

**Ministry of Education and Science of Ukraine
KYIV NATIONAL UNIVERSITY
CONSTRUCTION AND ARCHITECTURE**

Faculty of Construction

Department of construction management

I APPROVE

Head of the department

Doctor of Economics, Prof. Ryzhakova G.M.

" ____ "

_____ 2024

**EXPLANATORY NOTE
FOR THE GRADUATE THESIS
TO OBTAIN THE MASTER'S DEGREE**

Topic: " **Updating the management of construction enterprises on the
integrated basis of modern theories of motivation** "

Student of the 6th year, group 073.Man-23

Gao Yan

Field of knowledge: 07 - "Management
and administration"

Specialty: 073 – "Management"

Specialization Management of
organizations and administration

Head: Associate Professor, Candidate of
Economic Sciences Yakymchuk I.M.

Reviewe _____

Kyiv – 2024

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL UNIVERSITY OF CONSTRUCTION AND
ARCHITECTURE**

Faculty of Construction
Chairmanagement in construction
Educational and qualification level"Master"
Specialty 073 "Management"

"I APPROVE"

**Dean of the faculty
Ph.D., Professor G.M. Ivanchenko**

" _____ " _____ 202_ year

TASK
for the attestation graduation work of a student
Gao Yan

The topic of the work: **Updating the management of construction enterprises on the integrated basis of modern theories of motivation**, Associate Professor, Candidate of Economic Sciences Yakymchuk I.M. approved by order of KNUBA dated " ____ " _____ 2024 No. ____

2. Deadline for submission of work by the student _____

3. Initial data for work:

scientific works of domestic and foreign scientists on issues related to the formation of a comprehensive system of personnel motivation, financial reporting and accounting data of "Miskzhitlobud" LLC;

4. The content of the settlement and explanatory note - a list of issues that need to be developed - (consisting of 3 sections):

section 1 – theoretical foundations of the formation of a comprehensive system of personnel motivation;

section 2 – analysis and assessment of the effectiveness of personnel management and the current level of motivation at construction enterprises;

section 3- development and adaptation of the current system of motivation of the staff of "Miskzhitlobud" LLC, taking into account the influence of internal and external factors affecting the enterprise

5. List of graphic material: 10-16 sheets of A4 format (slides) showing the contents research on all sections of the explanatory note to the thesis.

6. Consultants of thesis sections

Section	Surname, initials and position consultant	Signature, date	
		issued the task	task accepted
<i>Chapter 1</i>			
<i>Section 2</i>			
<i>Section 3</i>			
<i>conclusions, literature, graphic part</i>			

7. CALENDAR PLAN

No s/p	The name of the stages of the certification exam robots (AVR)	Execution periodAVR stages	Note
	The student's choice of the AVR topic, submission of an application to the department and coordination with the academic supervisor	09/28/2024	
1	Systematization of materials and preparation of initial data for AVR	09.2024	
2	Approval of the content (plan) of the AVR, preparation of an individual task	02.10.2024	
3	Preparation of the introduction and the 1st section of AVR	16.10.2024	
4	Preparation of the II section of AVR	06.11.2024	
5	Preparation of Section III of the AVR, conclusions and a list of used sources	20.11.2024	
6	Submission of the completed AVR by the student to the academic supervisor	04.12.2024	
7	Passing qualifying bachelor's theses to check for the presence of textual borrowings	11.12.2024	
8	Finalization of the work, adoption of the department's decision on the admission of AVR to the defense at AEK	13-16.12.2024	
9	Preparation of the presentation (development of options for presenting the content of the research carried out in the AVR, on the sheets of the graphic part) and reports for the defense of the AVR. Agreement with the scientific supervisor.	10.12.2024	
10	Final design and review of the work	14-16.12.2024	
11	Preliminary defense of AVR at the department and its approval by the head of the department	16-18.12.2024	
12	Submission of AVR to AEK	16-18.12.2024	
13	Defense of AVR in AEK and assignment of qualifications to graduates	18-22.12.2024	

8. Issue date of the assignment " _____ " _____ 2024.

Student _____ / **Gao Yan./**

Head of work _____ / **Associate Professor, Candidate of Economic Sciences Yakymchuk I.M /**

Head of the department of management in construction _____ / **Doctor of Economics, prof. Ryzhakova G.M./**

RESUME (summary) to the student's attestation graduation thesis:		Gao Yan	
ZVO	Kyiv National University of Construction and Architecture		
Topic	Updating the management of construction enterprises on the integrated basis of modern theories of motivation		
Educational level	Master's degree according to the educational and professional training program		
Faculty	Constructional		
Chair	Management in construction		
Specialty	073 Management		
Specialization	Management of organizations and administration, MoM-22		
Head	Associate Professor, Candidate of Economic Sciences Yakymchuk I.M		
Scope of work:	explanatory note, p.	sections	Visual and graphic part (A4 format sheets)
	122	3	15
Chapter 1. <i>Theoretical aspects of personnel motivation as a function of management.</i>	<i>In the first chapter, the essence of the labor motivation system, the principles of its formation, the research of foreign and domestic scientists regarding motivation as a function of management are defined. Modern theories and methods of personnel motivation have been analyzed, strategic changes in recent years in the personnel motivation system of construction enterprises have been identified.</i>		
Section 2. <i>Analysis of socio-economic prerequisites of motivational processes in a construction company (on the example of "Miskzhitlobud" LLC).</i>	<i>In the second chapter, the content and analysis of socio-economic prerequisites for changes in motivational processes in the construction company LLC "Miskzhitlobud" was carried out. An assessment of the financial and economic state of the enterprise was carried out, the factors influencing the internal and external environment of the development company were determined. A PEST and SWOT analysis of the enterprise was carried out and the most important opportunities for increasing the competitiveness of "Miskzhitlobud" LLC in the long term were indicated.</i>		
Section 3. <i>Recommendations on adapting the work motivation of the staff of "Miskzhitlobud" LLC to modern management practices.</i>	<i>The third section of the attestation thesis reflects the main recommendations for adapting personnel motivation to modern management practices by analyzing the current state of personnel management and the functioning system of labor motivation of the personnel of "Miskzhitlobud" LLC. A program of adaptation of modern methods of motivating employees of a construction enterprise has been developed, with the specified deadline, the cost of the proposed measures, and the identification of persons responsible for the implementation and execution of the program. The calculated and determined socio-economic effect of the adaptation of the motivation system at the construction enterprise "Miskzhitlobud" LLC. high reliability of the project even with significant changes in the course of the investment cycle</i>		
Conclusions on the work:	<i>The modern methods of personnel motivation proposed in the work have a practical orientation. The practical significance of the study lies in the possibility of using the proposed recommended measures to adapt the staff motivation system at "Miskzhitlobud" LLC to modern management practices.</i>		
Key words: <i>personnel motivation, management, management, personnel policy, personnel management, personnel, personnel, human resources, adaptation, enterprise, construction company "Miskzhitlobud" LLC.</i>			
Keywords: <i>personnel motivation, management, management, personnel policy, personnel management, personnel, personnel, human resources, adaptation, enterprise, construction company LLC "Miskzhitlobud".</i>			

Compiler: _____ / **Gao Yan** /

Head of work _____ / **Associate Professor, Candidate of Economic Sciences**
Yakymchuk I.M /

"__" _____ 2024

CONTENT

INTRODUCTION	6
SECTION 1. THEORETICAL ASPECTS OF STAFF MOTIVATION AS A FUNCTION OF MANAGEMENT	9
1.1. The essence of the labor motivation system, the principles of its formation	9
1.2. Modern theories and methods of personnel motivation	21
1.3. Determination of changes in the labor motivation system of the personnel of construction enterprises.....	33
SECTION 2. ANALYSIS OF SOCIO-ECONOMIC BACKGROUND OF MOTIVATION PROCESSES IN A CONSTRUCTION COMPANY (ON THE EXAMPLE OF MISKZHITLOBUD LLC)	41
2.1. General characteristics of the construction company "Miskzhitlobud" LLC	41
2.2. Assessment of the financial and economic condition of the construction company "Miskzhitlobud" LLC	46
2.3. Determination of factors of the internal and external environment of the enterprise. Conducting PEST and SWOT analysis	60
SECTION 3. RECOMMENDATIONS REGARDING THE ADAPTATION OF THE MOTIVATION OF THE STAFF OF "MISKZHITLOBUD" LLC TO MANAGEMENT PRACTICES	69
3.1. Analysis of personnel management and the current motivation system at "Miskzhitlobud" LLC.....	69
3.2. Development of a program for the adaptation of modern methods of labor motivation for the personnel of a construction enterprise	81
3.3. Socio-economic effect of adapting the motivation system at the enterprise	97
CONCLUSIONS	104
LIST OF USED SOURCES	108
APPLICATIONS	119

INTRODUCTION

Relevance of the topic. The construction industry requires a large amount of resources, coordination of work and management of changes in the construction process. Modern construction projects can be large, complex and long-term, which poses a challenge to the company's management in terms of personnel motivation.

Technological progress in construction leads to changes in work processes and requires personnel to acquire new skills. The construction industry often faces problems of attracting and retaining qualified personnel.

Changes in the socio-economic environment in Ukraine due to the military intervention of the Russian Federation against Ukraine on February 24, 2022 significantly affected the needs and expectations of personnel. The adaptation of modern theories of motivation to the management practices of construction enterprises is extremely important, as it allows solving numerous challenges faced by this industry, namely, it helps to attract, retain and maximize the potential of personnel, maintain a high level of employee motivation, encourage them to work for results, which, in turn, contributes to the success of the company.

Theoretical basis research is the work of leading foreign and domestic scientists devoted to the issue of employee motivation at medium-sized and large enterprises. The system of motivation and stimulation of personnel is devoted to the works of world-renowned classical scientists, such as: F. Taylor, A. Smith, A. Maslow, K. Alderfer, D. McClelland, F. Herzberg, W. Vroom, S. Adams, T. Stewart, E. Lawler, B. Skinner, F. Hyder, W. Arnold, and many others. Among domestic scientists, the following made a significant contribution to the development of the employee motivation system: Bazarova T.M., Kuzmina O.F., Naumova A.G., Chuprina Yu.A., Ryzhakova H.M., Smirnova E.O., Doronina M. .O., Zavadskiy I.G., Kolot A.M., Prodius O.I., Urmanov F.Sh., Kasimova A.A., Byba V.V., Shcherbak V.G., Pitsur Ya.S. and others.

Object of research there is a process of adapting theoretical approaches and concepts of the personnel motivation system of the construction company "Miskzhitlobud" to modern management practices.

The subject of research there are theoretical, methodical and applied aspects of the system of motivation of employees of construction companies, taking into account the current internal and external factors of influence.

The purpose of the study is the determination of optimal approaches to the adaptation of modern theories of motivation to management practices at construction enterprises in order to increase the efficiency and satisfaction of employees, improve production results and achieve strategic goals in the construction industry.

To achieve the goal, the following research tasks were set and solved:

- to specify the essence of the work motivation system, the principles of its formation;
- analyze modern theories and methods of personnel motivation;
- determine changes in the system of motivation of personnel of construction enterprises;
- assess the financial and economic condition of the construction company "Miskzhitlobud" LLC;
- determine the factors of the internal and external environment of the enterprise, conduct a PEST and SWOT analysis of the construction company "Miskzhitlobud" LLC;
- to analyze the current system of motivation and personnel management of "Miskzhitlobud" LLC;
- to develop a program for adapting the labor motivation system of the construction company "Miskzhitlobud" LLC to management practices;
- to assess the socio-economic effect of the adaptation of the labor motivation system for the personnel of "Miskzhitlobud" LLC;

Research methodology. In the process of performing the work, general scientific and special research methods were used. During the study, the following methods were used: analysis and synthesis, economic-statistical and comparative analysis, systematic and logical analysis, grouping, optimization modeling, methods of comparison, generalization and forecasting.

Research information base became: Laws of Ukraine, reporting materials of construction company "Miskzhitlobud" LLC, monographs and training manuals, articles in periodicals, materials of official Internet sites.

Practical significance work consists in the possibility of real use of the developed recommendations for adapting the work motivation system of the construction company "Miskzhitlobud" and their introduction to modern management practices at the enterprise.

РОЗДІЛ 1. THEORETICAL ASPECTS OF STAFF MOTIVATION AS A FUNCTION OF MANAGEMENT

1.1. The essence of the work motivation system, the principles of its formation

Employee motivation is one of the most important and difficult aspects of personnel management. Each person is unique and has his own motives. However, the team as a whole is only as strong as its most vulnerable link. Unmotivated employees can affect the general morale in the team. Combining the individual interests of the employee with effective collective motivation to achieve the main goals of the enterprise is a critical task for any manager.

Regarding the concept of motivation, for the first time motivation was taken from the Latin word "to move". Motivation is the cause of behavior, both conscious and unconscious, and, accordingly, arises from a person's own need.

Motivation is an ideal tool for achieving high productivity of personnel in the workplace, leading to organizational effectiveness[21, p.53].

Motivation is a chain process that begins with a sense of need, lack, or deprivation. It is accompanied by a desire and leads to a movement towards a goal, the result of which is his behavior. Extrinsic motivation can be attributed to factors at the workplace, while intrinsic motivation is an internal driving force that encourages a person to achieve more. Motivational factors (internal and external) play a decisive role in building long-term relationships with employees. Continuity of this process can lead to satisfaction of the needs of both the employee and the company.

Various foreign and domestic scientists explain the concept of staff motivation in different ways, adding the results of their own research, taking into account certain features of the human psyche, field of functioning, etc.

The main approaches to the interpretation of the concept of "work motivation" as a function of management by various scientists in the scientific literature are given in table. 1.1.1.

Definition of the concept of "motivation" by foreign and domestic scientists

Author (source)	Definition
Meskon M., Khedouri F.	The process of encouraging oneself and others to work to achieve personal goals and organizational goals.
Heckhausen H.	Motivation is a general concept of many processes and phenomena that consist in a person's choice of behavior based on expected consequences and its management in terms of direction and energy expenditure.
Daft R.	The energy that is present inside a person or outside, and prompts him to perform specific actions with enthusiasm and persistence.
Taylor F.	Satisfaction of human needs with the help of material stimulation, in proportion to one's own contribution to the overall result.
Robbins T.	The inner state of a person, the deprivation that prompts a person to act.
S. S. Zanyuk	Motivation, which can be caused by understanding the punishments that can be used in case of failure to fulfill one's tasks.
Zamula I.V.	A key aspect of the employee's self-awareness that shapes his attitude and activity at work and reaction to specific working conditions.
Goncharenko S.U.	A system of incentives and motives that prompt a specific person to take specific actions and choose a behavior model.
Dovgan, L.E., Lugova, V.M.	Management activities aimed at stimulating employees to work more efficiently to achieve set goals.
Kolot A.M.	A set of internal and external driving forces that push a person to activity, determine behavior, forms and methods of activity, give activity a focus aimed at achieving personal goals and goals of the organization.

**Source: developed by the author based on data from sources [3,7,8,11,19,20,24,37,59,63,74].*

Scientists base modern research on the theories of strengthening motivation and self-determination. They examine the role of motivation and reward systems in the productivity of employees, in particular, in the performance of tasks and satisfaction of needs. The relationship between motivation, reward and job satisfaction of employees is also investigated. Therefore, current research on the personnel motivation system is designed to answer such questions[9, p. 71]:

- 1) Does internal and external motivation affect the performance of assigned tasks and the productivity of the staff as a whole?
- 2) Do internal and external reward systems within an organization affect task performance and overall employee productivity?

3) Does job satisfaction mediate the relationship between human needs, reward, motivation, and employee performance?

Work motivation begins with a general definition of the needs of each employee. A person's needs are what he lacks; interests are realized needs, sources of activity and the objective need to realize the satisfaction of one's own needs, while motives are intentional grounds, incentives for activity [20].

The main structure of the motive consists of four elements: own need; a good that can satisfy a need; labor actions necessary to obtain this good and the total "price" for labor actions (Fig. 1.1.1). Due to the interaction of all structural elements of the motive, a person achieves the set goal by performing this algorithm of actions [12, p.15].

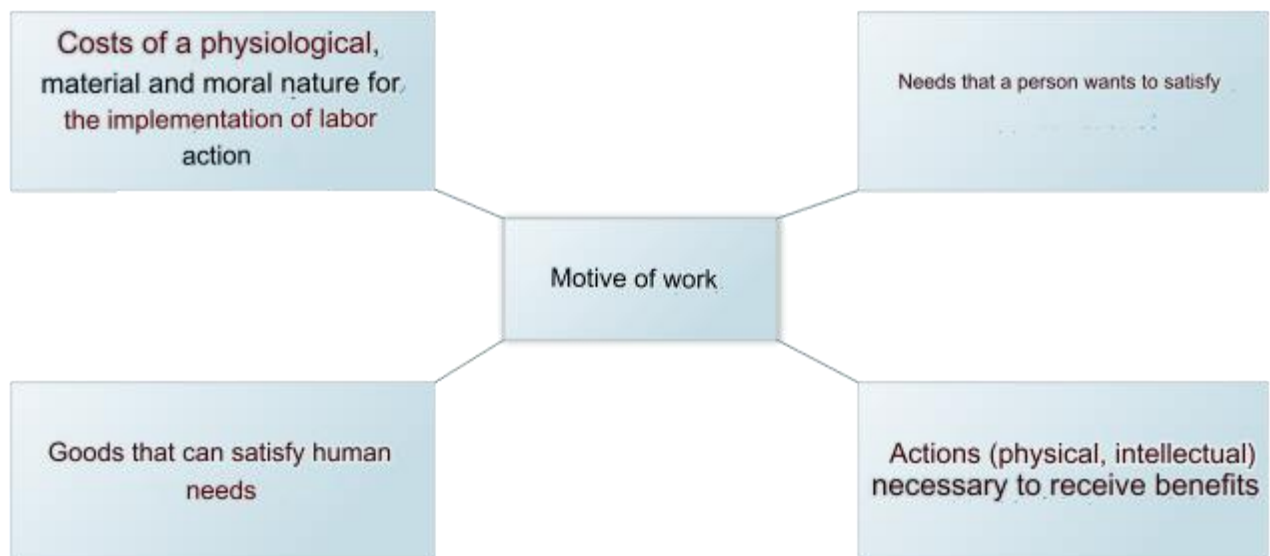


Fig. 1.1.1. The structure of a person's work motive

**Source:[8].*

The motive is an internally constructed call that prompts employees to satisfy their personal needs. It reflects how a person reacts to his own interests and needs to achieve the desired level of well-being, when it comes to quality of life, morality or material stability. Each individual has a unique motive, but external and internal factors can influence the formation of the motive, both directly and indirectly (Fig. 1.1.2) [10, 14].

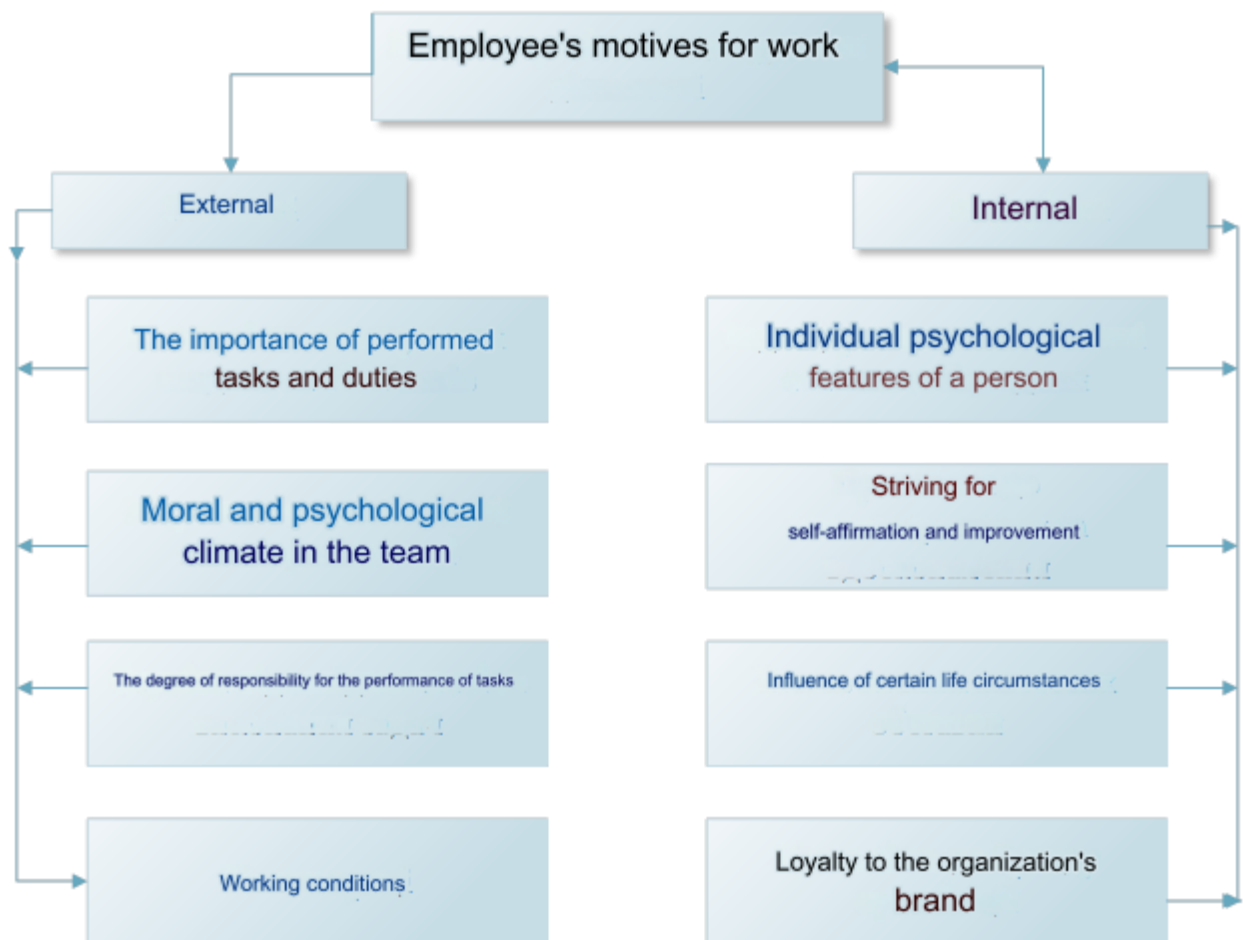


Fig. 1.1.2. Factors influencing the employee's motivation for work

**Source: developed by the author based on sources[12,19].*

Every organization has specific goals and objectives that need to be achieved. Goals are achieved through capital, raw materials, infrastructure, equipment, human resources, etc. For any enterprise, human capital and its effectiveness at the workplace are a priority in order to achieve the set goal and further successful operation of the organization [13].

Employee productivity refers to a certain pattern of behavior and results that can be observed and analyzed based on specific criteria developed by the company in accordance with its goals. Work productivity is also affected by the interpersonal relationships that people voluntarily establish to help each other accomplish tasks. Well-built interpersonal relations, motivation of employees and their competence increase the efficiency of the organization many times[4, p.135].

The employee's motivation is built around his needs, which become the *Source of his productivity. A need is a conscious desire that a person feels for

important aspects of his life, but which for some reason are unavailable. Effective management is impossible without a motivation system acting on maximum productivity. A key factor in successful work and the achievement of the company's strategic goals, as well as strengthening its position on the market, is the presence of employees who are satisfied with their work and have high labor productivity (Fig. 1.1.3) [31].



Fig. 1.1.3. Conceptual basis of the incentive system and the results of the work of personnel

**Source: developed by the author based on data from the source [25].*

The literature presents a lot of data on the relationship between employee motivation and productivity. Therefore, the motivation of employees is dominant in determining the success of any organization and ensures smooth operation, without any obstacles and at a high level.

It is important to distinguish between motives and incentives that can motivate an employee to selfless work. Despite the fact that such concepts may seem similar, they have significant differences.

Motivation defines an employee's internal drive to achieve goals and receive rewards, while incentives are factors that "push" to receive a reward. Incentives act as driving forces that can activate motivation[28, p.81].

The main difference between stimulation and motivation is that the former is a means of influence that can be used for motivation. The goal of motivating an employee is to perform his work duties as efficiently as possible in the long term. The process of motivating an employee involves a directed influence on his motives, needs, ambitions and goals. Therefore, stimulation depends on the interaction of the environment and the internal characteristics of the employee's personality.

The implementation of effective stimulation of the work of personnel is possible by creating certain conditions that contribute to changing the working environment so that the employee himself is interested and motivated to productive work. The needs of employees can be activated by various incentives, which, in general, can be divided into two categories: tangible and intangible. This division proves the presence of two components of stimulation, namely material and immaterial[36, p.211].

That is, incentives and motives are the main keys to motivation. A stimulus is understood as an external factor influencing the motivation of an employee to act. In contrast to the stimulus-stimulus, the motive is the main internal driving force of a person: desire, drive, orientation, internal attitudes, etc.

A schematic representation of the types of main elements of the system of incentives and personnel work is shown in fig. 1.1.4[12,32].

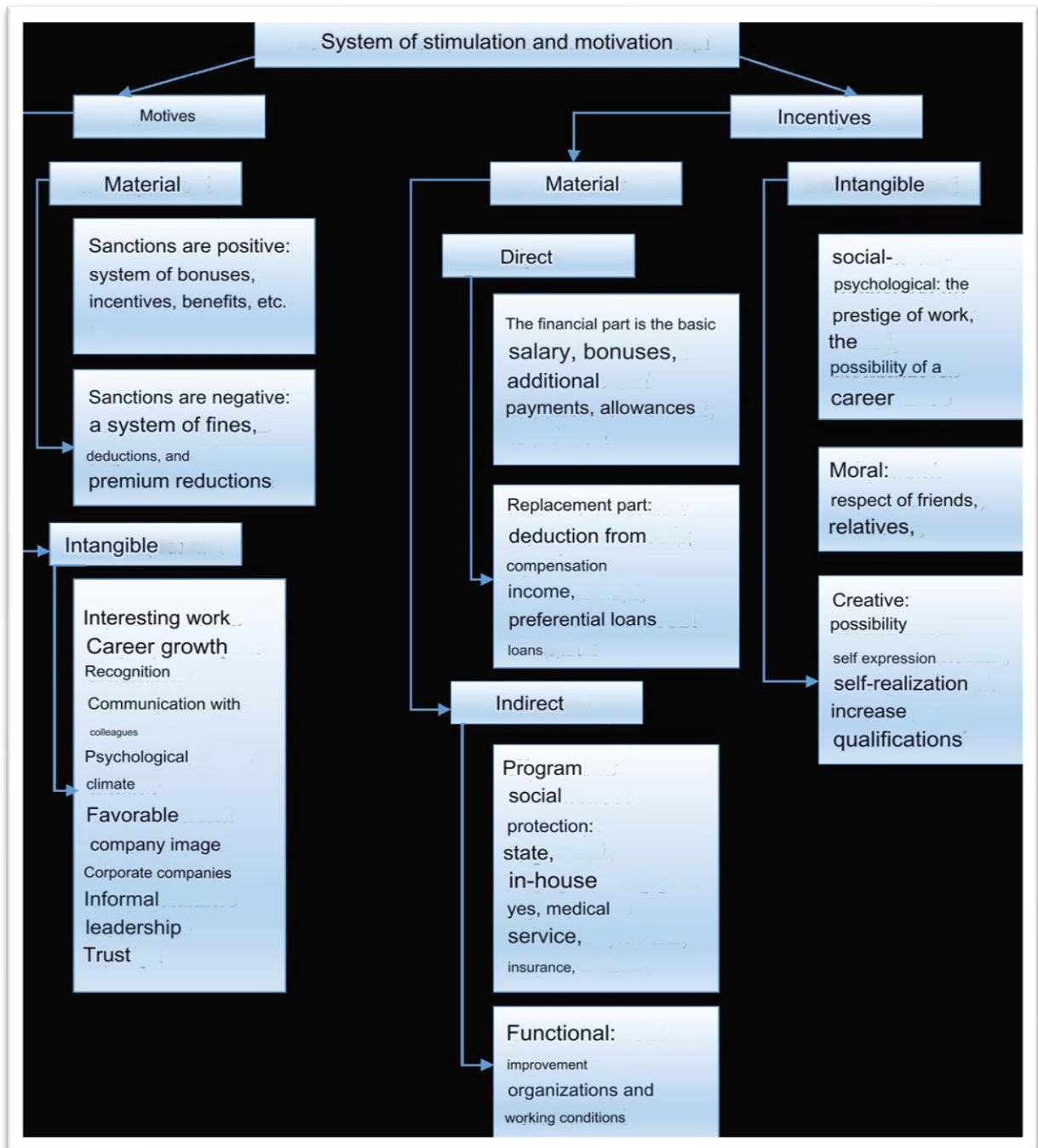


Fig. 1.1.4. Classification of elements of the system of stimulation and motivation of personnel work

**Source: developed by the author based on sources [17,26].*

The system of motivation and stimulation of employees is understood as a complex of elements that directly and indirectly affect labor productivity and ensure the achievement of organizational goals, taking into account the rational use of resources.

Stimulating the work of staff is a really complex process, since there are no universal recommendations for managers on how to ensure effective motivation of

employees. Every employee is unique, and therefore motivational strategies must be individually designed to meet the needs of each individual. The establishment of an incentive mechanism at the enterprise should take into account the motivation of employees, be flexible in relation to different categories of employees, provide a rational reward for work equivalent to the economic effect of the activity [39, p. 26].

Motivation can be considered as a key role for any leader (manager), as this function helps to influence personnel and their behavior in the organization. The main components of the motivation process are: objects (personnel) that motivate, subjects (enterprise), externalstimulating factors and a system of social influences.

The main tasks of stimulating and motivating employees at the enterprise are [42, 39]:

- improving the quality and productivity of work;
- attraction of highly qualified workers;
- reduction of staff turnover and stabilization of permanent staff;
- increasing staff interest in work;
- fostering the desire of employees to improve their qualifications;
- training of personnel in the psychological foundations of behavior in the organization;
- formation of a democratic approach to management in managers;
- increase in creativity among employees;
- improving the relationship between the team and the manager;
- increasing the company's profit;
- increasing competitiveness, etc.

The main functions of the motivation system as a function of management are shown in fig. 1.1.5 [15, 31].

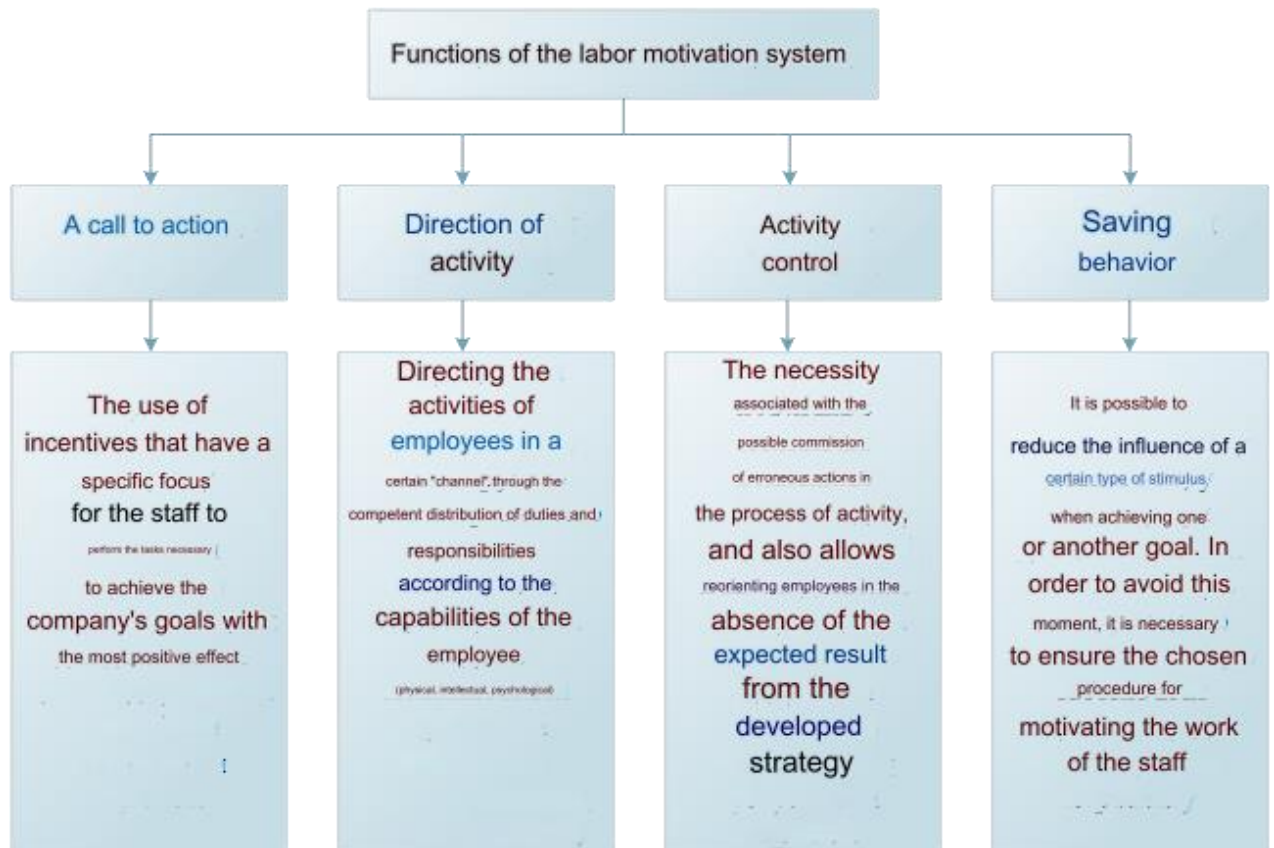


Fig. 1.1.5. The main functions of the employee motivation system

**Source: developed by the author based on sources [20,39].*

The key factors of staff motivation are[22, pp. 94-96]:

- direct motivation is material, moral and psychological offers (incentives) for employees, the main purpose of which is effective activity, accordingly, the main purpose of motivation in this context is the planned result of activity;
- indirect motivation - the main purpose of this type of motivation is to change the conditions and circumstances related to the labor process, with the aim of influencing the productivity of work both individually and collectively. As part of this type of motivation, the following types of stimulation are used: improvement of working conditions, delegation of authority, professional development, provision of opportunities for creative expression, etc.

The main approaches to creating a work motivation system in any organization are based on understanding its "nature" from different points of view [33, 38]:

1. The motivation system includes a certain set of measures that encourage the company's personnel to work effectively to achieve the company's goals.

2. Motivation is a set of measures aimed at meeting the needs of various employees, which are formed and influenced by internal and external factors.

3. This is a complete system, interconnected and interdependent, which is the source of the functioning of the collective and includes the coordination of interests of the company's staff and owners.

4. The system of work motivation includes all factors that encourage employees of the organization to further activities aimed at the result.

5. In a developed form of organization of labor motivation, a specific set of motivational components is organically combined and interacts with the material, moral, psychological and social needs of the team, functioning as a complete system.

The motivation policy of each individual organization is formed under the influence of such elements as [30]:

- goals and strategy of the company;
- corporate culture of the organization;
- available resources and budget;
- requirements and needs of employees;
- external environment and competition;
- experience of other organizations and identification of best practices;
- evaluation and feedback system.

The motivation policy should be flexible and subject to regular analysis and updating in order to meet the changing conditions and needs of the company and its employees. The main advantages of a well-constructed labor motivation system in the organization and its implementation are highlighted in the table. 1.1.2 [23, 37, 44].

Table 1.1.2

Advantages of implementing an effective motivation system in the organization

Advantage	Explanation
Increasing labor productivity	Various non-material incentives, such as the opportunity to advance up the career ladder, the opportunity to demonstrate leadership qualities, self-recognition, stimulate employees to work more productively. Hence, motivation in an organization promotes the productivity of employees who contribute more than unmotivated colleagues.
Improvement of organizational efficiency	Motivation also helps to change the corporate culture in a positive direction. Anticipating the possibility of receiving a higher reward, employees become more committed to work and motivated to achieve their own goals. This can improve overall company performance and relationships within the organization.
Increasing loyalty among employees	Motivating employees to do their best and being fairly rewarded for their efforts also helps develop a sense of commitment to the company. Well-motivated employees show loyalty, have higher morale, and, accordingly, are more committed to the company's strategic direction and goals. Staff incentives can also reduce employee turnover and, as a result, save company resources on finding and training new employees.
Simplification of strategic planning	The strategic direction of development is an important aspect of company management. This includes the creation and implementation of specific plans and strategies (both short-term and long-term) that contribute to the achievement of the main goals of the organization. Motivated employees are ready to actively contribute to the development and innovation of the company, and can provide valuable suggestions and strategies for future growth.
Ensuring an active workforce	For the successful functioning of a business, it is very important for employees to quickly adapt to a changing work environment with minimal losses (moral, psychological, material). Motivated employees are more inclined to support the organization and make necessary, albeit difficult, corporate decisions, which helps to successfully overcome resistance in the work environment.
High level of professionalism	Employees often feel more motivated at work when they have ample opportunities for growth and professional development. Providing employees with opportunities to constantly improve their professional skills, knowledge, and become more effective in their positions increases their sense of accomplishment and pride, which is a strong motivator for employees. In addition, giving employees the opportunity to "sharpen" their skills ultimately affects the overall success of the organization, its competitiveness, market leadership, and more.

**Source: compiled by the author based on sources[29,46, 44].*

So, staff motivation is a socio-psychological process that contributes to the effective work of employees. This is due to the presence of external factors of motivation (or incentives), which must be considered, first of all, as:

- material (monetary incentives: wages, allowances, bonuses, in some cases fines, as well as non-monetary incentives related to remuneration in non-monetary form - payment for employee services at the expense of the employer, including insurance, communication, housing, business trips , fitness, etc.);
- intangible (formed by management's attitude to employees, including the system of rewards and penalties, comfortable working conditions, involvement in the process of enterprise management, etc.) [27, p.134-137].

Implementation of these incentives is a process of employee motivation. In the complex, the process of applying incentives and the goals of their application make up the individual motivational policy of the enterprise, aimed at maximizing labor productivity and at the same time retaining the most valuable employees. Each organization builds a motivational policy in its own way, taking into account such factors as the composition of personnel by age, gender; region, average salary level in the market, mentality, etc.

The variety and wealth of factors that can motivate people depend on their needs, quality of life and degree of satisfaction. As each employee is unique, leaders and managers need to study their needs individually[13, 18]. Similarly, the use of incentives to improve work performance should also be determined taking into account the individual preferences of each person. After all, for some employees in the organization, the main motivator may be a high salary, while for other employees, decent working conditions, meaningful work, a sense of responsibility, career growth and professional development may be more important. Therefore, an organization that has the opportunity to provide intangible benefits in combination with a good base of material motivation is able to achieve great success and even become a market leader.

1.2. Modern theories and methods of personnel motivation

The goal of personnel motivation is to motivate each employee to higher quality, productive and creative work.

All existing theories and methods of personnel motivation are usually based on the results of psychological research and are aimed, first of all, at determining the list and structure of people's needs [28, p.211]. In this context, needs are considered as the conscious absence of something that prompts action, and can be divided into primary (innate) and secondary (which are formed in the process of gaining life experience). Almost all theories are based on the assumption that people have needs, and the satisfaction of these needs is necessary to achieve personal happiness. Every manager or leader should ask himself two key questions, the answers to which will help to choose the right strategy for motivating staff:

- what exactly are the needs that motivate this or that employee?
- how exactly do needs and the possibilities of their satisfaction affect the motivation to act?

In general, social, material and administrative motivation are distinguished, and all of them have their importance in practical application. In order to satisfy his personal goals, any employee, first of all, seeks to feel his significance and usefulness for the enterprise. Some people seek recognition from persons who are authoritative for them, others want to hear words of support - this is the basis of moral (social) motivation. For many, it is important to become a part of something bigger, and if work gives a sense of belonging to something significant, global, it makes a person's life full of meaning, satisfaction from its own importance. The employee's internal incentives and motivations affect his expectations regarding social benefits and the level of remuneration he expects from the employer for the performance of work[29, 27].

The characteristics of the types of staff motivation are shown in fig. 1.2.1 [20, 52].

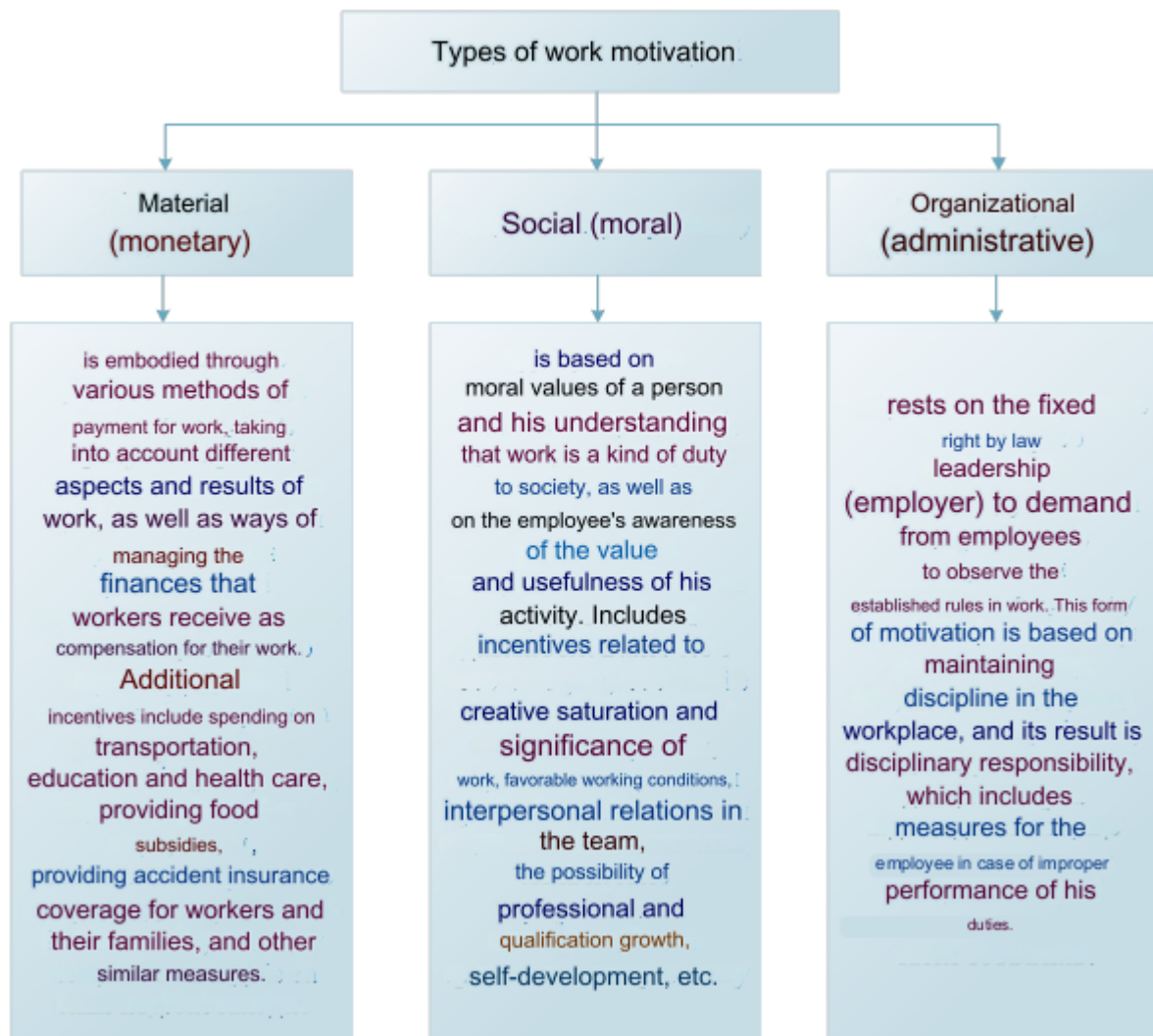


Fig. 1.2.1. Types of staff motivation

**Source: developed by the author based on sources [26,62].*

In the field of organizational management, there are many theories of motivation, but, in most cases, they are only variations or modifications of the classical, most common theories of motivation from the point of view of content and process.

In general, theories of motivation can be divided into two categories: those related to the content of motivation (substantive theories), and those that analyze the process of motivation (procedural theories). Scientists working with substantive theories investigate the internal needs of a person, which determine the motivation for certain actions, their direction, and support. Process theories, on the other hand, concentrate on the description and analysis of the process that provides the impetus, direction, support and completion of certain behavior[27].

We will conduct a brief theoretical description of existing substantive theories of personnel motivation (Fig. 1.2.2)[25, 39].

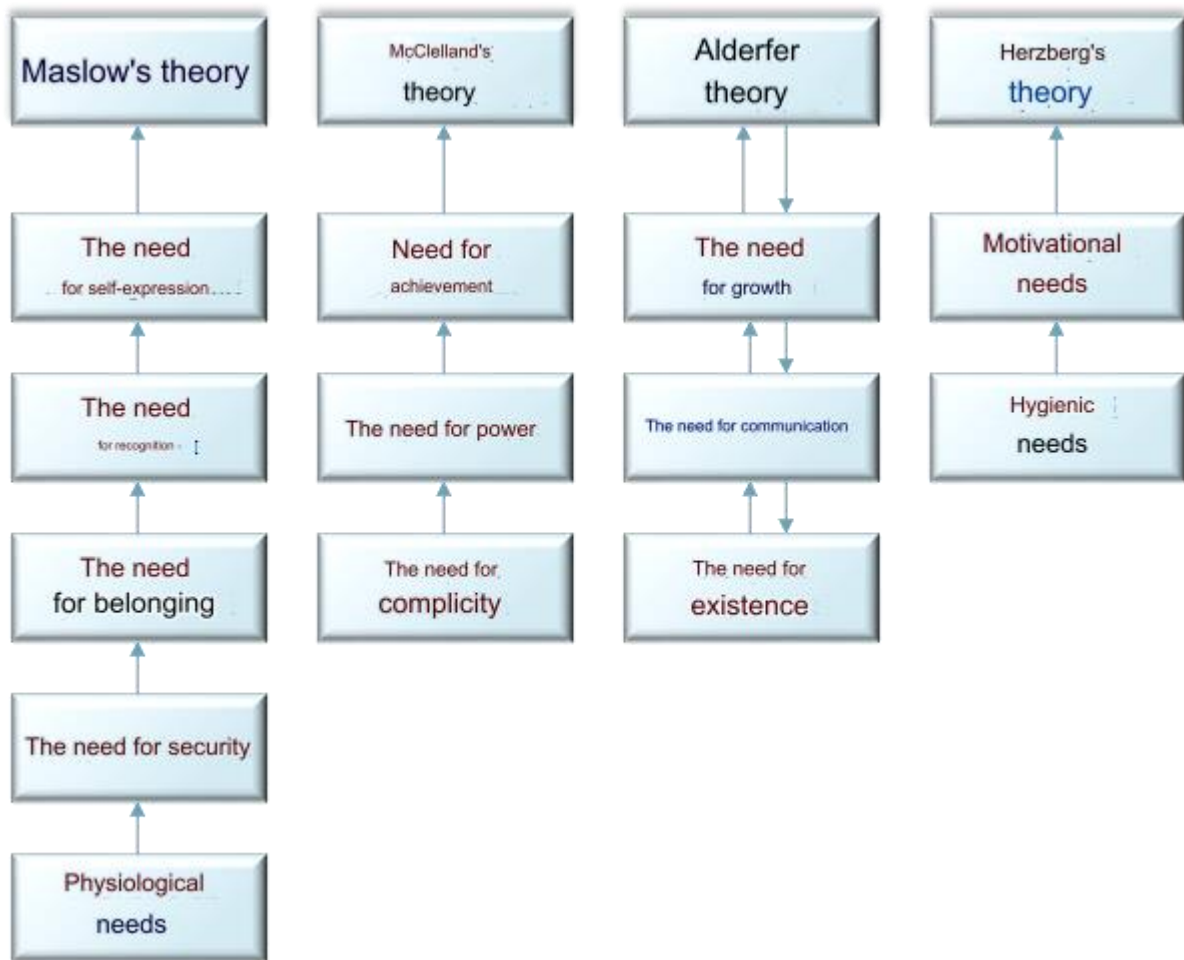


Fig. 1.2.2. Meaningful theories of personnel motivation

**Source: developed by the author based on sources [31,49].*

Abraham Maslow's Hierarchy of Needs Theory is a psychological theory that examines the individual needs and motivations of people. This theory, first published by Maslow in 1943 and later developed in 1954, views needs as a hierarchical structure where certain needs have higher priority than others and are satisfied in sequence[34].

The main component theories of Maslow's hierarchy of needs include the following:

1. Physiological needs are the basic human needs, which include food, water, sleep and other biological needs. They have the highest priority and must be satisfied first.

2. Security needs - after satisfying physiological needs, a person strives for security and stability. This includes physical safety, social stability, employment and access to medical care.

3. Social needs - after safety and physiological needs, a person feels the need for social interaction, belonging to a group and interaction with others. This category includes the need for friendship, love, family harmony and social relations.

4. Recognition needs – if social needs are satisfied, a person strives to achieve recognition, respect and self-expression. This includes the need for self-esteem, status, success and other aspects of personal dignity.

5. Self-expression needs – the highest level of the hierarchy of needs includes the need for self-realization and personal development. A person who has reached this level works on the development of his own potential, expresses creativity, develops talents and strives for self-actualization.

This theory emphasizes that the needs at the lower level have a higher priority, and a person moves up the hierarchy only after satisfying the needs at the previous level. Also, this theory indicates that the satisfaction of higher needs can be a source of motivation for the employee and promote development[27, pp. 88-92].

David McClelland's theory of acquired needs motivation studies the basic needs that motivate a person and their influence on his behavior in an organizational context. McClelland identified three main types of needs: the need for achievement, the need for affiliation, and the need for power.

McClelland also points to possible connections to cross-border needs. For example, a person can have a combination of different levels of these needs, and this affects his motivation and behavior. McClelland's theory provides an opportunity to understand what needs motivate employees and how this affects their work. It is used in the field of personnel management, career development and creation of motivational programs for employees.

The main features and characteristics of McClelland's acquired needs theory of motivation are given in the table. 1.2.1:

Characteristics of the theory of acquired needs by D. McClelland

Need	Characteristic	Level of motivation	Behavior
Achievement	It refers to the desire to achieve one's own goals, to set challenges and to derive internal satisfaction from successful achievements.	People with a high need for achievement are interested in tasks that require effort and skill. They look for situations where they can achieve success and find new challenges.	These people usually become entrepreneurs, leaders, and creative workers, and they look for challenges that require solutions.
Affiliations	It refers to the desire to create and maintain social connections, to be accepted and recognized in the group.	People with a high level of need for affiliation prefer teamwork, cooperation and interaction with others. They are looking for opportunities to maintain harmonious relationships.	Such individuals often work in team structures and resolve conflicts by overcoming the negative side of the relationship.
Authorities	It refers to the desire to influence others, control situations and be the head of the team.	People with a high level of need for power are interested in situations where they can influence others and manage circumstances.	Such individuals may be motivated to lead organizations or groups, strive for leadership and influence decisions.

**Source: compiled by the author based on sources[29,43].*

Clayton Alderfer's theory of needs, known as the ERG theory (Existence, Relatedness, Growth), is one of the alternative theories of motivation that expands and modifies Abraham Maslow's theory of the hierarchy of needs. The ERG theory identifies three main groups of needs that affect human motivation in the organizational context - the need for existence, communication and development[60].

The key idea of the ERG theory is the possibility of one level of needs immediately changing to another if one group of needs remains unsatisfied. According to Maslow, a person remains at a certain level of need until this need is satisfied. This distinguishes the ERG theory from Maslow's hierarchical theory, where needs are satisfied sequentially. The main features and characteristics of Clayton Alderfer's needs motivation theory are listed in the table. 1.2.2:

Characteristics of Clayton Alderfer's ERG theory

Need	Characteristic	Level of motivation	Behavior
Existence	Includes physiological and safety needs, similar to the lower levels of Maslow's hierarchy.	A person is motivated to satisfy basic needs for food, water, life safety and material comfort.	This level requires the provision of necessary conditions, such as payment, working conditions and insurance.
Communion	Contains the needs for social relations, belonging to a group and social acceptance.	A person is motivated to be part of a team, establish relationships with colleagues and management, and receive support and recognition from others.	Team relationships, communication and joint teamwork are equally important here.
Development	Includes the needs for self-development, self-expression, achieving goals and developing one's own potential.	A person is motivated to achieve his own horizontal and vertical mobility, develop his own skills, open up new opportunities and develop his potential.	This is an equally important opportunity for self-improvement, learning and creativity.

**Source: compiled by the author based on sources[8,29].*

Also interesting to consider is the theory of F. Herzberg, developed in the middle of the 20th century, which examines what exactly stimulates and satisfies employees in the workplace and how it affects their productivity and satisfaction. According to this theory, there are two groups of factors that affect employee motivation. Hygienic factors (working conditions, salary level, nature of control, relationships in the work team, etc.) correspond to the stability of work performance, which, in their absence, negatively affect the degree of job satisfaction. The presence of hygienic factors is not a sufficient condition for motivation[42, p. 77].

The second category includes internal motivating factors - motivators (possibility of creative growth and initiative, exciting nature of tasks). They consist in the fact that a person works productively when he sees real possibilities of achieving his goals [31]. This concept explains why just a high salary is not always enough for motivation. Sometimes a person no longer needs additional money

(hygienic factor) and values recognition and the opportunity to advance in work more (Fig. 1.2.3).

	Many hygienic factors	There are few hygienic factors
Many motivators	Employees are motivated and satisfied. Perfect condition	Employees are motivated but dissatisfied
Few motivators	Employees are satisfied, but not motivated	Employees are not motivated and dissatisfied

Fig. 1.2.3. Influence of hygienic and motivating factors according to the theory of F. Herzberg

**Source: developed by the author based on source data [42].*

It is necessary to single out F. Taylor's theory of motivation, which was developed at the beginning of the 20th century and is based on a scientific approach to the management and motivation of employees. The theory emphasizes the monetary incentive and optimization of work processes to achieve high productivity. It directly contradicts Herzberg's model, according to which people are motivated by only one incentive: money. More money means more productivity and motivation.

However, this theory has its limitations in the form of ignoring the social and psychological aspects of employee motivation. Today, this model is subject to sharp criticism, because it considers people only as "machines", and monotonous work gradually demoralizes people. The only benefit that comes from working is making money. Other psychological and physiological needs are also taken into account in other models [29].

In the process of the development of work organization, theories of employee motivation underwent certain transformations - they were improved through trial and error, observations of the psychological state of employees, the level of satisfaction, etc. were taken into account.

There are four modern procedural theories of motivation that give a practical idea of improving the productivity of personnel (Fig. 1.2.4):

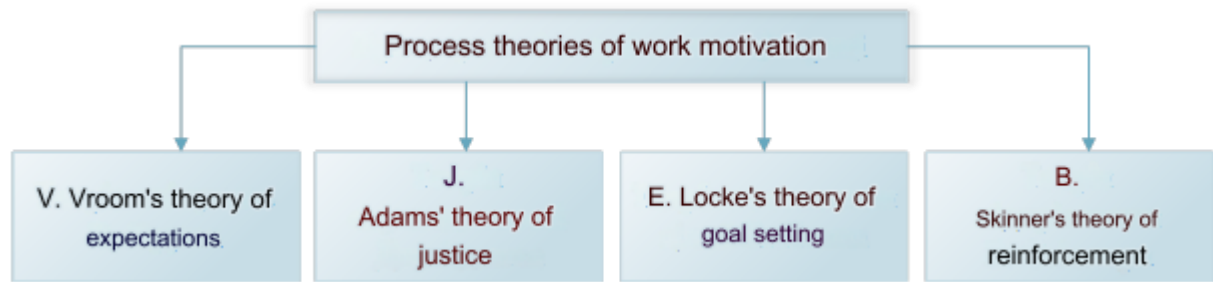


Fig. 1.2.4. Procedural theories of personnel motivation

*Source: developed by the author according to the source [36]

Process theories of motivation focus on how the motivation process itself affects people and their behavior. They consider how people choose goals, set priorities, plan actions and regulate their behavior to achieve these goals [36].

The theory of expectations V. Vroom is an important approach in the field of motivation and management, which claims that people make decisions about their behavior based on expected results. This theory is based on the assumption that the source of employee motivation is not necessarily his needs. The motivational process is based on the fact that if the employee continues a certain chosen pattern of behavior, he should not doubt the achievement of the expected results.

V. Vroom identified two main relationships that are important in the analysis of work motivation: "effort - result" and "result - reward". The first helps to answer the employee's question: "How can my efforts lead to the achievement of high results?" In order for the expectations to be reasonable, employees must have the necessary knowledge, skills and access to the appropriate equipment. The second connection answers the question: "Will my efforts be rewarded?". A negative answer to this question can cause a rapid decrease in employee motivation, and vice versa. It is also important to consider the valence of the reward. Rewards should be given for efforts that are really valuable and important for the employee, so that the achievement of the set goal does not go unnoticed [37, 41].

The manager must understand what needs are important and meaningful for his employee, to take this into account when determining the nature of incentives for effective motivation.

John Adams' theory of justice in the field of motivation considers how the perception of justice affects the motivation and satisfaction of employees. This

theory assumes that employees value the fairness of the rewards and recognition they receive in exchange for their efforts. This includes not only the financial aspect, but also recognition, the possibility of self-development, participation in decision-making, etc.

Adams' theory defines several principles of justice that affect employee motivation[55, p. 131-134]:

- fairness of remuneration – the principle is recognized as fair when the employee believes that his remuneration corresponds to his contribution in comparison with other employees;
- equality – principles of equality provide for equal remuneration for all employees, regardless of their performance or effort;
- needs - fairness can be based on the fact that the employee has what he or she needs, regardless of other factors.

The principles of fairness can also take into account the relationship between the reward and the employee's contribution compared to others. Related employees can compare their conditions and remuneration to assess fairness.

J. Adams' theory of justice indicates the importance of creating a fair system of rewards and recognition in the organization to increase motivation and employee satisfaction. It takes into account employees' perception of fairness and emphasizes that this can affect their productivity and commitment to work[49, 41].

The theory of goal setting, developed by Edwin Locke, is an important approach in the field of motivation, which emphasizes the importance of clearly defined goals for achieving high productivity and employee motivation. The main characteristics of this theory are given in table. 1.2.3.

The essence of E. Locke's goal-setting theory

Characteristic	Description
Clear goal setting	Clearly formulated and specific goals stimulate employees to achieve the desired results. This is important because defined goals give the employee a clear idea of what he should do.
Difficulty of goals	The theory also points to the importance of setting ambitious, but achievable goals. This helps increase motivation, as employees feel challenged and want to achieve something significant.
Specificity of goals	Reflects the quantitative clarity of the goal, its determination and accuracy. From a scientific point of view, the indicator of labor intensity increases due to the specificity of the goal.
Feedback	Feedback and evaluation of achievements play an important role in the theory of goal setting. The evaluation process answers the question of whether the set goals have been achieved and provides an opportunity to make adjustments in actions to achieve the desired results.

**Source: compiled by the author based on sources [17,29].*

In general, Edwin Locke's goal-setting theory emphasizes the importance of well-defined, specific, and ambitious goals to increase employee motivation and productivity. It helps to create a system of motivation that contributes to achieving success and completing tasks.

The theory of reinforcement was developed by the Harvard psychologist B. Skinner and is one of the fundamental theories of motivation in psychology, as it greatly influenced the modern understanding of motivation and learning [64].

This approach is based on the idea that employees can be motivated through the creation of a favorable work environment and rewards for the results achieved, and thus avoid the negative consequences associated with the application of punishment.

The essence of Skinner's theory is that it meets the requirements of proper management, including careful planning and organization, control using feedback and constant communication. This theory emphasizes the elimination of obstacles on the way to achieving goals.

This motivation, although simple, is effective because the results are determined by functionality, not structure, which means that they can affect different people differently. A punishment for some can be a reward for others.

Thus, managers use this theory in practice to stimulate and direct employees to the desired behavior and use rewards to achieve the desired results [29].

The modern scientific approach to management includes various theories of personnel motivation, which are successfully applied in practice. Classical and modern theories of motivation do not contradict each other, but, on the contrary, complement each other, revealing the versatility and creativity of the motivational process, which encourages employees to actively participate. Modern approaches emphasize internal motivation, the joy that people get from completing tasks, in finding new challenges, expanding and using their abilities, as well as in constant research and education.

The most famous modern theories of motivation are the theories of foreign scientists J. Atkinson, R. Prestas, T. Stewart, B. Tracey, F. Heider, W. Glaser, W. Arnold, W. Siegert, L. Lang, J. Heckman, and G. Oldham [42, 41, 54].

The characteristics of the main modern theories of personnel motivation, which are of practical importance for the motivation of employees, are presented in table 1.2.4.

Table 1.2.4

Modern theories of personnel motivation

The author of the theory, name	The content of the theory	The possibility of practical application for intangible motivation
Theory V. Arnold	The effectiveness of motivation is determined by the direction and quality of efforts to achieve results, and not by their general summation.	It is necessary to develop a high-quality motivation program for each employee. The productivity of motivation is enhanced by the energy of purposeful behavior, which encourages employees to implement effective processes.
Theory of achievement motivation J. Atkinson	According to this theory, the actions of employees are formed on the basis of the personal characteristics of each person, his tendencies to success and aspirations, as well as against the background of the objectivity of their perception of the surrounding world and the real situation.	For employees who have a desire for success and want to achieve specific results, it is important to create conditions for creativity and innovative thinking, to promote the generation of innovations. However, when it comes to employees who do not always show initiative and avoid risk, it is important to give them clear instructions and follow the instructions.

<p>Theory of motivation R. Prestas</p>	<p>The author defines 3 models of organizational functioning of employees:</p> <ol style="list-style-type: none"> 1. Those who move up (employees understand and accept all the values of the organization); 2. "Indifferent" - those who do not accept the values of the organization and find satisfaction outside of work; 3. "Ambivalent" - those who want to enjoy the benefits of the organization, but do not meet its requirements. 	<p>The head or manager of the organization must assign his employees to one of the proposed models, understand their value for himself and understand according to what principle this or that employee can be stimulated.</p>
<p>Theory T. Stewart</p>	<p>If an employee possesses the four symbols of liberation: knowledge, power, information, and reward, he will be motivated to work.</p>	<p>It is important to comprehensively motivate employees through performance-based compensation, profit sharing, one-time bonuses, flexible work schedules, and expanding their opportunities and importance through delegating responsibilities.</p>
<p>Attribution theory F. Haider</p>	<p>According to the theory, internal power (personal qualities, abilities, efforts) and external power (properties of the external environment) complement each other and determine the behavior of employees in the organization.</p>	<p>This theory explains how people determine the reasons for their behavior, considering the factors that internally or externally affect them. It is important to correctly identify these internal and external factors that affect employee motivation, and consciously manage them.</p>
<p>Theory of control J. Rotter</p>	<p>The essence of the theory is determined in the consciousness of control over employees, which affects job satisfaction and absenteeism.</p>	<p>Managers need to monitor the achievements and failures of each employee for timely encouragement or punishment, correction of the employee's actions, etc.</p>
<p>Theory B. Tracy</p>	<p>The author identifies 4 motivational factors that determine motivation both positively and negatively: leadership style, work structure, psychological atmosphere in the team, incentive system.</p>	<p>The practical significance of the theory is that by using an acceptable leadership style, a fair and objective incentive system, a favorable psychological atmosphere, as well as a well-thought-out work structure in the organization, it is possible to significantly increase the motivation of employees</p>
<p>Theory V. Siegert and L. Langa</p>	<p>The best motivational criterion for employees is the achievement of mutual satisfaction of the organization (its management) and employees.</p>	<p>An indicator of the success of employee motivation in the organization should be mutual satisfaction both on the part of the management and on the part of the employees.</p>

Theory J. Hekmenat G. Oldham	According to the theory, reorganization of employees' workplaces for more efficient work can be organized as a motivational measure.	By creating favorable working conditions for employees of the organization, it is possible to improve their work and increase labor productivity.
------------------------------------	--	---

**Source: developed by the author based on sources [29,62,64, 61, 68].*

Therefore, considering modern theories of personnel motivation, it is possible to highlight the main principles of stimulating labor activity in our time [60]:

1. Personal approaches to employee motivation, taking into account their individual characteristics.
2. Creation of comfortable working conditions for employees.
3. Integration of motivation in all functions of personnel management, including selection, training and the possibility of career growth.
4. Taking into account the current needs of managers when applying the reward system.
5. Use of various methods and tools of personnel motivation.
6. Ensuring fair distribution of incentives and rewards.
7. Creating opportunities for gathering ideas, finding creative and innovative solutions among employees.
8. Informing the entire team of the organization about the implemented work motivation system.
9. Stimulating the development of not only professional, but also personal growth of employees.

1.3. Determination of changes in the labor motivation system of the personnel of construction enterprises

The last five years have caused significant changes in the system of personnel motivation due to general global force majeure circumstances. In particular, the reassessment of the labor motivation system of personnel of any industry occurred after the coronavirus pandemic in March 2020. Modern organizations recognize that motivated employees play a key role in the success and overall competitiveness of the enterprise. These changes reflect an evolution in the understanding of motivation, as well as a response to certain force majeure circumstances, new

challenges such as changes in the technological environment, workforce diversity, etc.

Organizational change, on which the development of every organization is based, depends on many factors and assumptions, but among the most important is the motivation of employees. In this context, employee motivation is one of the most important stages of the organizational change management process. Without successful motivation, all measures of this process lose their meaning and cannot be successfully implemented. Today, in accordance with the turbulent environment, a continuous transformation of the company is necessary, which involves the direction of the organization towards high growth, large and significant changes [63, p.88].

Employee motivation and effective communication are closely related to the effective implementation of organizational change. Factors of individual motivation include job satisfaction, climate of justice, and organizational commitment. These factors are primarily realized through the work environment, which is strongly influenced by the leaders of the organization. Leadership is directly related to a person's internal motivation system. Thus, the leader's ability to create a working environment that increases the motivation of employees is the most important condition for the successful implementation of organizational changes. The effectiveness of the motivation system at the enterprise depends on the types of incentives used.

The degree of influence of these forms of encouragement can vary depending on many factors, among which it is necessary to pay attention to the degree of economic development of the country, accepted traditions, as well as the characteristics of a specific individual: age, gender, values, social status, level of material security [44, 62] .

The employee motivation system of a construction company plays an important role in attracting, retaining and maximally mobilizing personnel to achieve strategic business goals. Taking into account the dynamism of the industry, the emergence of new technologies, changes in the motivation system are sometimes necessary in order for it to remain relevant and effective (Fig. 1.3.1).

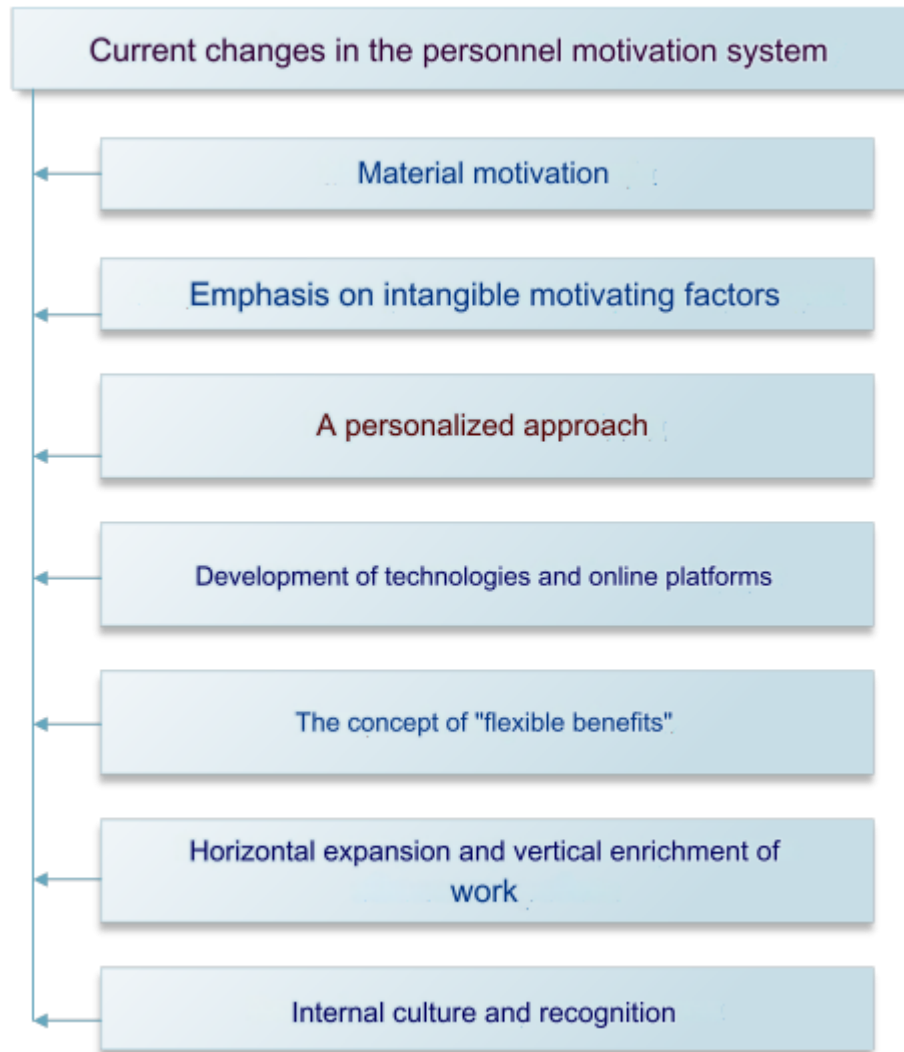


Fig. 1.3.1. Changes in the motivation system of employees of construction enterprises

**Source: developed by the author based on sources [65, 64].*

Below we will consider in more detail what changes are taking place in the system of motivation of employees of construction enterprises in accordance with modern conditions in the country.

1. Material motivation.

Each comprehensive approach to employee motivation should include a component of financial incentives to increase productivity. Despite the existence of various alternative methods of motivation, money always plays a key role among them. Money is an effective incentive tool, especially when the results of the employee are taken into account. However, if they are not combined with other, non-financial incentives, then their motivational influence may be temporary.

Modern organizations use a number of monetary methods to motivate employees to work and improve productivity: deductions from profits, extra payments, allowances, bonuses, bonuses, etc. A bonus is the most popular form of incentive, it is a one-time cash bonus that employees receive for achieving a certain level of productivity. An organization's bonus-bonus system rewards employees for good work while motivating and encouraging such behavior in the future. This is due to the fact that bonuses may change depending on the employee's performance [52, p. 77-78].

2. Emphasis on intangible motivating factors.

One of the most noticeable changes is the shift from a focus on financial motivation to intangible incentives. Employees no longer see salary alone as the main internal driver. Organizations have realized that a person's own recognition, skill development, work-life balance, the opportunity to work on interesting projects and influence over decision-making are also important. This has led to increased intangible benefits such as flexible schedules, learning and development opportunities, and opportunities for volunteering and social contribution[49].

3. Personalized approaches.

In recent years, organizations have increasingly followed personalized approaches to staff motivation. This means that there is no universal motivation system that would suit absolutely all employees. Instead, organizations try to understand the individual needs and preferences of employees in order to provide them with the most appropriate incentives. For example, some employees may find it important to be able to work from home (if the specifics of the job allow it), while others prefer additional vacation days[48, pp. 111-114].

4. Development of technologies and online platforms.

Technological innovations have played a significant role in changing the system of personnel motivation. Many companies have already implemented online platforms and programs to manage incentives. This allows employees to more easily choose and customize their incentives, and receive information about available incentives. There are many software solutions that provide online platforms for incentive management, such as Gusto, BambooHR, Zenefits, Paycor, etc.

Such platforms allow you to automate the calculation and payment of wages and bonuses taking into account various factors, provide the opportunity to create and manage motivational programs, including incentive and bonus systems, employees can track their progress and receive rewards for achieving goals. Electronic systems also provide tools for analyzing data and creating reports on incentives and benefits, which allows you to evaluate the effectiveness of the motivation system and make timely adjustments. The choice of a specific platform depends on the needs and budget of the organization[22].

5. "Flexible benefits"

The concept of "flexible benefits" is an approach to managing and providing additional benefits to employees in an organization that allows them to choose and customize benefits and compensation according to their individual needs and preferences. This approach differs from traditional benefit systems in which employees typically receive a fixed set of benefits.

This concept has become more and more common in the personnel motivation system. Organizations provide a wide range of perks and benefits to choose from, such as health insurance, long-term and short-term severance, retirement plans, flexible working hours, additional vacations, training and development, bonuses, and more. For example, an employee can choose health insurance with different plans and levels of coverage, paid vacation or additional bonuses. This approach contributes to increasing the level of employee satisfaction and their loyalty to the organization[22, 21].

Employees can partially fund selected benefits from their wages, allowing them to manage their costs and value the benefits that really matter to them. Because situations and needs can change over time, employees can review and change their benefit choices to suit new circumstances. Overall, "flexible benefits" contribute to employee satisfaction by helping organizations attract and retain talented employees and support their well-being inside and outside the work environment.[24]

6. Performance evaluation.

The performance rating has also undergone changes. Instead of focusing only on the result, modern motivation systems emphasize the development and growth of

employees. Regular feedback and employee goal setting have become more continuous and dynamic processes. Organizations also provide more opportunities for learning and development so that employees can improve their skills and career prospects[30, 26].

7. Horizontal expansion and vertical enrichment of work.

Among the modern intangible methods of motivation, it is important to note the expansion and diversity of the employee's duties (horizontal expansion) and the deepening of his work functions and responsibilities (vertical enrichment). By expanding and diversifying tasks, employees can be expected to be more satisfied with their work, especially in conditions where tasks are monotonous and repetitive. While vertical job enrichment involves giving employees more autonomy, responsibility, and decision-making authority, allowing them to develop their talents and use their skills. However, it is important to consider that these methods can make employees feel extra burdened without changing the the amount of remuneration, which can cause dissatisfaction and reduce motivation to work. Therefore, it is recommended that managers use these methods in combination with financial incentives, and take into account the capabilities and wishes of each individual employee[31].

8. Changes in the work schedule.

Alternatives to traditional work schedules, such as flexible work schedules, compressed or four-day work weeks, and remote work are becoming increasingly popular as a way for employees to focus on the work they need to do without compromising the quality of their personal lives, which certainly leads to greater motivation to work [31].

Flexible working hours allow employees to decide for themselves when to work as efficiently as possible for the benefit of the organization.

A compressed work week is a concept in which employees work 40 working hours, but distribute them in such a way that they have a shorter work week. Organizations that use this type of personnel work recognize the advantage of this mode in the form of a significant increase in motivation, labor productivity, and also a decrease in absenteeism [48].

Telecommuting is a work scheduling option that allows employees to work from home via a computer connected to their office, headquarters, or colleagues. This method of work has become especially popular since 2020 during the COVID-19 pandemic and has proven to be quite effective in terms of labor productivity and production savings (savings on renting office space, utilities, consumables).

9. Attention to the psychological climate in the organization.

Attention to the psychological climate in the organization is key to increasing staff motivation. Psychological climate describes the atmosphere and interaction in the team and the impact on the emotional and moral state of employees. The main advantages of using psychological methods of staff motivation are listed in the table.

1.3.1.

Table 1.3.1

Basic aspects of psychological methods of work motivation

Advantage	Description
Creating a sense of trust and security	To increase staff motivation, it is important for employees to feel trust and security in the organization. This means that they should not be afraid to express their opinions, bring up problems for discussion or ask questions of management. A favorable psychological climate creates such conditions where employees feel important and supported, which contributes to their motivation to work.
Interaction and communication	If there is open and effective communication between employees and management at the enterprise, this contributes to psychological comfort and mutual understanding. Employees should be able to discuss their ideas, questions, and receive feedback on their work and achievements.
Personal development support	Organizations that support the personal development of their employees contribute to psychological comfort and increased motivation. Providing opportunities for learning and development, including training, seminars and career development, makes employees more satisfied with their work.
Understanding and supporting diversity	Promoting psychological well-being in an organization includes understanding and supporting diversity among employees. This means equal opportunities and respect for different cultures, views, religious beliefs and other aspects of identity.
Facilitating cooperation and interaction	A psychological climate that supports cooperation and interaction can increase staff motivation. Encouraging teamwork, sharing ideas and helping each other creates a positive and productive work environment.
Individual approach	Understanding and taking into account the individual needs and wishes of employees contributes to psychological comfort. An individual approach to motivation, career planning and support helps every employee to feel valuable and interesting for the organization.

**Source: compiled by the author based on sources[29,74].*

In general, the psychological climate in the organization determines how satisfied and motivated employees feel to perform their duties. Attention to psychological climate can significantly improve staff morale and productivity, contributing to the achievement of organizational goals[74, pp. 45-47].

10. Internal culture and recognition.

Businesses increasingly value internal culture and recognition. Motivation is not limited to financial incentives; employees want to feel valued and engaged. Support of internal culture, recognition of achievements and support of diversity have become important components of the motivation system. Organizations conduct activities and programs aimed at supporting this culture[67, p.97].

Therefore, recent changes in the personnel motivation system reflect the changing needs and expectations of modern workers. With a focus on intangible incentives, personalized approaches, technological innovation and flexible benefits, organizations strive to create a more satisfying and productive work environment. Changes in the employee motivation system of a construction company may be necessary in order for it to remain relevant and effective in an ever-changing industry. Understanding the current situation, feedback from employees, accounting for new requirements and methods of motivation, as well as evaluating the results of changes are important steps in the process of improving the motivation system. Employee motivation systems will continue to evolve in the coming years as organizations adapt to the changing demands and expectations of their employees.

РОЗДІЛ 2. ANALYSIS OF SOCIO-ECONOMIC BACKGROUND OF MOTIVATION PROCESSES IN A CONSTRUCTION COMPANY (ON THE EXAMPLE OF MISKZHYTLOBUD LLC)

2.1. General characteristics of the construction company "Miskzhitlobud" LLC

The construction company "Miskzhitlobud" was established on September 22, 1998, but its roots belong to the "Kyivmiskbud-5" trust, founded in 1943 with the aim of rebuilding the city of Kyiv after the war. More than 50 years of experience and professional competence were acquired during the reconstruction of the capital, which the "Miskzhitlobud" company successfully combined with modern construction technologies and effective methods of modern management.

Over the years of its history, the company has successfully built approximately 2 million m² of real estate.

Basic legal information about the business entity is presented in the table. 2.1.1.

Table 2.1.1

Legal information of "Miskzhitlobud" LLC

Characteristic	Indicator
Full name of the legal entity (as of October 10, 2023)	MISSKZHYTLOBUD CONSTRUCTION COMPANY LIMITED LIABILITY COMPANY
Abbreviated name	TOV "MISKZHITLOBUD"
Organizational and legal form	Limited liability company
Legal entity status (as of October 10, 2023)	Not in the process of termination
EDRPOU code	30153713
Form of ownership	Non-state property
Information about the management bodies of the legal entity	The highest body is the general assembly; The executive body is the General Director; the other is the Supervisory Board
Authorized persons	Lykhvar Yuriy Volodymyrovych - manager
The size of the authorized capital	UAH 30,200,000.00

Types of activities	Main: 41.20 Construction of residential and non-residential buildings Others: 85.10 Preschool education 85.31 General secondary education 46.73 Wholesale trade of wood, building materials and sanitary-technical equipment 68.10 Purchase and sale of own real estate 41.10 Organization of building construction
Contact information	Ukraine, 04073, Kyiv city, Sklyarenko street, building 5 Phone: 4993888 Fax: 4993888

**Source: compiled by the author based on source data [45].*

The company implements a full range of construction projects: residential complexes with developed infrastructure, office and shopping and entertainment centers, social facilities, educational institutions, parking lots, swimming pools. On September 11, 2003, the first construction license issued by the Ministry of Construction and Construction of Ukraine was received. On May 31, 2018, a new license was issued by the State Architectural and Building Inspection of Ukraine.

The purpose of the activity of "Miskzhitlobud" LLC is the inter-branch implementation of industrial and economic and other activities aimed at obtaining profit and satisfying socio-economic interests on this basis. The enterprise carries out economic activity in the field of construction and mainly provides services in the following areas[45]:

- performance of construction and assembly works for real estate objects;
- execution of construction and assembly works for the reconstruction of real estate;
- performance of construction and installation works, including dismantling of fixed assets.

The direction of the company's activity is characterized by the provision of a wide range of services (from preparation and zero cycle to commissioning of residential and non-residential buildings, complexes, etc.).

"Miskzhitlobud" LLC is a multi-disciplinary contractor in the field of design and construction, which has a license to provide a full range of construction services. The company has its own production, available construction equipment and qualified personnel to implement projects with minimal costs. This makes it

possible to achieve great results in the construction of objects of any complexity at optimal costs. Today, the company is mainly engaged in the construction of housing, including the construction of commercial, industrial and public facilities. In the long term, the company plans the direction of strategic management in the direction of expanding the search for European companies to expand investment activities and establish partnership relations.

There is no seasonal production in the construction industry. The main market for the realization of services and works produced (performed) by the enterprise is the real estate market of the city of Kyiv and the Kyiv region.

The large-scale projects of the company "Miskzhitlobud" are[45]:

- Residential complex "BOULEVARD VERCHOVNOI RADY";
- Business Center "CAPITAL HALL";
- Residential complex "HOLOSIEVO";
- Terminals "A", "B", "D" of the International Airport "KYIV";
- Club house "GELIOS";
- Residential complex "RIVERSTONE";
- Private school KMDSH.

The company is not part of associations of enterprises.

The main consumers of the services provided by the construction company are:

- "Livoberezhya plus" LLC;
- LLC "MASTER-AVIA";
- Kyiv City State Administration;
- physical persons

The main competitors of "Miskzhitlobud" LLC are:

- PJSC "Kyivmiskbud";
- K.A.N. LLC Build";
- PE "KREATOR-BUD";
- "INTERGAL BUILD" LLC.

The sources of materials are factories and enterprises for the production and sale of building materials (PP "Smereka", JSC "ZZBK named after Kovalska", LLC "Metalholdingtrade", LLC "VARTIS", LLC "Romstal Ukraine", PJSC "Agromat", LLC "Atelier Ceramics" , "ElectrocenterHolding" LLC, "Karat LTD" LLC, etc.)[45].

The Ukrainian construction industry has significant prospects for development, which in turn is one of the conditions for the development of the real estate market. The characteristics of the development of the industry are:

- the need for individuals and legal entities for additional living space, office space, parking spaces, etc.;
- development of financing, investment, lending institutions, etc.;
- legislative, executive, local authorities stimulate the construction industry;
- developments in the industry of construction materials and construction equipment that increase productivity and reduce the cost of construction and assembly works;
- rising prices for real estate on the secondary market.

The management of the construction company "Miskzhitlobud" is regulated by the Charter of the company and other regulatory documents adopted by the company. The company is managed by the Board of Directors consisting of the general director and four deputies: the deputy general director for production, the deputy general director for economics and finance, the deputy general director for supply, the deputy general director for organizational issues. The chief engineer also reports directly to the general director. The general management is carried out by the general director - Lykhvar Yuriy Volodymyrovych.

The construction company "Miskzhitlobud" LLC has a linear functional organizational structure - one of the traditional forms of the enterprise structure, and it is often used in construction companies (Fig. 2.1.1).

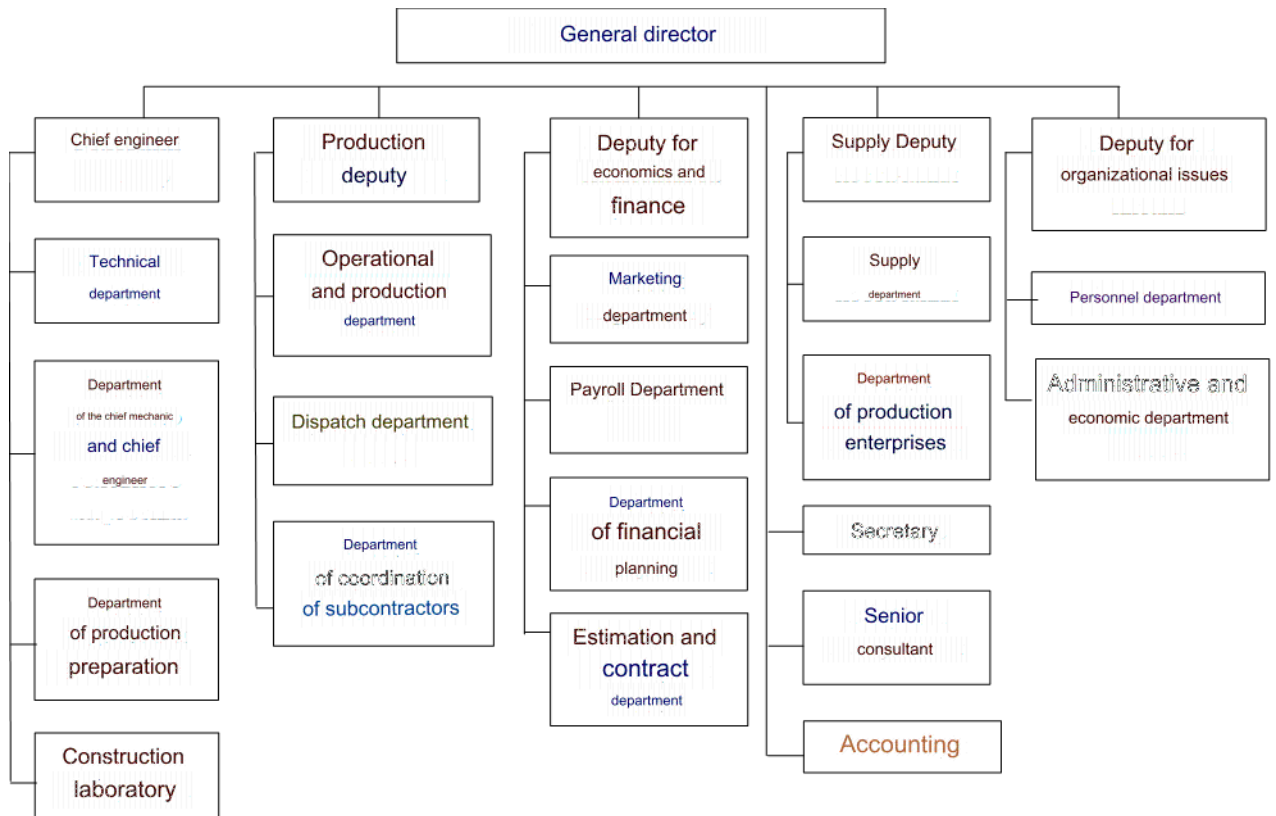


Fig. 2.1.1. Organizational structure of "Miskzhitlobud" LLC

*Source: [45].

A linear functional structure is effective for construction companies that require clear coordination of different functional areas such as design, construction, finance, project management, etc. Each unit is responsible for a specific function, which allows clearly defining duties and responsibilities.

The average number of full-time employees in 2021 was 126 people, the average number of freelancers and part-time employees in 2021 was 5 people, the number of part-time employees was 8 people. The wage fund in 2021 amounted to UAH 28,911.8 thousand.

The company's personnel strategy includes the establishment of appropriate qualification requirements for new employees, their systematic professional advancement through participation in advanced training courses and annual training of employees on occupational health and safety issues.

2.2. Assessment of the financial and economic condition of the construction company "Miskzhitlobud" LLC

For a comprehensive analysis of the financial and economic condition of "Miskzhitlobud" LLC, it is necessary to make an assessment of the property condition, liquidity and solvency of the enterprise, an analysis of the financial stability (stability), business activity and profitability of the enterprise [68].

All calculations are carried out on the basis of accounting reports provided by the company for 4 years (2018, 2019, 2020, 2021), namely Form No. 1 - Balance Sheet (Statement of Financial Position) and Form No. 2 - Statement of Financial Results (Statement of Total Income) . Financial statements for four years provided in Appendices A, B, C, G, D, E, Z, I.

The preliminary assessment of the property status of "Miskzhitlobud" LLC is given in the table. 2.2.1.

Table 2.2.1

Assessment of the property status of "Miskzhitlobud" LLC for 2018-2021, thousand hryvnias.

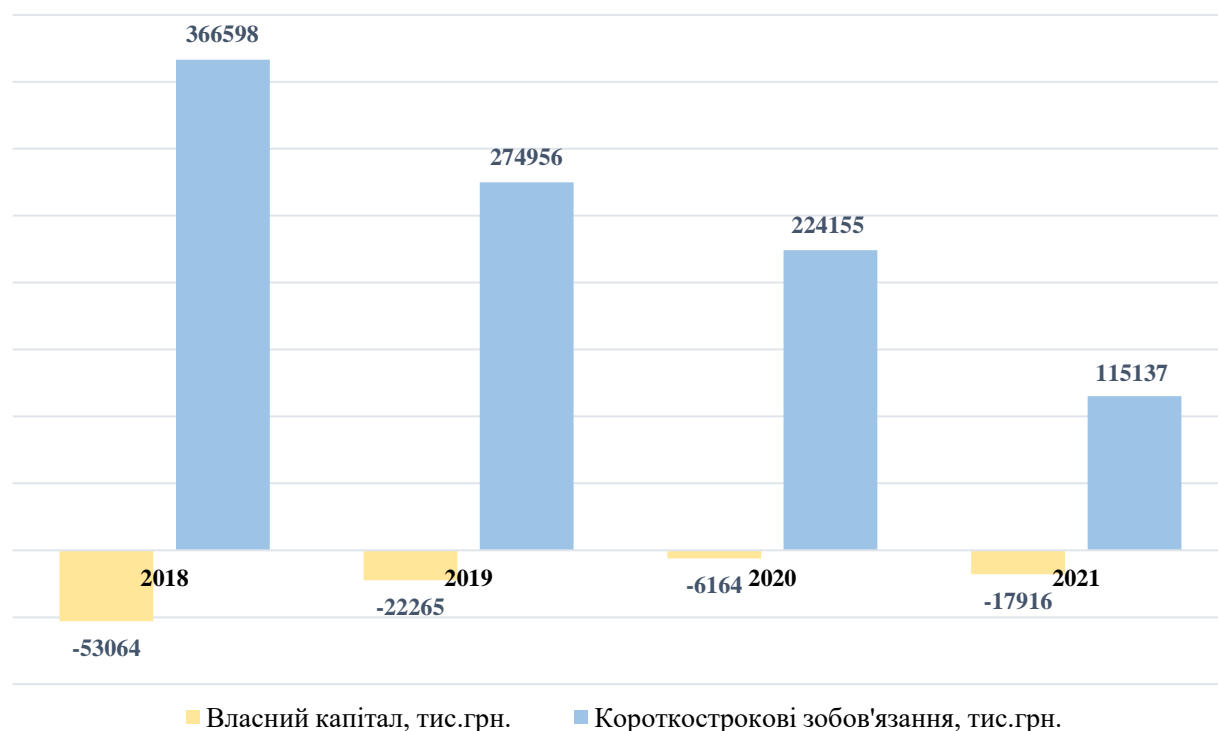
Indicator	Years				Absolute deviation (+, -)		
	2018	2019	2020	2021	2019/2018	2020/2019	2021/2020
The total amount of funds, thousand hryvnias.	313534	252691	217991	97221	-60843	-34700	-120770
Specific weight of non-current assets in the currency of the Balance Sheet, %	28.9	33.3	35.7	49.5	4.4	2.4	13.8
Specific weight of current assets in the currency of the Balance Sheet, %	71.1	66.7	64.3	50.5	-4.4	-2.4	-13.8
Specific weight of equity in the currency of the Balance Sheet, %	-16.92	-8.81	-2.83	-18.43	8,11	5.98	-15.6
Depreciation rate of fixed assets, %	27.10	31.61	33.3	36.3	4.51	1.69	3

**Source: developed by the author based on financial statements[45].*

Analyzing the main indicators of the assessment of the property status of "Miskzhitlobud" LLC, the following conclusions can be drawn: the total amount of the company's funds from 2018 to 2021 has a downward trend, which is associated with a significant decrease in accounts payable, which is the main source of the company's capital formation.

The company's equity in 2021 is negative and amounts to -18.43%. Compared to the values of the previous year 2020, the rate of decrease is 15.6%, which is not a positive change for the company's activity, since own funds have decreased.

The capital structure of "Miskzhitlobud" LLC in dynamics over 4 years in monetary equivalent is shown in Fig. 2.2.1.



Rice. 2.2.1. Capital structure of the enterprise for 2018-2021, thousand UAH.

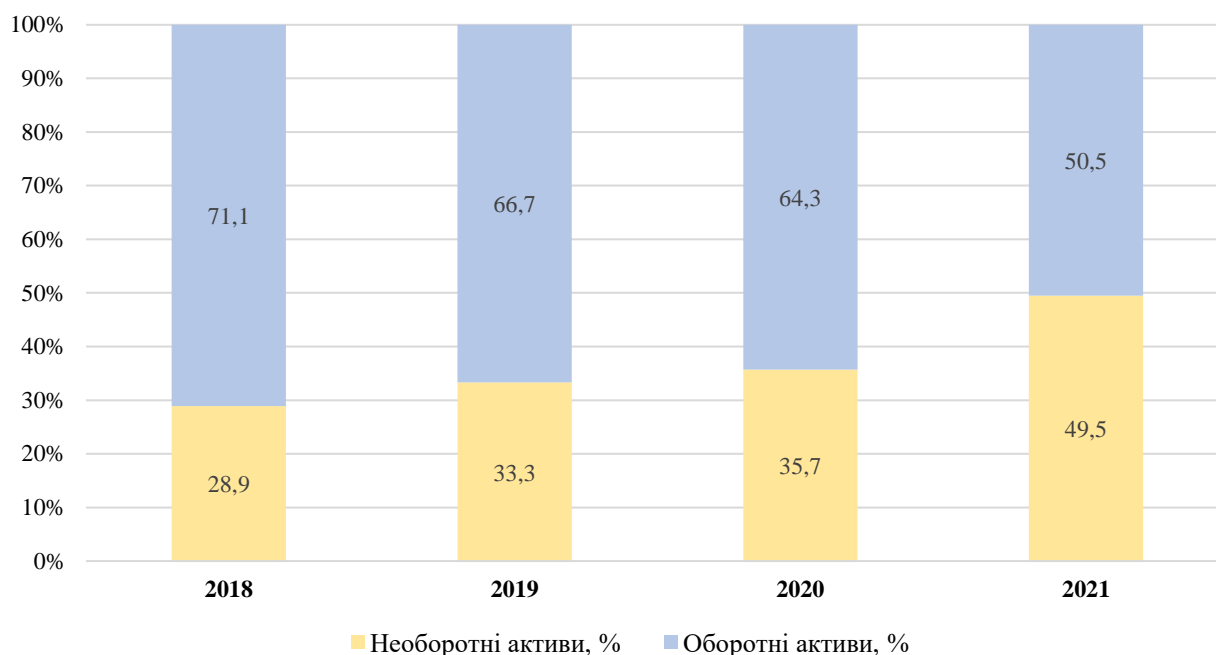
**Source: developed by the author based on financial statements[45].*

There is a trend of decreasing short-term liabilities and decreasing the negative value of the company's equity from 2018 to 2020. Reduction of general obligations increases independence from external suppliers of financial resources, although this limits the full disclosure of the company's existing potential.

In 2021, the negative indicator of equity increased and amounted to -17,916 thousand hryvnias, which is a negative factor for "Miskzhitlobud" LLC, as it directly affects the financial stability, independence and solvency of the enterprise.

The sum of current assets prevails over non-current assets (Fig. 2.2.2), which indicates a relatively light asset structure, as a result, the company can attract short-term financing (if necessary) without significant damage to its financial stability, however, in 2021, non-current assets increased, which reduces the liquidity of "Miskzhitlobud" LLC.

The share of the company's assets in dynamics over 4 years is shown in fig. 2.2.2.



Rice. 2.2.2. The share of non-current and current assets in the structure of the company's assets for 2018-2021, %

**Source: developed by the author based on financial statements[45].*

The fixed assets of the construction company "Miskzhitlobud" LLC consist of its own main means of production. Fixed assets include land plots, buildings and structures, machines and equipment, vehicles and other fixed assets. The location of the main assets and their maintenance depend on their physical properties and production needs.

Buildings and structures recorded on the enterprise's balance sheet are located at the place of their construction or actual location, while machines, equipment, vehicles and other fixed assets are owned by responsible persons and are located on construction sites and in the offices of the development company.

The specific weight of each type of fixed assets of the construction company at the end of 2021 is shown in Fig. 2.2.3:



Rice. 2.2.3. Distribution of fixed assets of "Miskzhitlobud" LLC in 2021, %

**Source: developed by the author based on financial statements[45].*

The rate of depreciation of fixed assets has a tendency to increase and for 2021 is 36.3%, but the value is acceptable for the construction industry.

When assessing the company's liquidity, the following indicators are considered:

- coefficient of absolute liquidity (urgency): Clubs;
- refined liquidity ratio: Klutoch;
- total liquidity ratio (coverage): Klzag;
- working capital: OK;
- coefficient of maneuverability: Kman;

We will calculate all the above-mentioned indicators for the analysis of liquidity and solvency of "Miskzhitlobud" LLC, the results are summarized in table 2.2.2.

Table 2.2.2

Liquidity and solvency indicators of "Miskzhitlobud" LLC

Indicator	Years				Absolute deviation (+, -)		
	2018	2019	2020	2021	2019/ 2018	2020/ 2019	2021/ 2020
Absolute liquidity ratio (urgency)	0.011	0.010	0.026	0.135	-0.001	0.016	0.109
Refined liquidity ratio	1,348	0.714	0.52	0.283	-0.634	-0.194	-0.237
Total liquidity ratio	0.608	0.613	0.624	0.423	0.005	0.011	-0.201
Maneuverability coefficient	-2.71	-4.78	-13.68	-3.69	-2.07	-8.9	9.99
Working capital, thousand hryvnias	-143730	-106525	-84319	-66110	37205	22206	18209
The specific weight of hard-to-realize assets as part of current assets	0.407	0.501	0.357	0.495	0.094	-0.144	0.138
The ratio of hard-to-realize and easy-to-realize assets	80.16	70.39	16.95	3,966	-9.77	-53.44	-12,984

**Source: developed by the author based on financial statements[45].*

The coefficient of absolute liquidity for the period from 2018 to 2021, inclusive, has values below the generally accepted range [0.2÷0.5]. In 2021, the indicator has improved compared to previous years, but is below the norm and is 0.135. That is, only 13.5% of the company's current debt can be repaid as of the balance sheet date in an urgent manner at the expense of the most mobile assets. This indicates the impossibility of the construction company to promptly repay the obligations.

The adjusted liquidity ratio had an acceptable value of 0.714 in 2019, according to the range of recommended values [0.6÷0.9]. However, it has a downward trend and in 2021 is 0.283, which is below the norm. This testifies to the low liquidity of funds and the insufficient efficiency of the management of receivables.

The total liquidity ratio (coverage ratio) in 2021 decreased compared to 2020 and is 0.423. All 4 values from 2018 to 2021 inclusive do not belong to the generally

accepted range of values [2÷3], are extremely low, which indicates a real threat of financial instability of the enterprise.

The indicator of working capital from 2018 to 2021 inclusive has a negative value, that is, the amount of short-term liabilities exceeds the amount of current assets. The indicator has a tendency to decrease to a negative value and in 2021 it will be -66,110 thousand hryvnias, so the threat of insolvency is extremely high.

The coefficient of maneuverability for the analyzed period also has a negative value, since the working capital of the company is negative. This indicates the inability of the enterprise to carry out a financial maneuver in case of force majeure.

The specific weight of hard-to-realize assets in current assets in 2018 is 0.407 (i.e. 40.7%), in 2021 it will be 0.495 (i.e. 49.5%). There is a growing trend of this indicator, which negatively affects the liquidity of the balance sheet - the higher the share of hard-to-realize assets, the lower the liquidity of the company's balance sheet.

The ratio of hard-to-realize and easy-to-realize assets in 2021 is 3.966. This indicates the predominance of hard-to-realize assets over easy-to-realize assets, which is also a negative factor in the liquidity of the company's balance sheet.

The values calculated above for the period from 2018 to 2021 inclusive showed that "Miskzhitlobud" LLC is not a liquid and solvent enterprise for the calculation period with a negative working capital of -66,110 thousand hryvnias. by the end of 2021. There is a tendency to reduce the liquidity of the balance sheet due to a significant share of hard-to-realize assets, the company has no possibility of financial maneuvering (according to the negative value of the maneuverability coefficient).

The financial stability of the enterprise is determined by the degree of provision of stocks and expenses with own and borrowed sources of their formation, the ratio of the volume of own and borrowed funds.

We will calculate all the necessary indicators for assessing the financial stability of the company "Miskzhitlobud" LLC (Table 2.2.3).

Table 2.2.3

Indicators of financial stability of "Miskzhitlobud" LLC

Indicator	Years				Absolute deviation (+, -)		
	2018	2019	2020	2021	2019/2018	2020/2019	2021/2020
Coefficient of independence (autonomy)	-0.169	-0.088	-0.028	-0.184	0.081	0.06	-0.156
Coefficient of financial stability (stability)	-0.169	-0.088	-0.028	-0.184	0.081	0.06	-0.156
Funding ratio	-0.145	-0.081	-0.027	-0.156	0.064	0.054	-0.129
Investment ratio	-0.585	-0.264	-0.079	-0.372	0.321	0.185	-0.293
Bankruptcy prediction coefficient	-0.458	-0.422	-0.387	-0.680	0.036	0.035	-0.293

**Source: developed by the author based on financial statements[45].*

The coefficient of independence (autonomy) in 2018 is -0.169; in 2021 - 0.184. This indicator is important for investors and creditors, its value should exceed 0.5. All 4 indicators for the analyzed period are negative. This is a negative factor for the company and indicates the complete financial dependence of the enterprise on loan capital.

The coefficient of financial stability (stability) in 2018 is -0.169, in 2021 it is - 0.184. Compared to 2020, there is a tendency to decrease this indicator by 0.156. Values from 2018 to 2021 inclusive do not fall within the generally accepted range of values [0.8÷0.9] and also have a negative value. This indicates a very low financial stability in the short term, as a result, there is a high risk of bankruptcy of the construction company "Miskzhitlobud" LLC.

The funding ratio from 2018 to 2021 inclusive has a negative value, in 2021 it is -0.156. Recommended values for this K_{fin} indicator ≥ 1 . Therefore, the entire activity of the enterprise is financed exclusively through borrowed funds (short-term liabilities). In the future, the enterprise must try to reduce the part of the property formed from borrowed funds for the sake of large financial risks of the enterprise in the future.

The investment ratio in 2020 is -0.079, in 2021 it is -0.372. For enterprises seeking to expand their activities, the value of K_{inv} is recommended ≥ 1 . In this case,

the investment ratio for 4 years is below 1, which indicates insufficient equity capital and the impossibility of expanding activities without borrowed funds.

The bankruptcy forecast coefficient from 2018 to 2021 inclusive has a negative value, in 2020 it is -0.387; in 2021, it decreased by 0.293 and amounted to -0.68. This trend indicates the complete financial instability of the enterprise and a very large financial risk.

Therefore, LLC "Miskzhitlobud" forms all its activities at the expense of loan capital (according to all indicators of liquidity, solvency and financial stability), there is no financial stability even in the short term, and it also has all the signs of possible bankruptcy. The company has a negative value of equity from 2018 to 2021 inclusive, which is a negative factor in the further activity of the construction company. The system of indicators for determining the stage of bankruptcy, namely, the bankruptcy forecast coefficient, the coefficient of maneuvering, indicates that the enterprise is in stage 3 - these are clear signs of bankruptcy.

It is worth talking about the prospects of "Miskzhitlobud" LLC after calculating the indicators of business activity and profitability of the enterprise.

All calculated values for assessing the business activity of the construction company "Miskzhitlobud" LLC are given in the table. 2.2.4.

Table 2.2.4

System of indicators of business activity of a construction company

Indicator	Years				Absolute deviation (+, -)		
	2018	2019	2020	2021	2019/ 2018	2020/ 2019	2021/ 2020
Turnover ratio of total assets	1,422	2,349	1,759	1,744	0.927	-0.59	-0.015
Average turnover period of total assets (days)	253	153	205	206	-100	52	1
Turnover ratio of current assets	1,841	3,399	2,686	2,911	1,558	-0.713	0.225
Average turnover period of current assets (days)	196	106	134	124	-90	28	-10
The coefficient of turnover of commodity values	3,121	9.87	6,613	7,323	6,749	-3,257	0.71

The average storage period of TMC stocks (days)	115	36	54	49	-79	18	-5
The coefficient of turnover of production stocks	19.77	26.98	18,14	25.43	7.21	-8.84	7.29
Average storage period of production stocks (days)	18	13	20	14	-5	7	-6
Accounts receivable turnover ratio	64,115	112.91	23.08	14.01	48,795	-89.83	-9.07
Average repayment period of receivables (days)	6	3	16	26	-3	13	10
Accounts Payable Turnover Ratio	52,614	83,186	59.4	55.4	30,572	-23.79	-4
Average period of repayment of payables (days)	7	4	6	7	-3	2	1
Duration of the operating cycle (days)	121	39	70	75	-82	31	5
Duration of the financial cycle (days)	114	35	64	68	-79	29	4

**Source: developed by the author based on financial statements[45].*

According to the results of calculations, the average turnover period of total assets in 2019 is 153 days, but in 2020 the indicator increased by 52 days and amounted to 205 days, and in 2021 - 206 days, that is, during this period, revenue equal to the value of the company's assets is received assets The average turnover period of current assets in 2020 is 134 days, in 2021 the period decreased by 10 days and is 124 days. The reduction of this indicator is a positive trend that indicates more effective management of financial resources.

The turnover ratio of goods and material values of the enterprise for 2019 is 9.87, in 2021 the rate of decrease was 2.55. That is, for the year 2021, the company has 7 full turnovers, during which material assets have turned into monetary form. The average storage period of TMC in 2021 decreased by 5 days compared to 2020, but increased by 13 days compared to 2019, and is 49 days. To carry out a more detailed assessment of the turnover of TMC stocks, for the purpose of analyzing the structural component, we will calculate the turnover ratio of production stocks, which in 2020 is 18.14, in 2021 - 25.43. The average inventory holding period in 2021 has a downward trend compared to 2018 and 2020, and is 14 days. A decrease

in the turnover rate of goods and services, in particular production stocks, may indicate a lower rationality of their use, a gradual accumulation of surplus stocks and less efficient warehouse management.

The turnover ratio of receivables has a tendency to slow down over 4 years: in 2018, the indicator is 64.115, in 2020 – 23.08, in 2021 – 14.01, which indicates a gradual deterioration of settlements with debtors. The best turnover ratio of receivables was in 2019 and was 112.91, i.e. the average repayment period of receivables was 3 days. The average receivables repayment period in 2021 increased by 10 days compared to 2020 and by 23 days compared to 2019. In 2021, the average period of repayment of receivables is 26 days, which indicates a gradual deterioration of settlements with debtors.

The turnover ratio of accounts payable is the highest in 4 years in 2019, and is 83.186, which is a positive indicator for creditors, because the average period of repayment of accounts payable was 4 days. However, in 2020, the turnover ratio of accounts payable has a rate of decrease of 23.79 and is 59.4. In 2021, the indicator decreased by another 4 and is 55.4. There is a slight slowdown in the turnover of accounts payable in 2021 compared to 2019, and it is 7 days, which is a completely acceptable value.

In 2021, the condition is fulfilled, which is not quite a favorable condition for the analyzed enterprise. The term of repayment of receivables is 19 days later than the company's repayment of payables. This indicates the absence of real funds "on hand", which does not allow having a balance of unpaid payables as a free source of financing one's current activities. $T_{\text{пДЗ}} > T_{\text{пКЗ}}$

The duration of the operating cycle in 2019 has the lowest indicator and is 39 days, in 2020 this indicator increased by 31 days due to the increase in the repayment period of receivables, in 2021 it increased by another 5 days and is 75 days. This is a negative trend for the company, as business activity decreases. The company needs to strive for a decrease in the value of this indicator in the dynamics, because a decrease in the duration of the operating cycle increases the activity and intensity of the use of receivables and stocks.

The duration of the financial cycle has decreased by 79 days since 2018, and in 2019 it is 35 days, but in 2020 it has increased by 29 days, in 2021 it has increased by another 4 days and is 68 days. This is the time during which the company's financial resources are diverted from circulation. The enterprise must strive to reduce the value of this indicator in dynamics. This can happen due to the acceleration of the production process (the period of storage of TMC, VZ), acceleration of the turnover of receivables, slowing down of the turnover of payables.

The purpose of managing the company's current assets is to shorten the financial cycle, that is, to shorten the operating cycle and slow down the cycle of the company's payables to an acceptable level.

Calculation of funds additionally involved in the circulation of "Miskzhitlobud" LLC (or funds released from circulation as a result of the fulfillment of the condition $T_1 < T_0$) is carried out according to formula 2.2.1[61]:

$$A(R) = \frac{B}{360} \times (T_1 - T_0) \times K_1 \quad (2.2.1)$$

where $A(R)$ is the amount of attraction (release) of funds from circulation, h.o.;

B – net profit of the enterprise in the reporting period, h.o.;

T_1 – period of circulation of current assets in the reporting period, days;

T_0 – period of circulation of current assets in the base period, days;

K_1 – turnover ratio of current assets in the reporting period.

$$A(R)_{2019} = \frac{664988}{360} \times (106 - 196) \times 3,399 = -565073,553 \text{ (тис. грн.)}$$

$$A(R)_{2020} = \frac{414051}{360} \times (134 - 106) \times 2,686 = 395427,91 \text{ (тис. грн.)}$$

$$A(R)_{2021} = \frac{274871}{360} \times (124 - 134) \times 2,911 = -22226,374 \text{ (тис. грн.)}$$

Because the condition is met $T_1 < T_0$ in 2019 and 2021, the obtained results are negative, which is a positive factor and means that the company can release funds from circulation in the amount of UAH 22226.374 thousand. in 2021. The calculated profitability indicators of the enterprise are given in table 2.2.5.

Table 2.2.5

Profitability indicators of "Miskzhitlobud" LLC

Indicator	Years				Absolute deviation (+, -)		
	2018	2019	2020	2021	2019/2018	2020/2019	2021/2020
Return on total assets, %	11	13.3	8.2	7.4	2,3	-5.1	-0.8
Return on equity, %	-41.2	-138.7	-254.5	-65.1	-97.5	-115.8	189.4
Return on investment of the enterprise, %	-50.6	-169.6	-311.2	-65.1	-119	-141.6	246.1
Profitability of sold products, %	11.5	91.1	8.5	2.1	79.6	-82.6	-6.4
Profitability of sales, %	10	8.3	7.6	2.1	-1.7	-0.7	-5.5

*Source: developed by the author based on financial statements[45].

The dynamics of changes in indicators of profitability of own capital and investments of LLP "Miskzhitlobud" according to calculations are presented in Fig. 2.2.4.

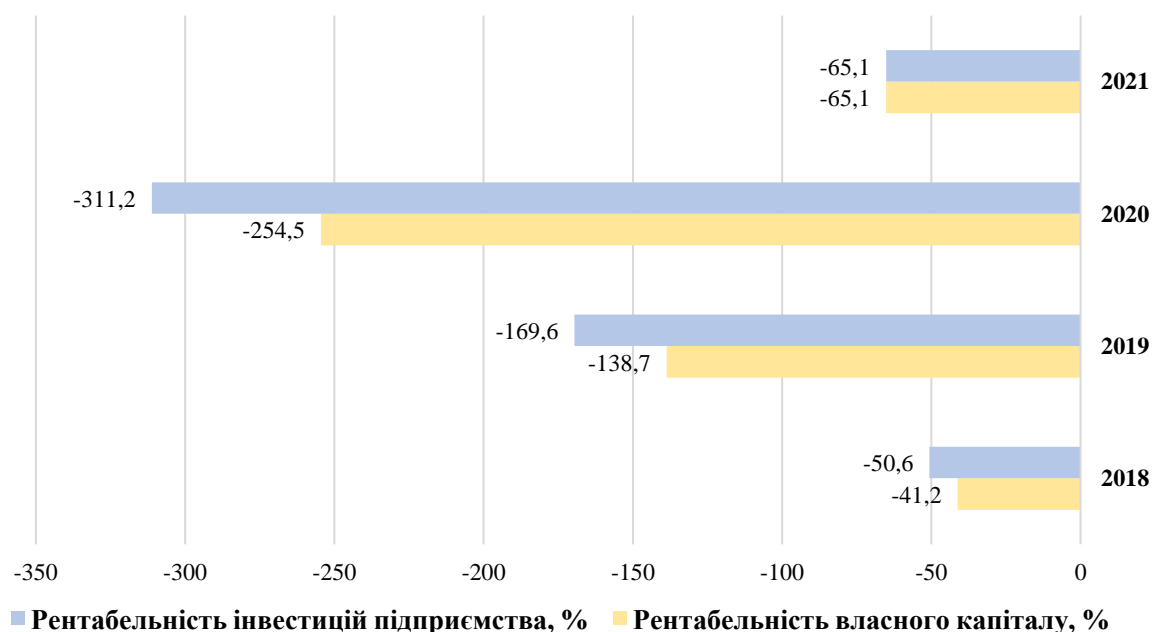


Рис. 2.2.4. Dynamics of return on investment and equity for 2018-2021, %

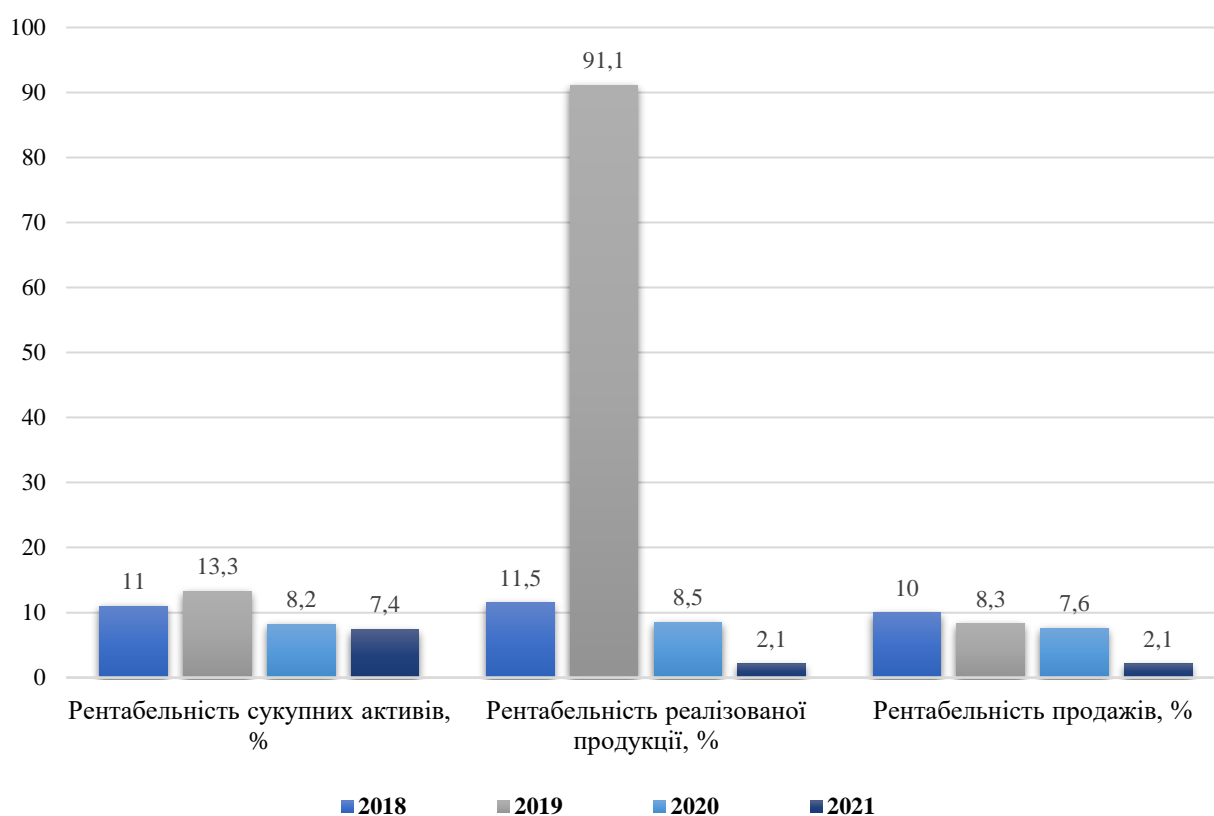
*Source: developed by the author based on financial statements[45].

According to the results of calculations, the company's profitability has a negative trend for the analyzed period from 2018 to 2021 inclusive(Fig. 2.2.4, 2.2.5).

Return on equity for the analyzed period has a negative value. The worst indicator was in 2020 and was -254.5%. In 2021, the rate of return on equity improved compared to 2020, but still has a negative value and is -65.1%, because according to the analysis, the construction company has a loss-making activity. This indicates noefficiency of use of funds belonging to the owners of the enterprise.

The return on investment of the enterprise in 2020 was the worst and had a value of -311.2%. In 2021, this indicator is -65.1%, which is also a negative factor for the company. Such indicators testify to the very low efficiency of the investment activity of "Miskzhitlobud" LLC.

The dynamics of changes in indicators of profitability of total assets, realized products and sales of LLP "Miskzhitlobud" are presented in fig.2.2.5.



Rice. 2.2.5. Dynamics of the company's profitability indicators for 2018-2021, %

*Source: compiled by the author on the basis of financial statements

Return on total assets in 2021 decreased by 36.8% compared to 2019, by 15.1% compared to 2020 and is 1.98%. Such dynamics have a negative character and are caused by an increase in the cost of production, namely, an increase in the price of raw materials and electricity, and, as a result, an increase in the price of products.

The profitability of the sold products in 2019 has the highest value and is 91.1%. In 2021, it has the lowest value among the analyzed period – 2.1%. Compared to 2019, the profitability indicator decreased by 89%, which is a negative trend for a construction company.

Since 2018, the profitability of the company's sales has had a downward trend and in 2021 amounted to 2.1%. This value is the lowest for the analyzed period and indicates a low profitability of sales. A change in the company's sales profitability indicates a decrease in sales volumes, an increase in construction costs, etc.

Therefore, the total amount of funds of "Miskzhitlobud" LLC in 2021 decreased by UAH 120,770,000. compared to 2020 due to a decrease in current assets and short-term liabilities. The company's equity in 2021 has a negative value and is -18.43%, since the capital is formed at the expense of borrowed funds, which is a negative factor for the company in the long term. The construction company is not liquid and solvent with a negative working capital of UAH 66,110,000, there are no opportunities for financial maneuvering if necessary. The company is completely dependent on borrowed funds from investors and bank loans, is financially unstable and has high risks of bankruptcy in the future. "Miskzhitlobud" LLC in 2021 has negative indicators of return on investment, and there is also a tendency to decrease the return on total assets, realized products and sales due to a significant deterioration of the company's financial condition.

To improve the financial and economic condition of the enterprise, the planning and economic department needs to develop an effective management mechanism, which can be represented by the following management decisions[71]:

- an increase in the share of equity capital;
- increase long-term bank loans and reduce short-term loans;
- reduction of the operational and financial cycle, which will allow to increase turnover and efficiency of management of current assets;
- motivation of employees to increase labor productivity, as a result - increase volumes and improve the quality of construction;
- control and management of receivables;

– systematic analysis of financial and economic activity in order for the enterprise to be able to assess the financial situation "on the go" and correct irrational management decisions.

2.3. Determination of factors of the internal and external environment of the enterprise. Conducting PEST and SWOT analysis

Analysis of the external and internal environment is the identification of the company's weaknesses and strengths, their assessment, as well as external threats and opportunities for development. Possessing complete information, the head of the enterprise is able to make successful management decisions.

There is a close relationship between the external and internal environment of the enterprise. External factors affect the internal structure and the entire enterprise as a whole. Only after conducting an analysis of both the external and internal environment of the enterprise, studying all the factors and nuances, it is possible to choose the right competitive strategy with the least risks.

In the table 2.3.1 and 2.3.2 provide an analysis of factors of the external and internal environment of the construction company "Miskzhitlobud" LLC.

Table 2.3.1

Analysis of the external environment "Miskzhitlobud" LLC

Environmental factors	Factor status (description)	Development trend
Economical	The level and pace of inflation, stabilization of the economy, the level of economic development of the state, taxation, globalization, the volume of government orders	Constant monitoring by the company of the economic situation in the country, the economic crisis in the country, in the industry in particular, cost inflation
Political	Assessment of the legal environment, including building regulations, land legislation and other relevant laws, regional political interests, incentives, support from the state.	Complete political instability: introduction of martial law, military aggression of the Russian Federation against Ukraine

Technological	Innovations in the field of technology, scientific and technical progress, production of new, more modern building materials, satisfaction of consumer needs, understanding of trends in automation of construction processes.	Development of new directions of construction, expansion of the technical base, improvement of construction quality, the level of society's perception of new modern technologies, development of "Smart City" technologies, etc.
International	Cooperation with foreign companies, purchase of raw materials and materials for construction, search for foreign investors for the development of new branches of construction	The possibility of Ukrainian-European cooperation, the interest of foreign investors.
Social, sociocultural	The views, values and norms of people's behavior, which affects their management decisions, the level of motivation and stimulation of the company's employees Analysis of changes in customer preferences and expectations regarding housing and commercial facilities.	Promotion or selection of a candidate for a managerial position often takes place not on the basis of high professionalism, but on the basis of personal devotion, belonging to a certain "family" or clan.
Ecological	Emissions of polluting substances into the environment; the level of physical (electromagnetic, radiation, thermal) impact on the environment; reliability and safety of production systems and large technological entities; quantity and quality of manufactured products, their safety and disposal (useful) suitability.	A high level of influence on the ecological condition of the city of Kyiv, a large volume of construction waste, air and water pollution, physical noise, destruction of natural habitats, etc. Development and use of environmentally friendly technologies in the construction industry.
market	Increasing the company's market share, securing leading positions in the construction industry, the level of competition.	Further conquest of leadership in the construction segment, opening of new areas of construction.
Competitors	Competitive struggle for the market, the consumer, the change in the market power of suppliers and buyers. Evaluation of competitors, their strategies and market share.	Improving the image of the construction company, creating and maintaining the reputation of a reliable builder, increasing competitiveness due to the quality of materials, deadlines, etc.

**Source: developed by the author based on source data [34].*

Analysis of the internal environment of "Miskzhitlobud" LLC

Factors of the internal environment	Factor status (description)	Development trend
Marketing	Company advertising, the size of the market segment, the level of product sales, the presence of strategies for conquering and growing the market potential; conducting an analysis of the current marketing situation in the construction industry.	The absence of a large-scale advertising company of the enterprise due to a certain consolidation of the position in the market of the construction industry; crisis situation in the construction market due to the war between the Russian Federation and Ukraine.

Continuation of tab. 2.3.2

Production	The level of moral and physical wear and tear of equipment, production capabilities of equipment, supply of raw materials and materials, reserve capacity, quality control, etc.	Gradual replacement of the main part of the equipment with modern new ones; use of modern construction technologies; sufficient level of production capacity to fulfill orders.
Organization and management	Using the strategic management system; communications and the level of autonomy and placement of production units; the specifics of building the management apparatus, the level of flexibility and mobility (speed of response to changes).	The enterprise uses a centralized management system, has a linear functional organizational structure, slow flexibility and mobility of the enterprise.
Personnel	Use of highly qualified personnel; structure and level of personnel qualification, workforce dynamics; competence of managers and subordinates; methods of selection, certification, training, promotion, advanced training and retraining of personnel.	The enterprise employs highly qualified workers with extensive experience in the construction industry, as well as "new" personnel with ideas for the introduction of innovative technologies.
Suppliers	They provide the enterprise with the necessary material and technical, labor and informational resources.	The enterprise has many suppliers of raw materials and materials, in particular PBG "Kovalska", "Vartis", "Metal-Holding", "Romstol", high-quality materials are the basis of construction.
Consumers	Study of its consumers at different levels: consumer (goods and services for personal consumption); intermediate sellers (goods for resale with the aim of obtaining a certain profit); state and commercial structures (wholesale and retail buyers).	Consumers of "Miskzhitlobud" are individuals and legal entities, state management bodies.

*Source: developed by the author based on source data [34].

Diagnosis of the direct influence of the external environment of the organization is carried out by the method of assessment and analysis of economic, technological, social and political factors, namely, PEST analysis (P – political and legal environment; E – economic environment; S – sociocultural environment; T – technological environment) [8].

In the table 2.3.3 shows the PEST analysis of "Miskzhitlobud" LLC and the nature of the impact on the enterprise.

Table 2.3.3

PEST analysis of the construction company "Miskzhitlobud" LLC

Political	Economical
<p>The political situation in the country, which is connected with the war in Ukraine, led to a complete and irreversible loss of relations with suppliers and partners in Russia and Belarus.</p> <p>Positive political relations with Western neighboring countries and countries of the world can strengthen positions in the construction market through possible joint investment projects.</p> <p>Lack of transparency in the allocation of state orders for construction and repair works.</p> <p>The level of state influence on the construction industry is quite high.</p> <p>Excessive state intervention in the regulation of foreign investments.</p> <p>Deterrent effect of imperfect legislation.</p>	<p>Rising inflation affects the price of materials and finished products, and as a result, competitiveness in the construction market.</p> <p>The instability of the exchange rate due to the financial crisis worsens housing pricing.</p> <p>Limited project financing opportunities.</p> <p>A significant increase in the cost of raw materials and materials.</p> <p>Increase in the level of unemployment in Ukraine. However, for an operating business with a high volume of orders, this is a factor that will make it easier to hire workers.</p> <p>Lack of investment support for construction.</p>

Sociocultural	Technological
<p>A decrease in the number of the working-age population and the migration of highly qualified personnel to EU countries and America may lead to a shortage of highly qualified workers in industrial and civil construction, which negatively affects the company's development prospects.</p> <p>The main consumers of the company are individuals and legal entities, which in modern conditions automatically increases the demand for housing and premises, as well as increases the significance of the company on the domestic market.</p> <p>The presence of corruption and bureaucracy complicates business development in terms of obtaining construction permits, purchasing materials, etc.</p> <p>Staff qualifications are influenced by the level of training in higher educational institutions, in particular, the necessary gradual transition of education to the European level.</p> <p>Deterioration of the demographic condition of the population.</p> <p>Decreasing the quality of life and solvency of the population.</p>	<p>Society's focus on development and general comfort leads to an increase in demand for high-quality, high-tech housing with developed infrastructure due to an increase in the level of requirements from customers.</p> <p>The emergence of new technologies dictates the need for modernization and development of construction.</p> <p>In the modern conditions of scientific and technical competition of companies in the field of construction, a significant increase in the company's expenses for conducting scientific and technical works is required.</p> <p>Constant monitoring of innovations in this field and rapid response to the emergence of new technologies is necessary.</p> <p>Development of new areas of construction.</p> <p>Expansion of the technical base of construction.</p> <p>Constant improvement of the qualifications of the company's employees.</p>

**Source: developed by the author.*

Based on the analysis of factors of the internal and external environment of the enterprise, we will build a SWOT table. The data are presented in table. 2.3.4.

Table 2.3.4

SWOT analysis of construction company "Miskzhitlobud" LLC

External factors	Opportunities	Threats
	<p>Winning leadership positions in the city of Kyiv.</p> <p>Development and implementation of new construction technologies.</p> <p>Improving the qualifications of employees.</p> <p>Participation in state tenders for construction.</p> <p>Entering the construction market in the Kyiv region.</p>	<p>Development of competitors in the industry.</p> <p>Changes in legislation by the state.</p> <p>Significant fluctuations in exchange rates.</p> <p>Increase in world prices for raw materials.</p> <p>Political instability.</p> <p>Crisis of the consumer market.</p>
Internal factors		
Strengths	Ensuring stable operation of the	The outflow of highly

<p>The significance of the construction industry is important. 25 years of market experience. Positive reputation in the market of developers. Implementation of projects of all directions of construction. A strong team of professionals. Effective management. Sufficient level of production capacity to fulfill orders. Cooperation with proven partners and suppliers of raw materials and materials.</p>	<p>company without reducing human resources. Attracting foreign investment in construction. Possibility of international exchange of workers. Use of advanced technologies in construction. Conducting an active PR campaign. Increase in sales of ready-made residential objects. Developing a development strategy taking into account force majeure circumstances.</p>	<p>qualified specialists abroad due to the political and economic situation in Ukraine, inflation, and, accordingly, the low level of wages. Failures in the supply of raw materials and materials. Slowdown of development in the industry due to the unstable situation in the country.</p>
<p style="text-align: center;">Weaknesses</p> <p>High level of construction costs. Unstable financial situation of the company. Reducing the number of employees. Lack of financial resources for development. The absence of a large-scale advertising campaign of the enterprise.</p>	<p>Unsuccessful behavior of competitors in the construction market. Cost reduction. Implementation of the cost control system. Attracting credit funds for development. Development of energy efficiency and energy management.</p>	<p>Price dumping of competing companies. Growing competitive pressure. Decreased productivity due to insufficient employee motivation. Demand market crisis.</p>

**Source: developed by the author.*

So, after analyzing the SWOT table of "Miskzhitlobud" LLC and comparing the company's strengths and weaknesses with opportunities and threats, it can be seen that the most important opportunities for increasing the company's competitiveness are:

- maximum consolidation and strengthening of leadership positions in the market of the construction industry in the city of Kyiv;
- a reference point for meeting consumer requirements regarding the quality, comfort and convenience of housing and premises;
- the strategy of introducing innovative technologies in the field of construction;
- involvement of highly qualified specialists in industrial and civil construction;
- professional development of the company's employees;

- development of the construction market in the Kyiv region;
- attraction of new partners and investors for the development of construction activities;
- strategic development of energy efficiency and energy management;
- improvement of the general management system.

Since the goal of the activity of "Miskzhitlobud" LLC is the constant increase in the volume of construction of high-quality housing that meets modern construction standards and the needs of potential buyers, the main attention should be paid to the desire to reach new levels of technical and business development.

Use of management methods at the enterprise- these are various ways by which one management system affects another subordinate system at different levels of management (enterprise, organization, department, service, department, etc.).

In practice, a management approach is a set of certain techniques and methods that influence employees to fulfill the organizational mission and achieve goals. They are aimed at management objects, namely at employees of any type of activity. Their content is manifested by influencing the specificity of techniques and methods, the main purpose of which is to ensure balance, organic integration of individual, collective and social interests [43].

In the table 2.3.5 gives examples of the use of management methods in "Miskzhitlobud" LLC.

The use of management methods in "Miskzhitlobud" LLC

Method name	Description of the situation, which needs acceptance solution and example using the method	Characteristics of the connection between the method and management functions
Economic	At the company, a situation arose that over the last three years, the company's net profit was 65% lower than forecast. The essence of the economic method of management in this situation is to conduct a comprehensive financial and economic analysis, identify the problem and eliminate it.	The general director of "Miskzhitlobud" LLC instructed the head of the financial department to prepare a report based on the results of the company's analysis over the past three years. Regular control over the execution of instructions is carried out personally by holding meetings. The motivation is economic, because the level of wages of employees, the development of the company, its position on the market, etc., depend on the company's profit.
Organizational	The special design bureau of "Miskzhitlobud" LLC has developed a project to install a modern lighting system of premises with the help of intelligent control. The technology department needs to carry out an expert assessment of the project for compliance with the specified international norms and quality standards.	The Department of Technologies has developed a plan for examination and testing. Within three months, an examination was conducted with the involvement of an external certified commission. The motivation is the expansion of opportunities for using modern technologies in construction, the growth of the company's image on the domestic market, and, as a result, the increase in the company's profit and the attraction of new personnel.
Municipality	Martial law has been implemented in Ukraine since February 24, 2022 due to Russian military aggression against Ukraine.	Complying with all management orders regarding self-defense and security under martial law. The motivation is to protect and preserve one's own life.
Management	In accordance with the resolution of the Cabinet of Ministers of Ukraine dated March 11, 2020 No. 211, in order to comply with the quarantine measures established in the state, the general director of "Miskzhitlobud" LLC issued a corresponding order, which is an administrative method of management.	The planning and organization of all quarantine measures are clearly spelled out in the order with the definition of those responsible and the deadlines for implementation. Control over the implementation of measures is entrusted to responsible persons. The motivation of the order is economic (continuation of the enterprise during quarantine with compliance with all quarantine measures) and social (employee safety).

Social	At "Miskzhitlobud" LLC, a decision was made to hold an internal competition between departments to improve labor discipline with prizes for the winners. The method is effective for moral stimulation of employees.	The management planned and organized an internal competition for the most disciplined department of the company. Motivation for employees is self-recognition, manifestation of discipline, clarity in work, development of self-management skills.
Psychological	The head of the personnel department found out about the unstable psychological climate in the team of the production workshop of metal structures. The manager considers it expedient to take a joint rest for the entire team of the department to improve the psychological climate.	The head of the department plans to rent a sports field for playing football, volleyball, organize transport and recreation. The motivation for the manager and employees is to strengthen the team and rest.

**Source: developed by the author.*

So, analyzing all the management methods used in the enterprise, we can conclude that, firstly, they are widely used in the enterprise, and secondly, they are closely related to each other. The interrelationship of management functions and methods does not depend on the field of operation of the enterprise, its size or organizational structure and is necessary for the effective functioning of LLC "Miskzhitlobud".

РОЗДІЛ 3. RECOMMENDATIONS REGARDING THE ADAPTATION OF THE MOTIVATION OF THE STAFF OF "MISKZHITLOBUD" LLC TO MANAGEMENT PRACTICES

3.1. Analysis of personnel management and the current motivation system at "Miskzhitlobud" LLC

The management of the construction company "Miskzhitlobud" is regulated by the Charter of the company and other regulatory documents adopted by the company. The company is managed by the Board of Directors consisting of the general director and four deputies: the deputy general director for production, the deputy general director for economics and finance, the deputy general director for supply, the deputy general director for organizational issues. The general management is carried out by the general director - Lykhvar Yuriy Volodymyrovych.

LLC "Miskzhitlobud" uses a centralized management system. The General Director is directly subordinated to 4 deputies, the chief engineer and the chief accountant. The Deputy General Director for Economics and Finance reports to the Payroll Department, the Financial Service, the Estimates and Contracts, and the Planning and Economic Department. The operational and production department, the special design bureau, the dispatching department and the subcontractor coordination department are subordinate to the deputy general director for production. The personnel service, the labor protection department, the legal department and the administrative and economic department are subordinate to the deputy general director for organizational issues. The chief engineer is subordinate to the technical department, the department of the chief mechanic and the chief engineer, the department of production preparation and the construction laboratory[45].

At the enterprise, there are provisions for each subdivision, which clearly describe the composition, functional duties, and regulatory documents.

All decisions regarding the development strategy are made by the General Director, who independently resolves all issues of the company's activities, with the

exception of those that belong to the exclusive competence of the Board of Directors.

Express diagnostics of the personnel management system of the construction company "Miskzhitlobud" LLC is given in table 3.1.1.

Table 3.1.1

Express diagnostics of the personnel management system

Question	Respond
Are the staff aware of the company's plans?	No
Does the company's staff participate in receiving part of the profit?	No
What part of the staff has been trained in the last 2 years? (%)	77
How has the injury rate changed?	Significantly decreased
How has the level of absences due to illness changed?	Increased
How is the work in wage regulation at the enterprise evaluated?	Good
How does a company allocate authority and establish responsibility through the drafting of work instructions?	Very good
How does the enterprise determine the need for personnel for the future?	Fragmentary
How many workers are doing the same job as 5 years ago? (%)	68%
What is the hiring procedure?	Detailed with preliminary analysis of workplace requirements, testing of professional skills and personality of each applicant

**Source: developed by the author based on data from the source [48].*

Expert express diagnostics of the personnel management system of the "Miskzhitlobud" LLC revealed that 77% of the staff received training over the past 2 years, since the company's policy is based on the constant modernization of the construction system and the improvement of the qualifications of all employees.

The company's staff does not participate in receiving part of the profit– the construction company has 2 participants of the issuer with the following share percentage distribution:

- KUA "NIKA-INVEST" LLC - 86.46%;
- "ZISTAR LIMITED" - 13.54%.

The injury rate on the construction site has decreased significantly because the occupational safety department strictly monitors the training of each worker. The level of absence due to illness at the enterprise has increased over the past 2 years, which is related to the COVID-19 pandemic. 68% of employees perform the same work as 5 years ago, because the turnover of personnel at the enterprise has increased, which is connected with the reduction of construction due to force majeure circumstances in Ukraine (pandemic, war). The task of "Miskzhitlobud" LLC should be not only to obtain a high profit and meet the demands of consumers, but also to provide a stable working team with the provision of all possible social benefits. The personnel program of the enterprise includes the establishment of appropriate qualification requirements for hiring employees, regular improvement of the professional level of specialists through participation in advanced training courses, as well as annual training of employees in the field of occupational health and safety.

A more detailed management system of "Miskzhitlobud" LLC is presented in the table. 3.1.2.

Table 3.1.2

Enterprise management system "Miskzhitlobud" LLC

Subject of diagnosis	Question
The structure of the organization	<p>The enterprise has a linear functional organizational structure. Each division is responsible for a specific function, which allows clearly defining duties and responsibilities.</p> <p>The highest body of LLC "Miskzhitlobud" is the meeting of participants. Meetings of participants may adopt decisions on all issues of the Society's activities.</p> <p>The executive body of the Company is the General Director. The director is elected at the meeting of the founders (participants) of the Society.</p> <p>The control over the activities of the executive body of the Company (the director) is carried out by the audit commission. The audit commission is elected by the meeting of the members of the Society from among them in the number of three people.</p> <p>The enterprise uses a centralized management system, the Director alone manages the current activities of the Company.</p>

Continuation of tab. 3.1.2

Managers	<p>The main managers of the enterprise are: Lykhvar Yuriy Volodymyrovych - general director of "Miskzhitlobud" LLC Vadim Dmytrovych Ishchenko - chief engineer Budik Mykola Ivanovych - deputy general director for production Oleksiy Mykolayovych Dubey – director of economics and finance Andriy Volodymyrovych Vozniuk - Deputy General Director for Supply Prokopenko Yuriy Vasyliovych - deputy general director for organizational issues Sukhodolska Svitlana Anatolyivna - chief accountant. The general director of the enterprise has a positive attitude towards changes, strives to modernize the enterprise as much as possible.</p>
Making decisions	<p>The director independently resolves all issues of the Society's activities, with the exception of those that fall within the exclusive competence of the members' meetings. Meetings of the members of the Society may make a decision to transfer part of the powers belonging to them to the competence of the director. Participants are not entitled to interfere in the operative activities of the director. The director is accountable to the meetings of the participants and organizes the implementation of the decisions of the meetings. The director manages the current financial and economic activities of the Company and is accountable to the Meeting of participants and the Audit Committee of the Company. The director approves the prices and tariffs for goods and services provided by "Miskzhitlobud" LLC, hires and dismisses employees, issues orders, directives and gives instructions that must be followed by all employees of the enterprise.</p>
Coordination	<p>Coordination of activities between structural divisions, consistency between departments, services, production shops and construction facilities of the enterprise has been established thanks to the establishment of rational connections between them.</p>
Connection	<p>The enterprise uses all types of information flows (horizontal, vertical; electronic, paper, mixed media, etc.), the internal communication network at the enterprise with the help of telephone, etc.</p>
Quality management	<p>"Miskzhitlobud" LLC carries out quality assessment for compliance with the requirements of Technical Regulations and EU directives, as well as certification of construction objects in conformity assessment bodies. At "Miskzhitlobud" LLC, an integrated management system was developed and implemented, which includes the following systems: – quality management system according to DSTU ISO 9001:2009 (ISO 9001:2015), – environmental management system according to DSTU ISO 1400:2015, – occupational health and safety management system according to DSTU OHSAS 18001:2010. – social responsibility system SA8000.</p>

**Source: developed by the author based on reporting data [45].*

The process of competent personnel management is a very important aspect in the activities of any organization. This process, depending on the methods and methods of management, can increase its effectiveness many times over. Moreover,

all this depends not only on the level of professionalism of employees, but also on skillful work with personnel[63].

The total number of employees of "Miskzhitlobud" LLC as of January 2022 is 126 people, among whom 77 people work on construction sites. Let's consider the dynamics of the total number of employees, the number of hired and dismissed employees from 2018 to 2021 inclusive (Table 3.1.3) .

Table 3.1.3

Dynamics of personnel movement of "Miskzhitlobud" LLC

Years	2018	2019	2020	2021
Total, persons	188	190	168	126
Accepted persons	12	17	9	7
Dismissed persons	14	15	31	49

**Source: developed by the author based on reporting data[45].*

A visual representation of the dynamics of the number of employees, the number of hired and dismissed employees from 2018 to 2021, inclusive, is shown in Fig. 3.1.1:

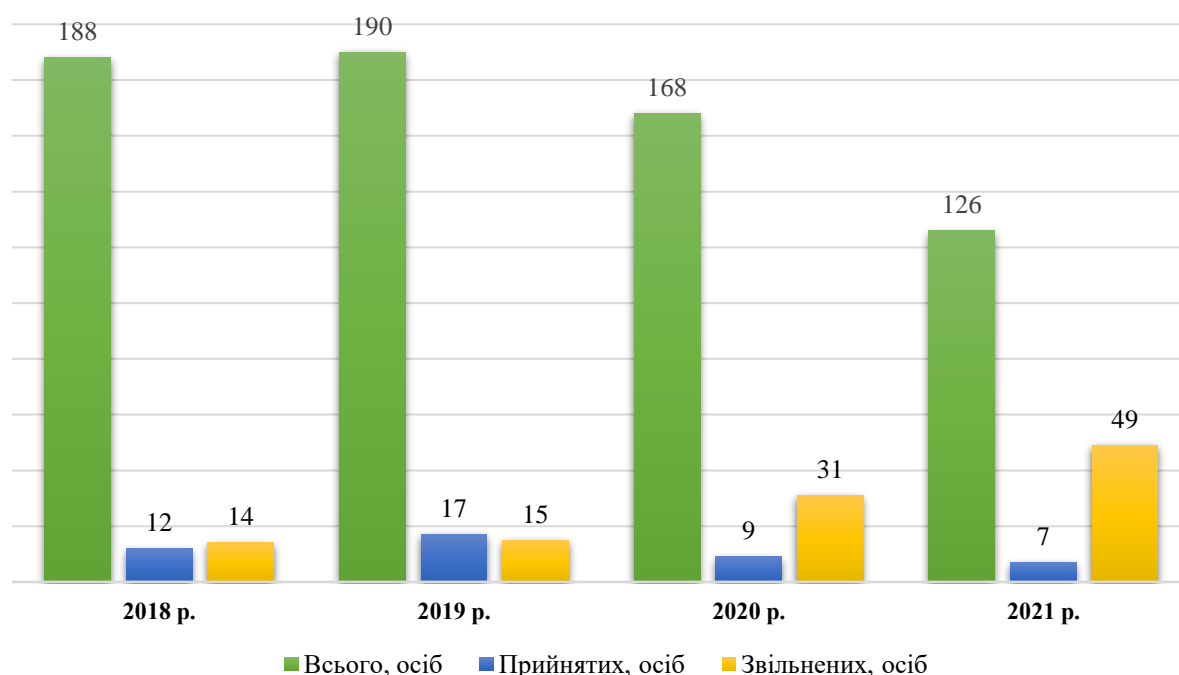


Fig. 3.1.1. Dynamics of personnel movement of LLC "Miskzhitlobud" for 2018-2021.

**Source: developed by the author based on reporting data[45].*

Let's calculate the staff turnover rate for the analyzed period according to formula 3.1.1[72]:

$$K_p = \frac{Q_d}{Q} \times 100\% \quad (3.1.1)$$

where the personnel turnover rate for the analyzed period, %; K_p –

Q_d - the number of employees of the enterprise, dismissed during the period under investigation, for reasons related to turnover: at their own will and for violation of labor discipline, persons;

Q –accounting average the number of employees of the enterprise for the same period, persons.

$$K_p^{2018} = \frac{14}{188} \times 100\% = 7,4\%$$

$$K_p^{2019} = \frac{15}{190} \times 100\% = 7,9\%$$

$$K_p^{2020} = \frac{31}{168} \times 100\% = 18,5\%$$

$$K_p^{2021} = \frac{49}{126} \times 100\% = 38,9\%$$

The dynamics of the personnel turnover rate at the construction enterprise for the period from 2018 to 2021, inclusive, is shown in Fig. 3.1.2.

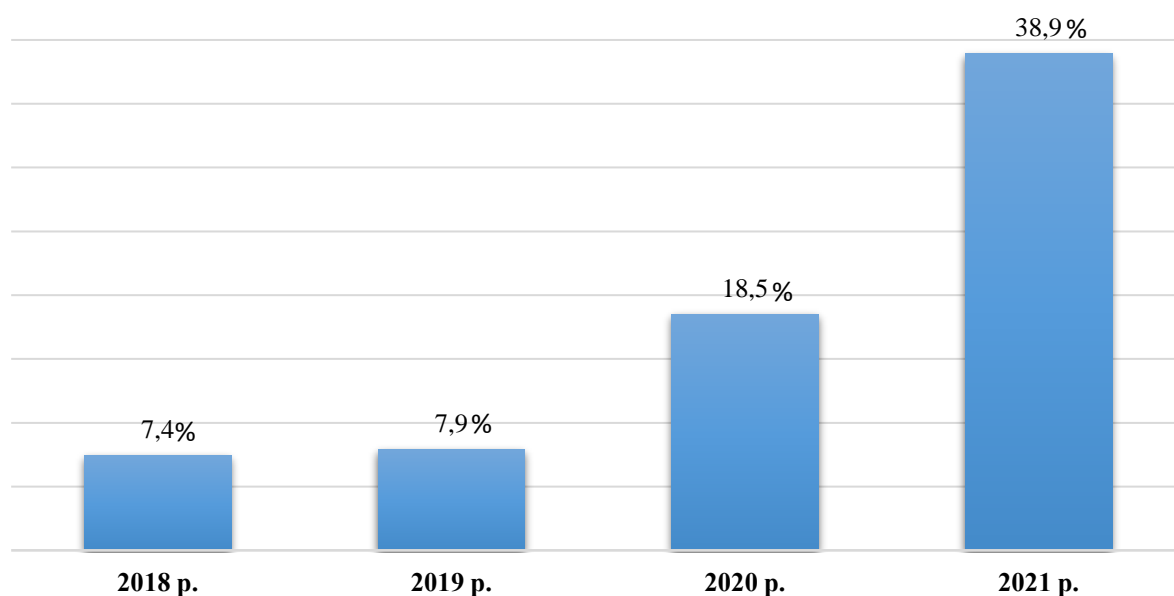


Fig. 3.1.2. Dynamics of personnel turnover of "Miskzhitlobud" LLC for 2018-2021.

**Source: developed by the author based on reporting data[45].*

According to the results of calculations in 2018 and 2019, the turnover rate is

within the normal range (up to 15%), but since 2020 it has a tendency to increase and in 2021 it is 38.9%, which is a rather negative trend for a construction company and indicates a deterioration personnel policy, decrease in employee motivation, etc. Also, the increase in staff turnover is due to the partial reluctance of employees over 40 years old to get vaccinated against COVID-19, which was a mandatory condition for further work at the company.

We will analyze the personnel structure of "Miskzhitlobud" LLC for the period from 2018 to 2021, inclusive, by category of performed functions (Table 3.1.4).

Table 3.1.4

Personnel structure of "Miskzhitlobud" LLC

Years	2018		2019		2020		2021	
Category	persons	%	persons	%	persons	%	persons	%
Workers	124	65,96	122	64,21	115	68.45	87	70.05
Servants	25	13.30	27	14,21	19	11.31	13	9.32
Specialists	20	10.64	21	11.05	18	10.71	14	11,11
Managers	19	10,11	20	10.53	16	9.52	12	9.52
In total	188	100	190	100	168	100	126	100

**Source: developed by the author based on reporting data[45].*

A visual representation of the company's personnel structure for 2021 is shown in fig. 3.1.3.

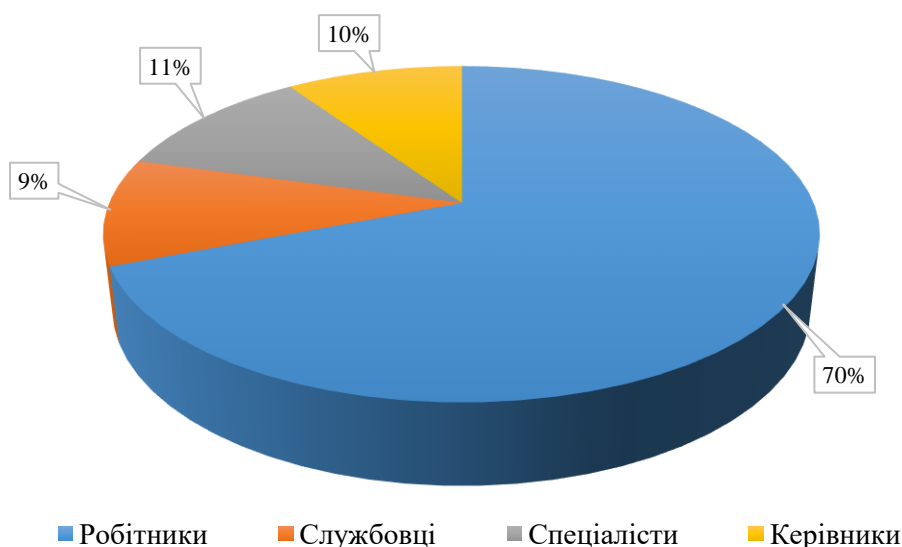


Fig. 3.1.3. Staff structure of "Miskzhitlobud" LLC for 2021.

**Source: developed by the author based on reporting data[45].*

Therefore, the majority of the construction company's personnel (69%) in 2021 will be construction workers with appropriate qualifications, experience, and

skills. Servants make up 10% of the total number of employees, specialists - 11%, managers - 10%, respectively. This distribution of personnel according to specific weight is optimal for an enterprise in the construction industry.

We will analyze the structure of the personnel of the construction company for 4 years by age parameter, taking into account the percentage ratio (Table 3.1.5).

Table 3.1.5

The staff structure of "Miskzhitlobud" LLC by age

Years	2018		2019		2020		2021	
Dimension	persons	%	persons	%	persons	%	persons	%
Up to 25 years	13	6.91	14	7.37	17	10,12	11	8.73
25-40 years old	89	47.34	91	47.89	97	57.74	71	56.35
40-60 years old	75	39.89	73	38,42	44	26,19	36	28.57
Older than 60 years	11	5.85	12	6.32	10	5.95	8	6.35
In total	188	100	190	100	168	100	126	100

**Source: developed by the author based on reporting data[45].*

A visual diagram of the company's personnel structure from 2018 to 2021, inclusive, is shown in Fig. 3.1.4.

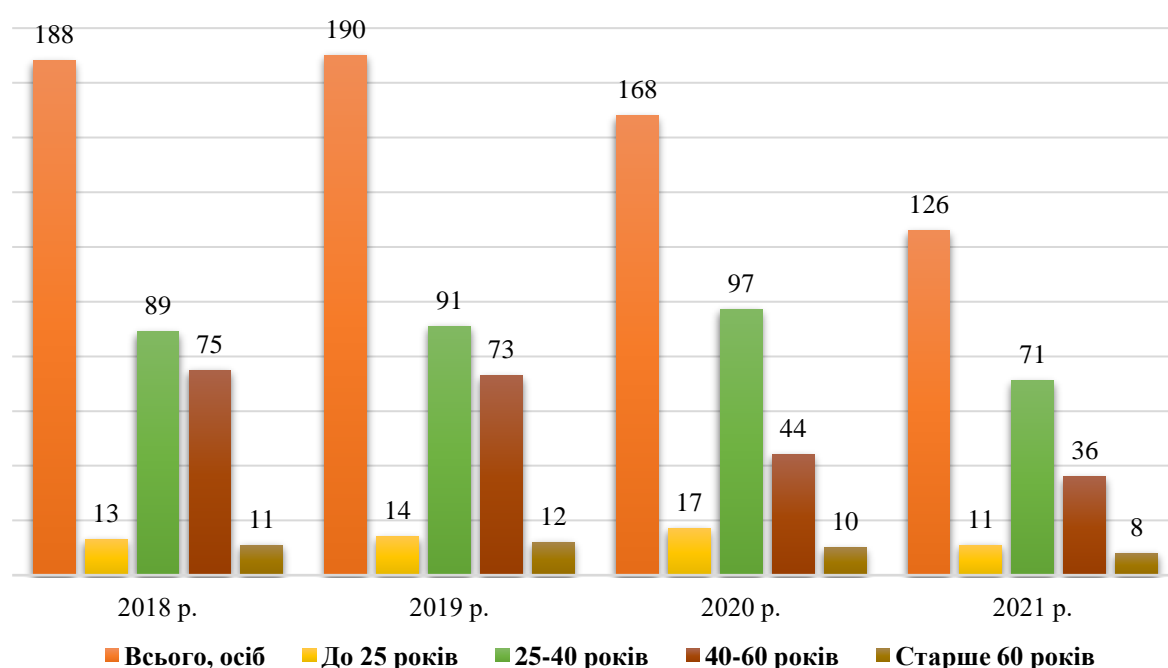


Fig. 3.1.4. Structure of personnel of "Miskzhitlobud" LLC by age for 2018-2021.

**Source: developed by the author based on reporting data[45].*

The majority of employees at the enterprise are aged from 25 to 60 years old, who have secondary and higher education, the necessary skills and abilities, and most importantly, the desire to work to meet their own needs and the needs of the

activities of "Miskzhitlobud" LLC. Since 2019, there has been a decrease in the number of employees due to a decrease in construction activity.

Construction sites, laboratories, design bureaus, and the IT department are staffed by younger personnel (from 22 to 43 years old), while middle-aged people with significant experience (from 37 to 60 years old) work mainly in the management and administration of the enterprise. Employee cohesion is at a high level to achieve a common goal.

In 2021, the number of employees over 50 years old decreased at the enterprise due to the refusal of mandatory vaccination against COVID-19 for further work.

The positive trend of growth in the number of university graduates in construction and technical specialties, young workers shows their own interest and motivation to work in well-known construction companies, in particular, at "Miskzhitlobud" LLC, since the company has the necessary "foundation" to stimulate the motivation of young personnel: regular professional development, the possibility of career growth, a full social program (paid holidays and sick leave, bonuses, loans, etc.), a convenient work schedule, a friendly team. A particularly important motivation for young specialists in technical specialties (programmers, design engineers, technologists, etc.) is the possibility of realizing their own idea or development, for example, the development of a fundamentally new equipment control mechanism, modernization of the structure, etc.

The largest indicator of the wage fund was 29,934.1 thousand UAH. in 2020 with 168 employees. During this period, the company increased the salary level in order to increase the motivation of the staff to work for results, to save jobs, etc.

The average salary of the staff of "Miskzhitlobud" LLC compared to the average industry salary in the field of construction in the city of Kyiv for the period from 2018 to 2021, inclusive, is shown in Fig. 3.1.5.

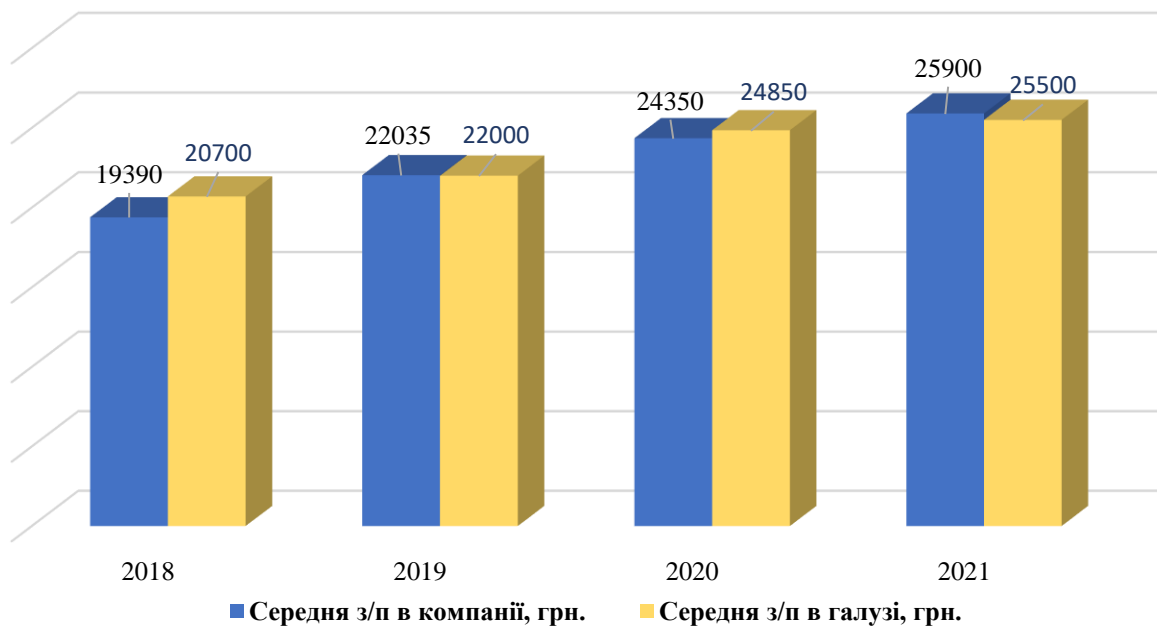


Fig. 3.1.5. The average salary of the staff of "Miskzhitlobud" LLC for 2018-2021, hryvnias.

**Source: developed by the author based on reporting data[45].*

Dynamics of changes in the wage fund of "Miskzhitlobud" LLC in the period from 2018 to 2021 in thousand hryvnias. including shown in fig. 3.1.6.

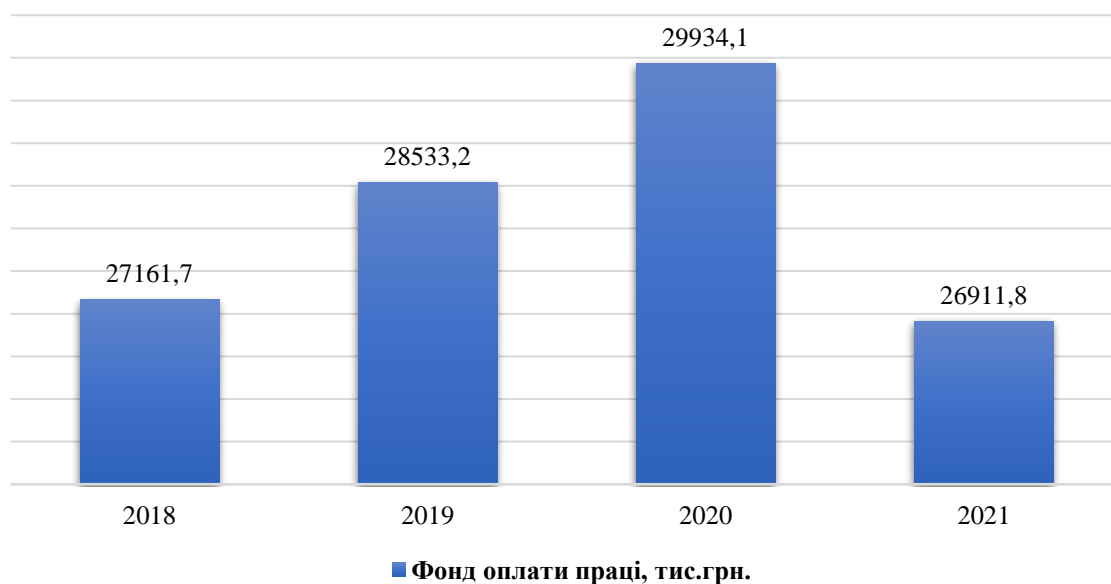


Fig. 3.1.6. Dynamics of changes in the company's wage fund for 2018-2021.

**Source: developed by the author based on reporting data[45].*

Therefore, the average salary of the personnel at the enterprise has a tendency of gradual increase, which is a positive factor, corresponds to the average industry indicator in the city of Kyiv in the field of construction and architecture.

The form, system and amount of remuneration of personnel are determined when concluding an employment contract (contract) with them in accordance with the legislation of Ukraine, taking into account the remuneration fund and labor contribution of each employee, as well as staff and collective agreements. The company's work regime and work schedule, the order and time of vacations, including additional and other working conditions, are determined by the current legislation of Ukraine and the collective agreement.

All personnel at the enterprise are officially registered. All employees have employment contracts and employment books. The salary is paid twice a month in the form of an advance and salary. There is a staffing schedule for all structural units. Personnel policy is carried out centrally. Preparation and decision-making is carried out in writing.

The company's personnel development program includes the establishment of appropriate qualification requirements for new employees, regular improvement of the professional level of employees through advanced training courses, and annual training on occupational health and safety issues.

The company provides conditions for open and timely exchange of information, maintains a healthy working atmosphere, observes all safety measures, and also promotes personal growth and self-development of employees.

Significant motivational factors for middle-aged and older employees at the enterprise are the stable work of the company, as a result, a stable workplace and timely payment of wages; realization of oneself as a professional in one's field; one's own sense of necessity and significance in the company's activities, the opportunity to be part of a team, etc.

At "Miskzhitlobud" LLC, a social program has been developed to develop the social and humanitarian aspects of the company's corporate strategy with the aim of motivating employees to work effectively to achieve the company's individual and general goals. The program regulates the types and procedure for providing employees of the enterprise with additional social benefits that are not provided for by the Labor Law (loan; material assistance; one-time assistance for rehabilitation; bonuses: based on the results of work during the year "13 wages"; bonus for women

until March 8; congratulations on the anniversary dates of the company; awarding employees on the occasion of birthdays).

The main element of an enterprise's effective activity is its employees. The organization actively and continuously attracts and develops the best employees throughout their careers, regardless of age, gender, religion, creed or nationality, and rewards their achievements. The company attaches great importance to its employees and creates conditions for the full disclosure of the potential of each employee, while respecting human dignity and individuality, and believes in the importance of an atmosphere of trust and cooperation.

"Miskzhitlobud" LLC, in accordance with the current Corporate Code, adheres to the following principles [36]:

1. Integrity and ethics – commitment to high standards of ethics and integrity in all aspects of business.

2. Openness and transparency - the obligation to provide information and disclose information about the company's activities to shareholders, customers, employees and other interested parties.

3. Cooperation and teamwork - support of a favorable working atmosphere and stimulation of cooperation among employees.

4. High quality – improving the quality of construction services and customer relations play a primary role in achieving success. Continuous improvement of quality is a priority for all employees of the company.

5. Caring for personnel - the company creates conditions for open and timely communication, a healthy working atmosphere, compliance with safety standards, and also encourages personal growth and self-development of employees.

6. Decision-making process - the company's management emphasizes that continuous growth is achieved through risk assessment of operations, implementation of innovations and entrepreneurship. It also supports delegation of responsibility to employees according to their competence.

Management also supports and encourages initiative and ingenuity in employees' performance of their functions and duties, as well as in solving non-standard tasks.

One of the most important conditions for personnel management, and, as a result, the growth of labor productivity and motivation in any workforce is the psychological climate. For a favorable climate in the team, stable interpersonal and intergroup relations are necessary. Conflicts and problems in relations in the workforce reduce the efficiency of employees, motivation and, thereby, the profit and overall stability of the enterprise.

The personnel manager carefully selects new personnel, taking into account the psychological characteristics of the person, temperament, degree of conflict, recommendations from the previous workplace, etc. Thanks to conscientious selection of the company's personnel, the management manages to create a stable psychological climate favorable for the performance of current tasks.

Therefore, the current system of labor motivation and personnel management at "Miskzhitlobud" LLC, without a doubt, needs to take into account the specifics of the work of specific departments in the company, the individual psychological characteristics of each employee, taking into account the political and economic instability in the country due to modern force majeure circumstances. The need to adapt the management approach to personnel, the system of incentive and motivation of employees is extremely important to ensure the further effective operation of the enterprise and to avoid significant losses of resources, both human and material, as a result of ineffective personnel policy in the context of modern management of construction enterprises.

3.2. Development of a program for the adaptation of modern methods of labor motivation for the personnel of a construction enterprise

Construction companies face a number of unique challenges related to personnel management and employee motivation. Work on construction sites requires physical endurance, professionalism and safety. Therefore, the development of an effective motivation system plays a key role in attracting, retaining and motivating qualified employees.

At any enterprise, there is a certain system of stimulation and motivation of personnel, which is formed and operates during its existence. However, under conditions of force majeure, such as the state of war in Ukraine, it is necessary to adapt this system to modern management practices, taking into account the current situation in the country. This adaptation should take into account the financial state of the enterprise, political conditions in the region, the psychological state of the staff and other internal and external factors.

Among the main directions of improving the efficiency of personnel management and improving the work motivation system in the conditions of the current situation in the country can be attributed[66]:

- decrease in staff turnover;
- directing personnel to perform strategically important tasks for the operation and development of the enterprise;
- improving the psychological climate in the team with the aim of reducing conflicts and increasing work productivity;
- increasing employee job satisfaction thanks to a comprehensive approach to the system of stimulation and motivation.
- use of current methods of personnel motivation;
- active information policy of the enterprise to inform the workforce about strategic plans, production achievements, changes in management methods, etc.

The current Corporate Code of the construction company takes into account these principles for adapting the work motivation system in the conditions of certain changes.

The development of a program for adapting modern methods of labor motivation involves studying the specifics of the organization and its personnel. The program should include the following stages:

- analysis of the needs and expectations of employees;
- selection of motivation methods that meet the needs of the organization;
- development of a strategy for the implementation of selected motivation methods;
- assessment of predicted results and adjustment of the program as necessary.

Schematically, the process of developing a system of employee motivation at the enterprise is shown in fig. 3.2.1.

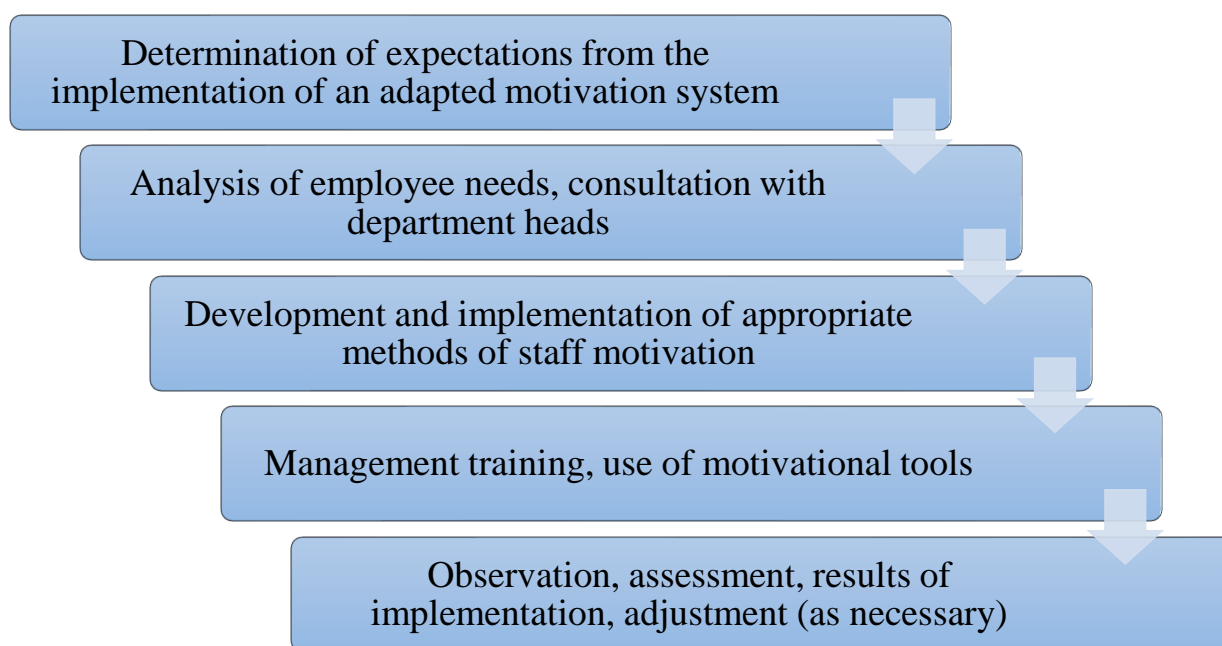


Fig. 3.2.1. Stages of development and implementation of an adapted motivation system

**Source: developed by the author based on data from the source [19].*

The final goals of the adapted personnel motivation system at the enterprise are:

- increasing the individual motivation of employees;
- increase of group (collective) motivation;
- increase in labor productivity;
- optimal use of employees' potential;
- improving reputation on the labor market;
- success of the organization and its employees, increase in profit.

The formation of the system of labor motivation at the enterprise in the conditions of modern force majeure circumstances is based on modern theories and methods of motivation, aimed at encouraging employees to work more efficiently for the benefit of the enterprise. The use of monetary methods, together with non-material motivation, helps to increase labor productivity and creates a sense of importance and necessity for the successful operation of the enterprise in the long term.

It is especially worth noting that for workers in the construction industry, in particular, the enterprise "Miskzhitlobud", a strong motivational factor is the contribution to the common goal - victory. The construction industry is one of the key and important industries in the modern world, and today in Ukraine it needs significant development more than ever before due to missile attacks, destruction of infrastructure by the aggressor country. The construction industry is responsible for building and maintaining infrastructure such as roads, bridges, airports, as well as residential and commercial properties. This infrastructure is important for ensuring the living comfort of citizens and the development of the economy[65].

The modern construction industry actively implements innovative construction technologies and methods, generates a significant number of jobs and contributes to economic growth. Large construction projects can create jobs for thousands of workers and support related industries such as building materials production. Each qualified employee of such enterprises actively contributes to the achievement of this goal under extraordinary conditions, and with his work makes the greatest possible contribution to the good of the country in times of trial. With a properly constructed motivation policy, each employee will know that his activity is socially useful and important, and the mission is worthy.

When evaluating the effectiveness of the existing motivation system, one should take into account various indicators that reflect the impact of the system on productivity, employee satisfaction and the achievement of the company's strategic goals. Evaluation of the motivation system at the enterprise involves the collection and analysis of data indicators to determine its effectiveness and correct possible shortcomings. According to the planning and economic department of "Miskzhitlobud" LLC, in 2021, the indicators affecting the overall productivity and achievement of the company's strategic goals will have the following values (Fig. 3.2.2):

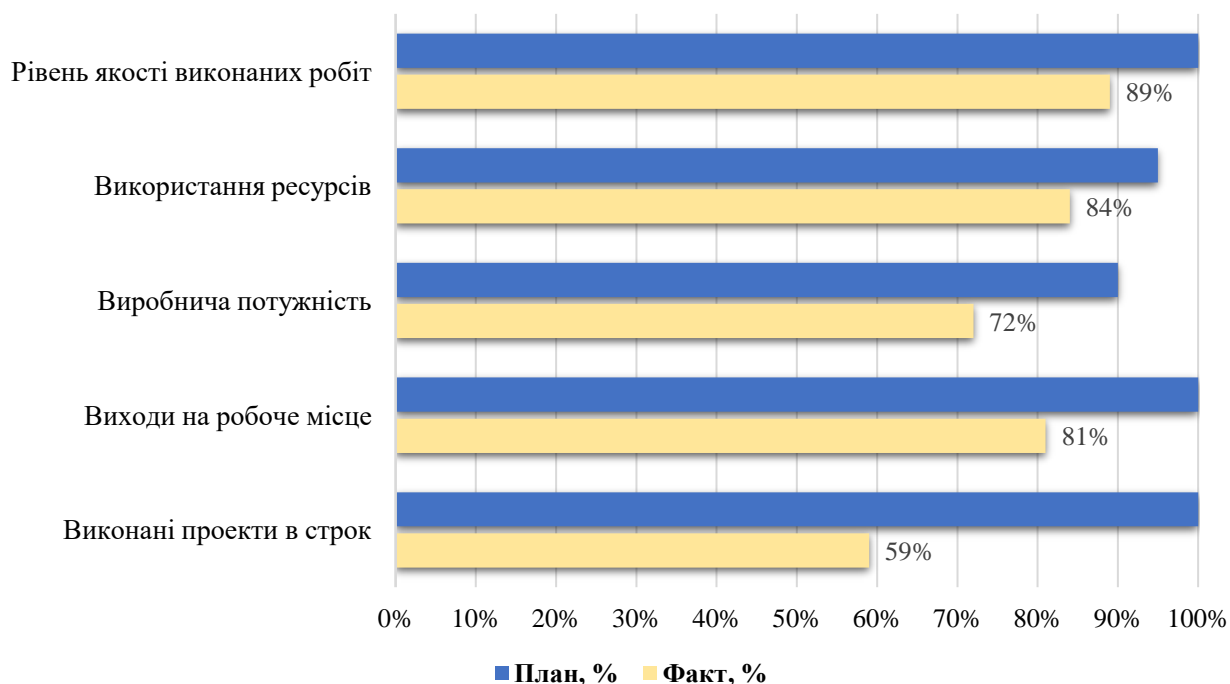


Fig. 3.2.2. Indicators affecting the achievement of the company's goals

**Source: developed by the author based on data from the source [71].*

These indicators help determine how effective the motivation system is and what aspects can be improved to achieve the company's strategic goals. Careful assessment of these indicators allows to optimize the motivation system in the enterprise.

The participation of employees in the process of developing a motivation system is an important element. Conducting surveys, discussions and focus groups will allow us to take into account the opinion of employees and their suggestions when creating a new motivation system.

To develop an effective program of the labor motivation system at the enterprise, an anonymous questionnaire was conducted to determine the level of satisfaction with current motivation and the satisfaction of the social and psychological climate in the team. 110 employees took part in the survey.

The questionnaire contains 13 key questions (Appendix K), which are the basis for assessing the level of satisfaction and motivation of employees.

The results of the survey by the number of votes are shown in the table. 3.2.1.

Table3.2.1

The results of the survey of employees by the number of votes

No	Question	Number of votes			
		Unsatisfactorily	Satisfactorily	Good	Perfectly
1	How do you assess the level of motivation provided by the company?	21	42	32	15
2	How do you assess the level of monetary incentives provided by the company?	26	45	28	11
3	How do you rate the level of satisfaction with your work at this company?	5	27	60	18
4	How do you rate the level of recognition and praise for your work?	26	53	21	10
5	How do you rate the level of team spirit and cooperation with colleagues?	9	31	58	12
6	How do you rate the opportunity to influence decision-making related to your work?	39	20	29	22
7	How do you rate the level of support and opportunities for development from your management?	20	22	52	16
8	How do you assess the opportunity for advancement and growth at the company?	17	30	48	15
9	How do you evaluate the effectiveness of the incentive system at the enterprise?	33	41	22	14
10	How do you assess the level of transparency and fairness in determining incentives at the enterprise?	23	31	37	19
11	How do you rate feedback from management?	11	55	35	9
12	How do you assess the moral and psychological climate in the team?	14	46	42	8
13	What is your attitude to changes in the system of motivating the company's personnel?	–	9	24	77

**Source: developed by the author.*

The results of the survey will help to identify problem areas and determine what steps can be taken to improve the motivation and satisfaction of the staff. Graphically, the results of the survey are shown in fig. 3.2.3 and 3.2.4.



Fig. 3.2.3. The results of the survey of employees by the number of votes

**Source: developed by the author.*



Fig. 3.2.4. The results of the survey of employees by the number of votes

**Source: developed by the author.*

Based on the results of the survey, the following conclusions can be drawn: 41 employees noted that the system of labor stimulation and motivation is satisfactory, 21 rated it as unsatisfactory; 26 employees noted that the system of monetary incentives is unsatisfactory, 45 - satisfactory; 52 respondents rated the level of support and opportunities for development from the company's management

well. No more than 22 respondents rated the result "Excellent" for all questions regarding the current motivation system and psychological climate. However, 77 employees noted excellent and 24 employees chose a good attitude to the changes in the labor motivation system of the company's personnel, which is 92% of all respondents. For the company's management, this means a critical need to develop and implement an up-to-date motivation system.

During the survey of 110 respondents to the open question "Which methods of work motivation are important for you?" answered as follows: 103 employees (93.6% of the total number of respondents) identified financial incentives as a key motivational factor; 88 employees (80% of the total number of respondents) answered that improving social security is also important (Fig. 3.2.5):

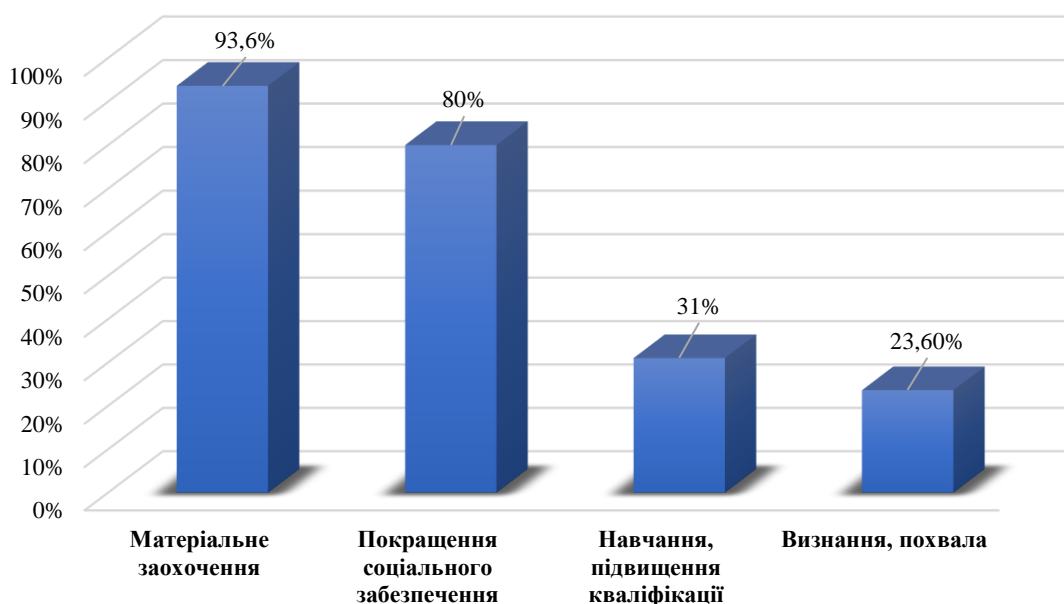


Fig. 3.2.5. Responses of respondents regarding effective motivational levers

**Source: developed by the author.*

Based on the results of the survey, it can be concluded that the material motivation of employees is the main one for several reasons:

1. Basic need - it is known that in Abraham Maslow's theory of motivation and his hierarchy of needs, material needs are basic and important for a person. The provision of material needs, such as food, housing, clothing and financial security, is a prerequisite for the satisfaction of higher needs, such as social interaction, recognition, self-realization, etc. Thus, material motivation helps to satisfy the basic needs of employees.

2. Means of attracting and retaining valuable employees - material incentives serve as a tool for retaining highly qualified and experienced employees. Competitive salaries and bonuses help keep talented employees in the company.

3. Motivation to achieve - the opportunity to earn more money based on high productivity and achievements can stimulate employees to greater efforts and higher productivity.

However, it is important to note that material motivation should be combined with other types of motivation, such as recognition, the possibility of self-development, the creation of a comfortable working environment and other non-material incentives. The combination of various methods of motivation helps to create a complex and effective system of motivation that satisfies the various needs of employees and contributes to the achievement of the strategic goals of the company[55, 51].

Quality social security is also important for most workers. Its importance in the enterprise lies in several aspects:

1. High-quality social security, such as health insurance, vacations, pension programs and other benefits, contributes to improving the physical and psychological health of employees. This can reduce absenteeism due to illness and stress, and increase their overall job satisfaction.

2. Good welfare can serve as an important motivational factor for employees because they feel that their needs and well-being are important to the company, which in turn increases their involvement and commitment to the company.

3. Healthy and satisfied employees are usually more productive. High-quality social security can contribute to their more efficient work and better results in the long term.

4. Improving social security helps reduce employee turnover, as employees are more likely to stay with a company that offers them favorable conditions and pays attention to their well-being.

5. High-quality social security reflects positively on the company's reputation, making it desirable as a place of work and cooperation from both customers and investors.

6. The provision of medical and other social services can reduce risks for employees and improve their overall health, which, in turn, reduces costs for medical leave and treatment.

Therefore, high-quality social security of employees not only creates comfortable conditions for work, but also contributes to the achievement of the company's strategic goals by attracting and retaining talented employees, improving their health and increasing productivity as a result.

The next important motivating factor was training and professional development. The advantages of this motivational factor for both employees and the enterprise are[78]:

- training helps employees develop their skills and knowledge in accordance with the requirements of the modern labor market. They become more competent and efficient in their work, which improves the quality of the services provided;

- training helps staff stay on trend and update their knowledge with regard to the latest technological and industrial innovations;

- employees see an opportunity to develop and improve their career prospects;

- professionally trained employees have more opportunities in the labor market and can find work in other companies if necessary;

- qualified employees can contribute ideas and innovations to the work process, which contributes to the development of the enterprise.

In a general sense, training and professional development of employees is an important investment measure for the enterprise, which contributes to its development, sustainability and competitiveness in the market.

Although material motivation of employees plays a key role in the strategy, there are also other factors that contribute to increasing employee loyalty and commitment. Some of these aspects include increasing the responsibility of department heads to ensure the well-being of employees, creating a work environment that helps employees balance work and personal life, creating clear

expectations in the workplace, and designing training and development programs to prepare employees for future management positions[73].

It is also important to implement results-oriented systems that allow you to clearly identify and track the successes of the best employees and, in some cases, promote them within the company. Special mentoring programs help new employees gain experience from more experienced colleagues. An "employer brand" is also created, which not only motivates and inspires employees, but is also used to attract new talents.

Recognition and praise of employees in the enterprise is of great importance for several reasons. Lack of gratitude on the part of the manager, especially in the long-term perspective, leads to a decrease in commitment, loss of motivation and enthusiasm of employees. And this leads to deterioration of the functioning of the organization both internally and externally. The effect of this attitude is also a decrease in employee loyalty and an increase in the risk of the most talented employees leaving the company. For many talented people, an attractive salary is not enough to stay with a company for a long time. Recognition and praise can help retain talented employees, because they feel that their achievements are appreciated and their prospects in the company promise to be successful.

Many employees believe that if the employer does not notice their efforts, the efforts are not worth it. Although the legitimacy of such a relationship can be analyzed, there is no doubt that it is worth observing the efforts of employees and appreciating their progress, even if it is small. For this, it is necessary to maintain an organizational culture based on gratitude. Managers need to praise employees (oral recognition) and ensure team integration with the help of tasks, game rewards and benefits not related to wages.

It is important to note that recognition and praise improve the psychological climate in the organization, make the working environment more pleasant for employees, contribute to the improvement of internal relations in the team and contribute to collective cooperation.

In general practice, a number of changes in the motivation system have shown their effectiveness even during the time of the coronavirus restrictions. Such

changes include the introduction of a number of non-material motivational levers aimed at giving staff confidence that the company's management is concerned about their safety, as well as the safety of their families. And if during the pandemic it was connected, first of all, with the sanitary regime (observance of social distance; disinfection of hands, surfaces; use of disposable masks, gloves), then during martial law it is an urgent stoppage of production processes and construction due to air alarms in the regions country (rocket attacks on residential and infrastructure facilities), arrangement of bomb shelters, evacuation of workers' families to safe places.

Starting from 2020, when the main unforeseen circumstance in the world was the coronavirus pandemic, company managers in the motivation policy, in addition to standard material and non-material motivation tools, began to pay special attention to socio-psychological management methods.

The disease and its complications, quarantine restrictions, such as social distance, self-isolation, closure of public places of recreation (theaters, cinemas, shopping and entertainment centers, cafes, etc.) had a significant negative impact on the psyche of each person.

An adapted system of motivating employees of construction companies to modern management practices should also take into account not only the implementation of changes in labor legislation and certain restrictions due to the introduction of martial law in Ukraine [50], but also such psychological factors as the increased level of stress among employees, especially those who lost a loved one, relatives, friends, or were left without housing or property due to military operations in the country. For such people, the main psychological motivation is to continue living, work for victory, protect and provide for themselves and their relatives.

The main measures for adaptation of the work motivation system of "Miskzhitlobud" LLC personnel, which will be effective under these conditions, are proposed below (Fig. 3.2.6).

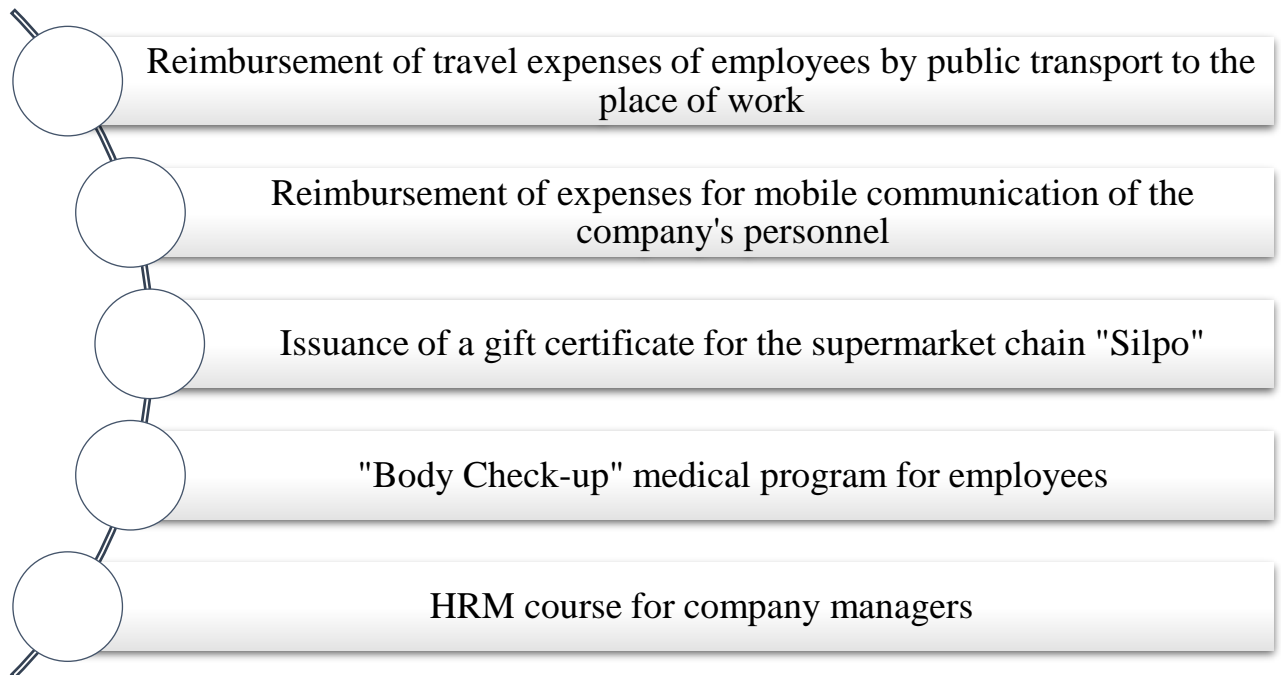


Fig. 3.2.6. Measures regarding the adaptation of the employee motivation system

**Source: developed by the author.*

Next, the advantages and importance of implementing each of the above measures to increase the motivation of the company's personnel are described in more detail.

1. Reimbursement of travel expenses of employees by public transport to the workplace.

Due to the crisis in the country, many people are now switching to public transport due to the increase in the cost of fuel, its periodic shortage. In public transport, the cost of travel has also increased, so the company's compensation for employees' travel to work can serve as one of the factors that increase the motivation of employees and their job satisfaction. This can affect overall work efficiency and engagement levels. Reimbursement of travel expenses can also help employees save money and support their financial situation. This is especially important for those who work at sufficiently far distances from their place of residence. An employer that provides benefits for reimbursement of travel expenses can stand out favorably in the eyes of potential employees. This can become one of the advantages used when searching for personnel.

2. Reimbursement of expenses for mobile communication of the company's personnel.

Compensation for the costs of mobile communication can be considered as one of the forms of additional benefits for employees, which can have a positive effect on their motivation and sense of importance. Such a motivation tool is insignificant from the point of view of the employee in terms of material equivalent, but with this action, the management of the company shows the employee that it cares about continuous communication his relationship with family, friends, colleagues. For many employees, the use of a personal mobile phone for work purposes may require additional costs for tariff plans and services. Reimbursement of these costs can contribute to the retention of employees and have a positive effect on their financial well-being. Such a method of employee motivation is especially relevant now, when all mobile operators have increased payment for tariffs, and in conditions of general price increases, such a step will be both important for the employee and pleasant from a psychological point of view .

3. Providing a gift certificate to the "Silpo" supermarket chain.

The use of gift certificates in the chain of grocery stores for the company's staff can have a number of important advantages and contribute to improving the motivation of employees. Everyone buys food in supermarkets. The company's provision of a monthly gift certificate, which is provided by the popular chain of stores "Silpo", allows employees to choose goods and services from a wide range of products, which meets the variety of preferences and needs of different employees.

By giving gift certificates, the company can promote a positive emotional connection with its staff. This can make the work environment more friendly and conducive. The use of gift certificates can be part of a team management strategy and corporate culture, promoting a healthy competitive environment and mutual support, as well as increase the sense of value of employees, showing that their efforts and contributions are appreciated and rewarded.

4. "Organization Check-up" program.

The implementation of the "Organization Check-up" program for the company's personnel is a powerful motivational lever, especially in our time, in the

conditions of the crisis, the increase in prices for medical services, certain consequences for health after the COVID-19 pandemic. Such a measure can become an effective tool for stimulating and preserving the health of employees, increasing their energy potential and creating a healthy and productive working environment.

Regular medical examinations allow you to identify possible problems and risks from afar. Such a program provides an opportunity for early diagnosis and prevention of diseases. Healthy and well-feeling employees can feel more energetic and satisfied, which can affect the general climate in the workplace. The introduction of the program can also be recognized as a manifestation of corporate responsibility and an indicator of the company's concern for the well-being of its staff.

5. HRM course for business managers

HRM (Human Resource Management) course for business managers is an important tool for developing skills and knowledge necessary for effective personnel management. Human resource management courses help managers develop leadership skills, including motivation, communication, decision-making and conflict management. Rapid changes in the field of human resources management require managers to have knowledge of modern HR practices.

The courses provide updated information and skills necessary for effective personnel management. HRM courses help managers to optimize the processes of recruitment, training and retention of personnel, ensuring effective management of labor resources. They also provide tools and strategies for effective talent management in an organization, including the development and retention of high-performing employees. Effective human resources management has a positive effect on the satisfaction, motivation and productivity of employees. Managers who possess skills in the field of HRM are able to create favorable working conditions.

It is also important to note that prestigious courses with a certificate/diploma on successful completion of training are an effective motivational lever for the company's management staff, as it can significantly affect the development and success of the manager's professional career. Courses can be aimed at developing leadership skills, which gives prestige to the manager's profile. The ability to

effectively manage a team is the key to a successful leader. Companies that invest in the development of their leadership can win in the competition for talented employees. Prestigious courses can indicate that the company values the development of its management.

For the effective adaptation of the personnel work motivation system, it is necessary to develop a program taking into account the calendar schedule, as well as the appointment of a responsible person, which will allow planning certain steps of the management's actions and thus calculate the socio-economic effect of the implementation.

The program of measures for the implementation and adaptation of the motivation system for 1 calendar year at "Miskzhitlobud" LLC is given in the table. 3.2.2.

Table 3.2.2

The program for the introduction of a new system of personnel motivation

West	Terms of execution	Responsible persons
Reimbursement of travel expenses of employees by public transport	01.01.2024 - 01.01.2025	Deputy Gen. Director of Organizational Affairs, Chief Accountant
Compensation of personnel expenses for mobile communication	01.01.2024 - 01.01.2025	Deputy general director for organizational issues, chief accountant
Issuance of a gift certificate for the supermarket chain "Silpo"	01.01.2024 - 31.12.2024	Deputy general director for organizational issues, chief accountant
Medical program "Body Check-up"	01.01.2024 - 31.12.2024	Deputy general director for organizational issues, chief accountant
HRM course for company managers	02/10/2024 - 04/10/2024	General director, chief accountant

**Source: developed by the author.*

Therefore, the measures proposed above regarding the implementation and adaptation of the staff motivation system of the company "Miskzhitlobud" LLC, taking into account the current situation in the country, will allow to increase labor productivity, increase the motivation of the staff to work for the result and development of the enterprise, and significantly reduce the turnover rate. Any implemented measures in the system of functioning and development of the

company must have an economic effect and effectiveness from implementation. The effectiveness of the adapted system of personnel motivation is determined using absolute and relative indicators - effect and efficiency.

3.3. Socio-economic effect of adapting the motivation system at the enterprise

The preliminary calculation and determination of the socio-economic effect of the adaptation of the staff's work motivation is a critically important step in management decisions, as it allows determining the feasibility of implementing the proposed methods of motivating employees at "Miskzhitlobud" LLC.

Among the proposed 5 measures specified in point 3.2 regarding labor motivation, we will calculate all that involve financial costs of the enterprise.

A total of 126 people work at the enterprise. Let's analyze the value of employee wages based on the data provided by the personnel manager (Fig. 3.3.1).

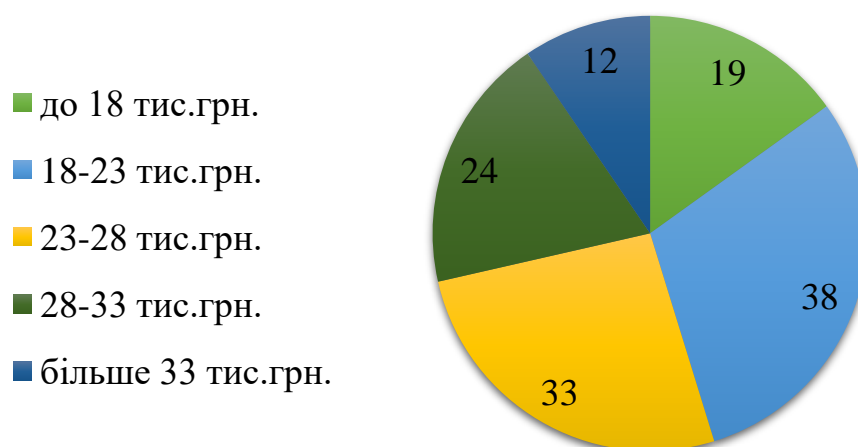


Fig. 3.3.1. Number of employees by salary, persons

**Source: developed by the author based on reporting data [45].*

The average salary in Kyiv for November 2023 is 19.5 thousand hryvnias per month. Up to UAH 18,000. 19 people will receive wages - these are junior service personnel or directly lower-level workers (young specialists). Most of the company's employees (71 people) receive wages in the range from 18,000 to 28,000 hryvnias. depending on seniority, grade, category - these are workers who directly participate in construction.

From 28 to 33 thousand hryvnias. will receive 24 people - employees and specialists. Salary in the amount of more than 33 thousand hryvnias. will receive 12

employees of the administrative and management level (project managers, heads of departments).

Reimbursement of the costs of employees traveling by public transport to the place of work according to the global analogy is expedient to implement for personnel whose salary is up to UAH 28,000, i.e. for 90 people. The term of this motivation method is 1 year.

Travel in public transport (metro, bus, trolleybus) in the city of Kyiv in November 2023 is UAH 8. When buying a travel pass through the "Kyiv Digital" application, the cost of 62 trips per month is UAH 195. (i.e. UAH 3.14 is the cost of one trip). We will calculate the cost of travel for 90 employees for 1 year (12 months).

$195 \times 12 = 2340$ (hryvnias) - compensation for the cost of one employee's travel in public transport for 1 year.

$2340 \times 90 = 210600$ (UAH) – the total cost of travel compensation by the enterprise for 90 employees per year.

The next motivational lever is reimbursement of expenses for mobile communication. It is appropriate to compensate such expenses for all employees with a salary of up to 28,000 hryvnias, i.e. 90 employees for a period of 12 months. Such a motivational tool will not be of great importance for salaried administrative and management employees. For them, other factors are motivators - the stability of the enterprise itself, its development and profitability for the stability of their own workplace, especially in the conditions of martial law.

Let's determine the average price of the tariff of mobile operators - UAH 250.

$250 \times 90 \times 12 = 270$ (thousand hryvnias) – the total cost of mobile communication compensation by the company for 90 employees per year.

The next monetary motivational tool is the provision of a gift certificate to the "Silpo" supermarket chain.

It is advisable to implement this type of motivation for all employees with a salary of up to 33 thousand hryvnias, that is, 114 employees every month for 1 year. The monetary equivalent of a gift certificate is 500 hryvnias. per month For corporate customers, the "Silpo" supermarket chain offers a 10% discount, i.e. the

cost of purchasing certificates will be UAH 450, while keeping the cash equivalent of UAH 500. Let's calculate the cost of this lever for 114 employees for 1 year (12 months).

$450 \times 114 \times 12 = 615.6$ (thousand hryvnias) – the total cost of the company providing a certificate to the supermarket chain for 114 employees per year.

The next important and effective motivational lever is the implementation of the "Organization Check-up" medical program for all company personnel.

The private network of medical clinics "Medikom" in Kyiv provides the program "Body Check-up. Standard" for customers at a price of UAH 10,176. per year [46]. When registering corporate clients of 50 or more, the clinic offers a 20% discount on the program. For the enterprise, the program "Organization Check-up. "Standard" for each employee will be UAH 8,140. The duration of the client's medical examination is 2-3 days by appointment.

The list of medical services from the "Standard" package includes:

- therapist consultation;
- consultation of a cardiologist;
- consultation of an ophthalmologist;
- Ultrasound of abdominal organs;
- fluorography;
- ECG;
- general blood test;
- blood test "Liver tests";
- doctor's consultation of your choice.

The term of passing a medical examination under the program is 1 calendar year from the date of signing the contract. Let's calculate the cost of the company's implementation of the medical program for 126 employees.

$126 \times 8140 = 1025.6$ (thousand hryvnias) - the total cost of providing the medical program "Body Check-up" by the company. Standard" for 126 employees per year.

The last proposed motivational tool is the HRM course for company managers. "KROK" business school in Kyiv provides a course "Management of people and teams" for managers who participate in the strategic management of the company's personnel.

The advantages of the "KROK" business school are:

- high rating on the market of business schools in Ukraine;
- cooperation with large companies and corporations in Ukraine;
- providing a wide choice of study areas;
- a strong team of practicing business trainers;
- accreditation of the business school by ASCB (Accreditation Service for Certifying Bodies) and International Register of Quality Assessed Organizations (IRQAO), which are one of the key players in the certification market of ISO, QHS, Information Security and Environmental standards.

The course "Management of people and teams" for managers costs UAH 23,000. with the receipt of the "BaltumBurooOU" International Certificate upon successful completion of the Final International Certification Exam, as well as a certificate of professional development. The duration of training is 2 months (16 classes of 3 hours each, 6 training modules). The number of managers of "Miskzhitlobud" LLC is 12 people. We will calculate the cost of training the administrative and managerial staff of the company.

$23000 \times 12 = 276$ (thousand hryvnias) – the total cost of the HRM course for 12 employees of the construction company.

Training managers can help improve their management skills and strategic decision-making.

Investing in the training of managers can lead to a significant improvement in the efficiency and sustainability of the enterprise, which, in turn, can have a positive impact on its economic success (financial results).

The total costs of the enterprise regarding the staff motivation program for a period of 1 year are shown in the table. 3.2.3.

Table 3.2.3

Total expenses of "Miskzhitlobud" LLC for the implementation of the measures of the personnel work motivation system for 1 year

West	Price, thousand hryvnias
Reimbursement of travel expenses in public transport	210.6
Reimbursement of expenses for mobile communication	270
Issuance of a certificate of the supermarket chain "Silpo"	615.6
Medical program "Body Check-up"	1025.6
HRM course for company managers	276
Together	2397.8

*Source: developed by the author

Implementation of the above-defined motivational levers for personnel at enterprises in the construction industry, according to forecasts, will lead to a number of socio-economic effects. In the table 3.2.4 provides a detailed review of such opportunities for the enterprise.

Table 3.2.4

Social effect of implemented motivational measures

Characteristic	Description
Increasing labor productivity	Motivated staff works more efficiently and effectively. The implementation of monetary motivational systems stimulates employees to greater productivity and work for the company's results and profitability.
Decrease in staff turnover rate	An effectively implemented motivational program reduces staff turnover. Providing competitive working conditions and opportunities for career growth can retain and attract talented specialists to the enterprise.
Improvement of the quality of performed works	Motivated personnel have a greater interest in quality performance of work. Providing incentives for high quality can help improve the quality of construction projects and increase the company's reputation on the market as a result.
Effective use of resources	Motivated personnel are more inclined to efficient use of resources, which can lead to cost savings and optimization of processes at the construction enterprise.
Reducing stress in the workplace	Providing transparent motivation mechanisms and employees understanding that their efforts will be rewarded can reduce the level of stress in the workplace.
Improving the working climate	Motivational measures can create a positive working climate and promote teamwork. Job satisfaction and interaction between employees can improve the general working mood.

Increasing the level of satisfaction	Providing adequate and fair rewards and recognition can have a positive effect on the level of overall satisfaction of the company's employees.
Reduction of conflicts at work	Harmonious employee-employer relations resulting from effective motivational measures can help avoid conflicts and increase the overall level of employee satisfaction.
Increasing employee self-esteem and confidence	Success in motivational programs can increase employees' self-esteem and confidence in their abilities, which can have a positive effect on their psychological state.

**Source: compiled by the author based on sources[17, 74].*

Any implemented measures in the system of operation and development of the enterprise must have an economic effect and effectiveness from implementation. The effectiveness of the adapted system of personnel motivation is determined using absolute and relative indicators - effect and efficiency.

The economic effect of the proposed measures is calculated in order to determine the feasibility of financing a specific project, which is essentially profitable. The economic effect of the implemented measure is calculated according to the formula (3.3.1) [54]:

$$E = Ppr - B \quad (3.3.1)$$

where E is the annual economic effect of the implemented measures, thousand g.o.;

Ppr– expected annual profit growth, thousand g.o.;

IN– annual costs for the implementation of the proposed measures, thousands of h.o.;

Economic efficiency is the ratio of the economic effect achieved by the measures taken to the costs of their implementation (formula 3.3.2)[54].

$$Ef = \frac{E}{B} \times 100\% \quad (3.3.2)$$

where Ef is the annual economic efficiency of implemented measures, %;

E– annual economic effect of the implemented measures, thousand g.o.;

B– annual costs for the implementation of the proposed measures, thousands of h.o.;

The total costs of the enterprise regarding the proposed measures to increase the motivation of employees for a period of 1 year is UAH 2,397.8 thousand.

The company's profit at the end of 2021 amounted to UAH 31,484,000.

According to forecasts, an increase in the profit of "Miskzhitlobud" LLC during force majeure (martial law in the country) for a year, due to a 12% decrease in staff turnover, increased labor productivity, attracting investments and financing, improving corporate governance, improving production efficiency and cost optimization is 10%, i.e. UAH 3,148.4 thousand. ($31484 \times 0.1 = 3148.4$ thousand hryvnias). According to the formulas (3.3.1) and (3.3.2), we will calculate the economic effect and economic efficiency of the conducted activities per year.

$$E = 3148.4 - 2397.8 = 750.6 \text{ (thousand UAH)}$$

$$EF = 750.6 / 2397.8 \times 100\% = 31.3\%$$

Therefore, the economic effect of the adaptation of the implemented system of motivation of the personnel for a period of 1 year is 750.6 thousand hryvnias. The efficiency is 31.3%, which in the conditions of force majeure, namely, martial law in Ukraine, is an acceptable indicator and indicates the expediency of implementing the proposed measures at "Miskzhitlobud" LLC.

CONCLUSIONS

As a result of the study of the personnel motivation system at "Miskzhitlobud" LLC and its adaptation to modern management practices, it can be concluded that the tasks set have been fully fulfilled:

1. The theoretical foundations of the system of motivating personnel at a construction enterprise today require a detailed study, transformation and adaptation of current methods of motivating employees in the general management system of the organization. Motivating the work of personnel is one of the most important functions of management, which consists in activating, stimulating and implementing purposeful management of people's behavior in order to achieve the goals set by both the employee and the enterprise. There are many theories of motivation, both classical (A. Maslow, D. McClelland, K. Alderfer, V. Vroom, J. Adams, E. Locke, B. Skinner) and modern (J. Atkinson, T. Stewart, F. Haider, J. Rotter, V. Siegert, etc.), each of which reflects and complements a certain strategy of motivating the employee to achieve the goals and interests of the enterprise. In addition to the material motivation of employees, the non-material motivation system is equally important, namely, personalized approaches, technological innovations and flexible benefits, as companies strive to create a more satisfying and productive work environment. Understanding the current situation, feedback from employees, accounting for new requirements and methods of motivation, as well as evaluating the results of changes are important steps in the process of improving the system of employee motivation at the enterprise.

2. According to the study of the financial and economic characteristics and performance indicators of the enterprise from 2018 to 2021 inclusive, it was determined that the total amount of funds of "Miskzhitlobud" LLC for the analyzed period has a downward trend, which is associated with a significant decrease in accounts payable, which is the main *Source of capital formation of the enterprise .

Therefore, LLC "Miskzhitlobud" forms all its activities at the expense of loan capital, is completely dependent on both funds from investors and bank loans (for all indicators of liquidity, solvency and financial stability), has no financial

stability even in the short term, and also has all the signs of a possible bankruptcy. The company's equity in 2021 is negative and amounts to -17,916 thousand UAH. The enterprise is not liquid and solvent for the settlement period with a negative working capital of -66,110 thousand hryvnias. by the end of 2021. There is a tendency to reduce the liquidity of the balance sheet due to a significant share of hard-to-realize assets, the company has no possibility of financial maneuvering (according to the negative value of the maneuverability coefficient). "Miskzhitlobud" LLC in 2021 has negative indicators of return on investment, and there is also a tendency to decrease the return on total assets, realized products and sales due to a significant deterioration of the company's financial condition.

In order to improve the financial and economic condition of the enterprise, the planning and economic department needs to develop an effective management mechanism, which can be represented by such management decisions as a gradual increase in the share of equity capital, attracting investments, increasing long-term and reducing short-term loans, reducing operating and financial cycles - this will allow to increase turnover and efficiency of management of current assets; control and management of receivables, etc.

3. Having analyzed the influence of internal and external influencing factors, comparing the company's strengths and weaknesses with opportunities and threats, it can be determined that the most important opportunities for increasing the competitiveness of "Miskzhitlobud" LLC are:

- maximum consolidation and strengthening of leadership positions in the market of the construction industry in the city of Kyiv;
- development of the construction market in the Kyiv region;
- a reference point for meeting consumer requirements regarding the quality, comfort and convenience of housing and premises;
- the strategy of introducing innovative technologies in the field of construction;
- involvement of highly qualified specialists in industrial and civil construction;
- professional development of the company's employees;

- attraction of new partners and investors for the development of construction activities;
- strategic development of energy efficiency and energy management;
- improvement of the general management system of the enterprise.

Since the goal of the activity of "Miskzhitlobud" LLC is the constant increase in the volume of construction of high-quality housing that meets modern construction standards and the needs of potential buyers, the main attention should be paid to the desire to reach new levels of technical and business development.

4. The current system of motivation and personnel management of "Miskzhitlobud" LLC is aimed at increasing labor productivity through the comprehensive application of material and non-material methods of motivating employees. The number of full-time employees at the enterprise decreases every year, the turnover rate from 2018 to 2020 inclusive has a negative increasing trend and in 2021 this rate is 38.9%, which is more than an acceptable value. The enterprise has developed a social program for the development of social and humanitarian aspects of the enterprise's corporate strategy in order to motivate employees for effective work, which regulates the types and procedure of providing additional social benefits to the enterprise's employees (material assistance; bonuses: based on the results of work during the year, "13 wages"; bonus for women until March 8; subsidized meals for employees on the occasion of birthdays, etc.).

5. The development of an effective program for the adaptation of modern methods of motivating the work of construction company personnel is extremely important for the further functioning and development of "Miskzhitlobud" LLC without significant losses of human and material resources due to an irrational personnel policy, taking into account the current situation in the country. Taking into account the assessment of the existing system of personnel motivation, conducting a questionnaire of the company's employees to assess the level of satisfaction with the current motivation system and the social and psychological climate in the team, and analyzing the results, the following measures of material motivation of the company's employees are proposed for the improvement and adaptation of the general management system:

- reimbursement of travel expenses of employees by public transport to the place of work;
- compensation of expenses for mobile communication of the company's personnel;
- provision of a monthly gift certificate for the "Silpo" supermarket chain;
- medical program "Organization Check-up" for employees;
- HRM course for company managers.

The program for the implementation of the proposed measures is designed for 1 year with defined deadlines, costs and responsible persons.

6. The social effect of the adaptation of the personnel motivation system of the company "Miskzhitlobud" LLC to modern management practices consists in the following characteristics:

- 12% decrease in staff turnover rate (according to forecasts);
- overall increase in labor productivity;
- improvement of the quality of performed works;
- more efficient use of available resources;
- improvement of the working climate in the team;
- reducing stress at the workplace;
- increasing the level of satisfaction of the company's employees.

The economic effect of the adaptation of the implemented labor motivation system for the personnel of "Miskzhitlobud" LLC for a period of 1 year is 750.6 thousand hryvnias. The efficiency is 31.3%, which in the conditions of martial law in Ukraine is an acceptable indicator and indicates the feasibility of implementing the proposed measures at the enterprise.

The methods of personnel motivation proposed in the work have a practical direction. The practical significance of the study lies in the possibility of using the proposed recommended measures to adapt the staff motivation system at "Miskzhitlobud" LLC to the working conditions during the martial law in Ukraine.

LIST OF USED SOURCES

1. Bazaliyska N.P., Mishchuk V.V. Substantial approaches to the formation of a system of motivating the work behavior of employees at the enterprise. *Global and national economic problems*. 2016. No. 9. P. 232–236.

2. Byba V. V., Tenytska N. B. The world experience of employee motivation and the possibility of its adaptation to the conditions of Ukrainian enterprises. *Economy and society: electronic science*. view. Mukachevo: Moscow State University, 2017. Vol. No. 10. P. 166-171.

3. Bondar O., Vutsyk M. Quality performance of personnel duties as a factor in the development of organizational culture. *Pracenaukowewyższejszkołyzarządzania i przedsiębiorczości z siedzibą w Wałbrzychu*. 2022. No. 2. P. 75–90.

4. Vasyuta V.B. Features of the formation of an effective motivational mechanism at the enterprise. *International journal "Fundamental and applied researches in practice of leading scientific schools"*. 2019. Vol. 31. No. 1. P. 239–249.

5. The payment of the allowance is the end of the allowance and due diligence. National Authority. URL:

https://www.jinji.go.jp/kisoku/tsuuchi/09_kyuyo/0921000_kyuuujitsukou220.html

6. Volyanska-Savchuk L. V. The use of modern computer and information technologies in the development of corporate culture at the enterprise. *"Business navigator"*. 2018. No. 2 (45). P. 189-196.

7. Vlasenko O.S., Charykova Yu.V. Personnel motivation in crisis conditions. *Global and national problems of the economy*. 2017. Issue 17. P. 224-229.

8. Vlasenko T.Yu., Lutsenko I.V. Methods and principles of personnel motivation at the enterprise. *A young scientist*. 2019. No. 1 (65). P. 209–212. URL: <http://molodyvcheny.in.ua/files/journal/2019/1/47.pdf> (access date: 09/15/2023).

9. Havrysh O. A., Havrysh O. A., Dovgan L. E., Kreydych I. M., Semenchenko N. V. Personnel management technologies: a monograph. Kyiv: NTUU "KPI named after Igor Sikorskyi". 2017. 528 p.

10. Galayda T. O., Ryabukha A. European experience in the application of effective systems of remuneration and motivation of employees of the enterprise. Scientific Bulletin of Kherson State University. 2017. No. 3. P. 65–68.

11. Halych O. A., Vakulenko Yu. V., Tereshchenko I. O., Krutko T. V. Strategic personnel management as a factor in increasing the competitiveness of the enterprise. Agroworld 2019. No. 6. P. 27–32.

12. Harkusha I.V., Kaiko V.I. Formation of the system of motives and motivational profile of employees in modern science. Bulletin of Alfred Nobel University. Series "Pedagogy and Psychology". Pedagogical sciences. 2017. No. 2. P. 148–155. URL: http://nbuv.gov.ua/UJRN/vduerp_2017_2_26 (access date 10/13/2023).

13. Gray Y.M. Methodological foundations of the formation of a modern effective system of motivating the work of the company's employees. Innovative economy. 2019. No. 3. P. 93–99.

14. Money and fear: what motivates Ukrainians at work. Website: Today. URL:<https://economics.segodnya.ua/ua/economics/business/dengi-i-strah-cto-motiviruet-ukraincev-na-rabote-692014.html>(application date 14.11.2023).

15. Gshorme T. V., Stepanenko Yu. V. Costs for the personnel of the enterprise: the accounting aspect. Scientific Bulletin of Kherson State University. Series "Economic Sciences". 2016. Issue 11. Part 2. P. 68-71.

16. Hutsan, O. M., Kuchynskyi, V. D. Study of the essence of the concept of "stimulation". Bulletin of the National Technical University "Kharkiv Polytechnic Institute" (economic sciences). 2020. No. 4. S. 7–13. URL:<https://doi.org/10.20998/2519-4461.2020.4.7>(date of application 26.11.2023).

17. Hutsan O.M. Study of the essence of motivational theories: modern, attribution and field theories. Bulletin of the National Technical University "Kharkiv Polytechnic Institute". 2017. No. 24. P. 26–30. URL: <http://repository.kpi.kharkov.ua/bitstream/KhPI->

Press/31228/1/vestnik_KhPI_2017_24_Hutsan_Doslidzhennya_sutnosti.pdf (access date 11/18/2023).

18. Denysenko M. P., Melnyk L. S. International experience of personnel motivation in the terms of the modern economy. Scientific notes of the "KROK" University. 2019. No. 3 (55). P. 94–100. URL: <https://doi.org/10.31732/2663-2209-2019-55-94-100> (date of access: 01.11.2023).

19. Dyrda A.O., Zamlynskyi V.A. Modern methods of motivating employees. Modern management of economic systems in the context of the paradigm of sustainable development: Materials of the II International. scientific-practical conference September 18, 2020, Odesa, Ukraine. P. 90-91.

20. Dovgan L. E., Veduta L. L., Mohonko G. A. Human resource management technologies: training. guide for obtaining master's degree under the OP "Management and Business Administration". Kyiv: KPI named after Igor Sikorskyi, 2018. 512 p.

21. Dolgalova O. V., Remesnyk T. S. Application of foreign methods of labor motivation at Ukrainian enterprises. Galician Economic Herald. 2021. No. 70.S. 140–147.

22. Doronina O. A., Polgul D. S. Overview of modern models of material motivation of personnel in foreign countries. Economics and management organization. 2021. No. 1(41). P. 183–190. URL: <https://doi.org/10.31558/2307-2318.2021.1.18> (access date: 22.09.2023).

23. Druzhynina I. V. Formation of systems of assessment and motivation of personnel of construction enterprises: autoref. thesis Ph.D. economy Sciences: 08.00.04. Kyiv, 2020. 26 p.

24. Dyakiv O. P., Ostroverkhov V. M. Personnel management: educational and methodological manual (second edition, revised and supplemented). – Ternopil: TNEU, 2018.288 p.

25. Econometric tools for managing the financial security of a construction enterprise: a monograph / For science. ed. Doctor of Economic Sciences, Prof. L. V. Sorokina. Kyiv: KNUBA, 2017.

26. Yeghiazaryan A. S. The essence of non-material motivation of the company's personnel and its main components: Materials of the 32nd student scientific-theoretical conference, March 18-20, 2020. Ukraine, Mykolaiv. P. 95-98. URL: <http://dspace.mnau.edu.ua/jspui/handle/123456789/7031> (access date 10/13/2023).

27. Epifanova, I., Pankova, V. Improvement of the personnel motivation system of industrial enterprises of Ukraine. *Economy and society*. 2023. URL: [https://doi.org/10.32782/2524-0072/2021-23-6\(application](https://doi.org/10.32782/2524-0072/2021-23-6(application) date 10/22/2023).

28. Zastavnyuk L. I., Lypovetska, T. R. Problems of the personnel motivation system in modern enterprise management. *Pryazovsky economic herald*. 2019. No. 3 (14). P. 166–172. URL: http://pev.kpu.zp.ua/journals/2019/3_14_uk/30.pdf (access date 09/10/2023).

29. Bright N. M., Pasenchenko Yu. S., Tys R. I. Necessity of implementation of world experience of personnel motivation at domestic enterprises. *Young scientist* 2017. No. 12 (52). P. 620–623. URL: <http://molodyvcheny.in.ua/files/journal/2017/12/143.pdf> (access date 11/13/2023).

30. Zelena M. I. The social package at the enterprise of the machine-building industry as an influential lever in the motivation system. *Bulletin of the Khmelnytskyi National University*. 2018. No. 4. P. 70–75. URL: http://nbuv.gov.ua/UJRN/Vchnu_ekon_2018_4_12 (access date: 10/18/2023).

31. Ilyenko R., Gubenko D. The influence of personnel motivation on increasing the level of labor productivity. *Problems and prospects of economics and management*. 2016. No. 1. P. 58–62. URL: http://nbuv.gov.ua/UJRN/ppeu_2016_1_10 (access date 10/17/2023).

32. Kvasniy L. H., Soltysyk O. O., Fedyshyn V. V. The role of motivation and stimulation of personnel in the system of ensuring the development of the enterprise. *Economy and society*. 2017. No. 11. P. 234–237. URL: https://economyandsociety.in.ua/journals/11_ukr/39.pdf (access date 09/16/2023).

33. Kyfyak V. I., Todoriko I. M. Implementation of foreign experience of work motivation in the activity of Ukrainian enterprises. *Problems of economics*.

2021. No. 1(47). P. 72–77. URL: <https://doi.org/doi.org/10.32983/2222-0712-2021-1-72-77> (access date: 09/22/2023).

34. Klymchuk A.O., Mykhaylov A.M. Motivation and stimulation of personnel in effective enterprise management and improvement of innovative activity. *Marketing and innovation management*. 2018. No. 1. P. 218–234. URL: <https://ecj.oa.edu.ua/articles/2016/n29/11.pdf> (access date 15.10.2023).

35. Klymchuk, A. O. Modern approaches to motivation and stimulation of personnel in effective enterprise management. *Bulletin of the Khmelnytskyi National University. Economic sciences*. 2018. No. 2. P. 180-184.

36. Korolkov V.V., Babenko D.O. Improvement of the motivational mechanism of personnel management of the enterprise. *Efficient economy*. 2020. No. 11. P. 52-55.

37. Laptev V. I. Theoretical aspects of remuneration in the context of effective motivation of the company's personnel. *Scientific Herald of Uzhgorod University*. 2018. No. 1. P. 140–143.

38. Levytska, I. V., Klimchuk. A.O. Analysis of wages in increasing the motivation and stimulation of the company's personnel. *Economy. Finances. Management: topical issues of science and practice*. 2018. No. 4. P. 46-57.

39. Lugova V. M., Chumak H. M. Motivation as a tool for aligning the interests of the company and personnel. *Global and national problems of the economy*. 2018. Issue 23. P. 259–262. URL: <http://global-national.in.ua/archive/23-2018/51.pdf> (access date November 1, 2023).

40. Lugova V.M., Churkin A.O. Directions for diagnosing the motivation of management personnel according to modern theories of motivation. *BiznesInform*. 2022. No. 1. P. 390-397.

41. Makhnachova N.M., Semenyuk I.Yu. Factors and factors of influence on the efficiency of the use of labor resources of the enterprise. *Economy and society*. 2017. No. 8. P. 303–308. URL: https://economyandsociety.in.ua/journals/8_ukr/54.pdf (access date 11/18/2023).

42. Frost O. V., Nikiforova L. O. and others A.A. Models and methods of using motivational levers to increase the efficiency of economic development of Ukraine: monograph. Vinnytsia: VNTU, 2016. 179 p.

43. Nazarchuk T. V., Kosiyuk O. M. Management of organizations: a study guide. Kyiv: Center for Educational Literature, 2018. 559 p.

44. Intangible staff motivation - how to motivate staff if there is no money: 7 useful tips and practical examples + professional help in increasing employee motivation. BigEnergy website. URL: <https://bigenergy.com.ua/fnansi/bznes-dlya-pdpri/951-nematerialna-motivaciya-personalu--yak-motivuvati-personal.html> (application date 11/18/2023).

45. The official site of the construction company "MISKZHYTLOBUD" LLC: website. URL: <https://mjb.com.ua/> (date of application 15.10.2023).

46. List of medical services under the program "Organization Check-up. Standard". "Medikom" clinic website. URL: <https://medikom.ua/medosmotr-muzhchin-kiev/> (date of application 11/27/2023).

47. Podolska O. V., Oberemok V. V. Directions for improving the efficiency of personnel management at enterprises. *Bulletin of the Petro Vasylenko Kharkiv National Technical University of Agriculture*. 2018. P. 284–289.

48. Work and salary. Official website of the Ministry of Finance. URL: <https://index.minfin.com.ua/ua/labour/> (access date 10/30/2023).

49. Prychepa I. V., Yavorska K. L. Formation of a motivational mechanism for stimulating the personnel of industrial enterprises under modern business conditions. *Effective economy*. 2019. No. 5. URL: <http://www.economy.nayka.com.ua/?op=1&z=7063> (access date 09/16/2023).

50. On the introduction of martial law in Ukraine: Decree of the President of Ukraine No. 64/2022 dated 24.02.2022. URL:

<https://www.president.gov.ua/documents/642022-41397> (date of application 10/18/2023).

51. On general mobilization: Decree of the President of Ukraine No. 69/2022 dated February 24, 2022. URL: <https://www.president.gov.ua/documents/692022-41413> (date of application 10/18/2023).

52. On Chambers of Commerce and Industry in Ukraine: Law of Ukraine dated December 2, 1997 No. 671/97-VR (Editorial dated March 17, 2020). URL: <https://zakon.rada.gov.ua/laws/show/671/97-%D0%B2%D1%80#Text> (access date 10/16/2023).

53. I. S. Protsyk, N. I. Kara. Employee turnover at the enterprise and ways to reduce it. *A young scientist*. 2020. No. 3. P. 246–252.

54. DirectUkraine's losses from the war have already amounted to more than \$94 billion. Total economic losses—\$600 billion. Public: website. URL: <https://hromadske.ua/ru/posts/pryamyie-ubytki-ukrainy-ot-vojny-uzhe-sostavili-bolee-dollar94-mlrd-obshie-poteri-ekonomiki-doll600-mlrd> (application date 11/15/2023).

55. Puzyryova P. V. Basic approaches to the formation of principles and methods of enterprise personnel management. *Formation of market relations in Ukraine*. 2016. No. 1. C. 158–162.

56. Business relocation. *Telegraf.ua*: website. URL: <https://telegraf.com.ua/ukr/ukraina/2022-03-29/5700880-relokatsiya-biznesa-pochti-100-predpriyatiy-uzhe-pereekhali-na-zapadnuyu-ukrainu-vsego-zhelayushchikh-1164> (application date 10/19/2023).

57. Ryzhakova, H.M. Economic and managerial predictors of strategic development in the conditions of a dynamic environment for the implementation of construction projects / H.M. Ryzhakova, O.M. Malikhina, Yu.M. Ruchynska, G.S. Petrenko. *Managing the development of complex systems*. 2019. No. 39. P.154–163. URL: [dx.doi.org\10.6084/m9.figshare.11340710](https://doi.org/10.6084/m9.figshare.11340710) (date of access: 10/28/2023).

58. Ryzhakova H. M. *Enterprise management: Principles and individual functions in modern conditions: a monograph* / S. V. Fedorenko, L. O. Vasylenko,

O. G. Zhukova, and others. / Kyiv. National University of Construction and Architecture; Goal. ed. V. G. Fedorenko. Kyiv, 2019. P. 270 – 276.

59. Saiko V. R., Luchko G. Y. Main aspects of motivation and interaction with generation z in the conditions of modern market work. *BusinessInform*. 2021. T. 12, No. 527. S. 177–183. URL: <https://doi.org/10.32983/2222-4459-2021-12-177-183> (accessed 10/19/2023).

60. Semenova L.Yu., Tatorynova K.S. Development of an effective motivational mechanism for enterprise activity. *Young scientist* 2019. No. 1 (65). P. 238–241. URL: <https://molodyivchenyi.ua/index.php/journal/article/view/> (access date: 10/26/2023).

61. Serdyuk L. Z. Psychological essence and key parameters of the phenomenon of self-determination and personality development. *Psychological technologies of self-determination of personality development: monograph*. Kyiv, 2018. P. 6–7.

62. SyvytskaI. G., Synychenko A. B. Motivation as a driving force for the activation and activity of the company's personnel. *Economics and management organization*. 2020. No. 4 (40). P. 178–186. URL: <https://doi.org/10.31558/2307-2318.2020.4.17> (date accessed: 10/10/2023).

63. Smachilo V. V. Management of the personnel potential of the enterprise in the context of social responsibility. *Academic review*. 2016. No. 1. P. 119–126.

64. Sokolovska V.V., Ivanchenko G.V. Employee motivation based on generational theory: a theoretical approach. *Economy and the state*. 2018. No. 10. P. 58–62.

65. Stolbunenko N.M., Ivancho V.A. Modern trends in the formation of a system of motivation and stimulation of personnel at a modern enterprise. *Market economy: modern management theory and practice*. 2019. Volume 18. Issue 3 (43). P. 217–232. URL: [https://doi.org/10.18524/2413-9998.2019.3\(43\).183688](https://doi.org/10.18524/2413-9998.2019.3(43).183688) (date of reference: 26.11.2023).

66. Strus R.V., Koval O.G., Myshko O.V. Optimizing enterprise management through staff motivation. *Economy and society*. 2018. Issue 17. P. 373–377.

URL:https://economyandsociety.in.ua/journals/17_ukr/55.pdf(date of application: 28.09.2023).

67. Telyshevska L. I., Vlasenko D. O. Employee motivation in the personnel management system at the enterprise. *Young scientist* 2018. No. 7 (59). P. 498–502. URL:<http://molodyvcheny.in.ua/files/journal/2018/7/108.pdf>. (application date 11.11.2023).

68. Tigova T.M., Seliverstova L.S., Protsyuk T.B. *Analysis of financial statements: Study guide*. Kyiv: TsUL, 2019. 268 p.

69. Labor migration in Ukraine. Glavkom: website.2022. URL: <https://glavcom.ua/ru/news/trudovaya-migraciya-uvlichitsya-li-kollichestvo-ukrainskih-zarobitchan-v-2022-godu--815070.html> (access date 09/19/2023).

70. Ukraine feeds more than 400 million people. The minister of agricultural policy plans to feed a billion. *League. Business* : website. URL: <https://biz.liga.net/ekonomika/prodovolstvie/novosti/ukraina-kormit-400-mln-lyudey-v-mire-planiruet-nakormit-milliard-ministr-agropolitiki> (date of application 18.10.2023).

71. Urmanov F. Sh., Kasimova A. A. Motivation is the main factor in the effectiveness of managerial work. *Scientific Bulletin of Zhytomyr State Technological University*. 2017. No. 4. P. 98–102. URL: http://nbuv.gov.ua/UJRN/Vzhdtu_econ_2017_4_19 (access date 10/16/2023).

72. Filippova S. V., Kharichkov S. K., Akulyushina M. O., Panchenko M. O., Horodetska T. B., Kobalchynska E. O. *Mechanisms and tools of management of modern enterprise: monograph* / Ed. Philippova S. V. and Kharichkova S. K. Kyiv: "Literature Education Center", 2017. 176 p.

73. Filippov V.Yu., Horodya A.O., Shpak D.O. The motivation system in management. Why traditional methods no longer work. *Actual problems of management theory and practice: Materials VI International. science and practice Internet conference on May 25-26. 2017. Ukraine, Odesa*. P. 40–41. URL:<https://economics.net.ua/files/science/men/2017/s1.pdf>. (date of application: 17.10.2023).

74. Filippov V.Yu., Kharichkov S.K. Socio-ecological-economic foundations of sustainable development (Chapter 4). Management: Study guide / ed. S.V. Filippova, M.A. Yudin Odesa: M.O. Bondarenko, 2019. P. 118–164. (652 p.)

75. Prices, exchange rate and employment. How the war will affect business and people's lives. Forbes.ua: website. URL: <https://forbes.ua/ru/inside/ukraina-vtratit-tretinu-vvp-cherez-viynu-yak-tse-vidchuyut-gromadyani-ta-biznes-razom-z-tsinami-evalvatsiye-u-ta-bezrobittiam-15042022-5450> (application date 10/19/2023).

76. Shashina M.V., Tulchynskiy R.V., Fedotov O.Yu. Formation of the motivational component of the company's personnel policy in conditions of a high level of labor force mobility. Agroworld 2019. No. 3. P. 48–52. URL: <http://www.agrosvit.info/?op=1&z=2906&i=3> (access date: 09/17/2023).

77. Shubaly O. M., Rud N. T., Hordiychuk A. I., Shubala I. V., Dzyamulych M. I., Potemkina O. V. Personnel management: textbook / Ed. Shubalogo O. M. Lutsk: IVV Lutsk NTU, 2018. 404 p.

78. Shulzhenko I. V., Zaporozhchenko O. V., Sazonova T. O. Improving the motivation mechanism of the staff of modern enterprises. Market infrastructure. 2020. Issue 47. P. 133–136. URL: <https://doi.org/10.32843/infrastruct47-25> (application date 09.11.2023).

79. Shchedinina, L.V., Rudakova, S.G., Lobunets, I.S. Non-monetary motivation of personnel as a way to improve the efficiency of their work. Economic problems. 2018. Issue 36. P. 268-275.

80. Shcherbak V. G., Kovalenko M. Yu. Personnel motivation in modern conditions of entrepreneurship in Ukraine. Bulletin of the Kyiv National University of Technology and Design. 2018. No. 3. P. 99–112.

81. Shcherbak V.G., Yashchuk I.V. Development of the company's personnel motivation system: Materials of the II All-Ukrainian Scientific-Practice. Internet Conf. "Educational and innovative interactive platform "Entrepreneurial initiatives", 2017. Ukraine, Kyiv. P. 357–363. URL: https://er.knutd.edu.ua/bitstream/123456789/9951/1/OIIP2017_P357-363.pdf (access date 11/15/2023).

82. What are the main reasons, apart from financial ones, that prompted Ukrainians to resign in 2021-2022. Work.ua is the #1 job search site in Ukraine. URL: <https://www.work.ua/news/ukraine/1995/> (access date: 11/10/2023).

83. What Ukrainian industrial enterprises did the Russian Federation destroy during the war? Inventure.com.ua: website. URL: <https://inventure.com.ua/news/ukraine/kakie-ukrainskie-promyshlennye-predpriyatiya-unichtozhila-rossiya-vo-vremya-voyny> (access date 17.10.2023).

84. Anwar, G., & Abdullah, NN 2021. The impact of Human resource management practice on Organizational performance. International Journal of Engineering, Business and Management (IJEEM), 5, 138-146.

85. Bayraktar, CA, Araci, O., Karacay, G., & Calisir, F. 2017. The mediating effect of reward on the relationship between employee involvement and job satisfaction. Human Factors and Ergonomics in Manufacturing & Service Industries, 27(1), 45–52.

86. Edward E. Lawler. Motivation in Work Organizations. Monterey, Calif.: Brooks/Cole, 1973

87. Hammond, HG, & Waltemeyer, S. 2021. Policies and procedures that may hinder morale, motivation, and engagement. In Handbook of research on inclusive development for remote adjunct faculty in higher education (pp. 233–252). IGI Global.

88. Hamson A. 2018. The Surprising Truth about What Motivates. Us. Independently Published, 77–92.

89. McClelland David C. Human Motivation. Glenview, Ill.: Scott, Foresman, 1985.

APPLICATIONS