридичною особою і здійснює свою діяльність, керуючись законодавством України, Положенням про Представництво " Power construction corp of China " в Україні, що надалі іменується «Положення», а також рішеннями Компанії.

СТАТТЯ 3. Мета і предмет діяльності Представництва

3.1. Представництво представляє інтереси Компанії та здійснює їх захист. Представництво діє від імені Компанії на підставі затвердженого Компанією Положення.

3.2. Представництво Компанії не є юридичною особою за законодавством України.

3.3. Представництво відкрито з метою здійснення наступних видів діяльності товариства:

- торгівля іншими машинами й устаткуванням;
- Виробництво інших машин і устаткування спеціального призначення;
- Ремонт і технічне обслуговування інших машин і устаткування;
- Виробництво інших гумових виробів;
- Виробництво інших машин і устаткування загального призначення;
- Діяльність у сфері інжинірингу, геології та геодезії, надання послуг технічного консультування в цих сферах;

- Надання інших інформаційних послуг;
- Діяльність посередників, що спеціалізуються в торгівлі іншими товарами;
- Діяльність посередників у торгівлі товарами широкого асортименту, тощо.

3.4. Види діяльності, на здійснення яких потрібне отримання спеціального дозволу (ліцензії), можуть здійснюватися Представництвом тільки на підставі такого спеціального дозволу (ліцензії).

3.5. Для здійснення своєї діяльності Представництво відкриває власні рахунки в уповноважених банках України.

Представництво має власну печатку, в якій вказується його найменування, штампи і бланки зі своїм найменуванням та найменуванням Компанії, а також інші реквізити, необхідні для роботи представництва.

СТАТТЯ 4. Компетенція Представництва

4.1. Представництво має право звертатися:

4.1.1. в дипломатичні представництва і Консульські установи України за кордоном за отриманням візи для в'їзду в Україну іноземних громадян - співробітників Представництва та членів їх сімей;

4.1.2. в уповноважені органи України за дозволом на працевлаштування іноземних співробітників Представництва на період його функціонування;

СТАТТЯ 5. Майно Представництва

5.1. З метою організації діяльності Представництва на території України Компанія наділяє його оборотними коштами та майном, вартість якого відображається на окремому (спеціальному) балансі Представництва і враховується в загальному зведеному балансі Компанії, Майно Представництва становлять основні фонди та оборотні кошти, а також інші цінності, закріплені за Представництвом.

5.2. Все майно Представництва незалежно від форми і місця розташування є власністю Компанії.

5.3. Джерелами формування майна Представництва є: Джерела формування майна підприємства:

- грошові і матеріальні внески засновників підприємства;
- доходи, отриманих від реалізації продукції, послуг, а також від інших видів господарської діяльності;

- кредити банків і інших кредиторів;
- майно, придбане у інших суб'єктів господарювання, організацій і громадян;
- інші джерела. .

5.4. Представництво у відповідності з цілями своєї діяльності має право користуватися майном Компанії, а також від імені Компанії купувати або орендувати майно третіх осіб, в тому числі нежитлові приміщення для потреб Представництва.

5.5. Представництво набуватиме і та використовуватиме власність, обладнання та інші необоротні активи в інтересах представництва та Компанії. Необоротні активи придбаються у власність в тому числі за кошти, надані Компанією.

5.6. Керівник Представництва здійснює повноваження щодо володіння, користування і розпорядження закріпленим за Представництвом майном, керуючись законодавством України у межах, встановлених Компанією.

СТАТТЯ 6. Органи управління

6.1. Для керівництва діяльністю Представництва рішенням Компанії призначається керівник - Голова Представництва.

6.2. Голова Представництва діє по довіреності, яка видається Компанією.

6.3. До компетенції Голови Представництва відноситься:

6.3.1. Організація роботи Представництва, його персоналу та здійснення оперативного керівництва всією діяльністю Представництва в рамках компетенції і прав, встановлених цим положенням.

6.3.2. Повідомлення в терміни, визначені законодавством України, зацікавлені державні органи про діяльність товариства.

6.3.3. Своєчасне інформування Міністерства закордонних справ, Міністерство економічного розвитку і торгівлі України, інші державні органи в межах, встановлених законодавством України, про зміни, що відбуваються в діяльності представництва.

6.3.4. в установленные законодательством Украины сроки представление в государственные, в том числе налоговые органы отчеты о деятельности Представительства;

6.3.5. представление интересов Компании

6.3.6. распоряжение имуществом Компании.

Представительства при условии получения предварительного согласия Компании;

знаходяться на балансі Представництва за умови отримання попередньої згоди Компанії;

6.3.7. подписание финансово-хозяйственных и иных документов от имени Представительства в пределах полномочий, установленных Доверенностью;

- 6.3.7. підписання фінансово-господарських та інших документів від імені Представництва в межах повноважень, встановлених Довіреністю;
- 6.3.8. на основании доверенности от имени Компании совершение юридических действий, в том числе заключение договоров, открытие счетов в банках;
- 6.3.8. на підставі довіреності від імені Компанії вчинення юридичних дій, в тому числі укладення договорів, відкриття рахунків в банках;
- 6.3.9. представление интересов и осуществление защиты прав Компании в судах, государственных и иных органах и организациях Украине;
- 6.3.9. представництво інтересів і здійснення захисту прав Компанії в судах, державних та інших органах і організаціях України;
- 6.3.10. осуществление найма и увольнения работников Представительства на основании трудовых договоров (контрактов) в соответствии с трудовым законодательством Украины;
- 6.3.10. найм і звільнення працівників Представництва на підставі трудових договорів (контрактів) відповідно до трудового законодавства України;
- 6.3.11. видання наказів про призначення на посади працівників Представництва, про їх переведення і звільнення, застосування заходів заохочення і накладення дисциплінарних стягнень;
- 6.3.12. несення персональної відповідальності перед Компанією за стан обліку і звітності, договірної, платіжної і трудової дисципліни Представництва;
- 6.3.13. здійснення інших повноважень, покладених на нього Компанією, передбачених в Довіреності і які не суперечать законодавству України. I

СТАТТЯ 7. Контроль за діяльністю Представництва

- 7.1. Контроль за діяльністю Представництва здійснюється керівництвом Компанії. Представництво в установленому законодавством України та Компанією порядку здійснює всі касові і кредитно-розрахункові операції як в діючій в Україні національній валюті, так і в іноземній валюті, як у безготівковому порядку, так і готівкою, і в інших платіжних засобах.
- 7.2. У межах і порядку, встановлених рішеннями Компанії і які не суперечать законодавству України, Представництво має право виплачувати заробітну плату, премії та іншу види винагороди працівникам в іноземній валюті, якщо таке не суперечить встановленим в Україні правилам.
- 7.3. Представництво планує свою діяльність відповідно до вказівок Компанії. Відповідно до встановленої Компанією процедурою Представництво представляє Компанії план діяльності і здійснює бухгалтерський облік.
- 7.4. Представництво керується стандартами і нормативними актами України з питань бухгалтерського обліку і звітності, а також стандартами Компанії в тій мірі, в якій це не

суперечить законодавству України. Представництво сплачує податки, збори та інші обов'язкові платежі згідно із законодавством України з урахуванням міжнародних договорів, ратифікованими Україною.

СТАТТЯ 8. Строк діяльності Представництва

8.1. Представництво відкрите без обмежень** строку його діяльності.

СТАТТЯ 9. Припинення ДІЯЛЬНОСТІ представництва»

9.1. Діяльність Представництва припиняється

9.1.1. в разі ліквідації Компанії;

9.1.2. 33 рішенням Компанії; |

9.1.3. 33 рішенням суду, або у випадках порушення законодавства України.

СТАТТЯ 10. інші положення

10.1. .Доповнення та зміни вносяться в Положення за рішенням Компанії



