



EUROPEAN CONFERENCE

Conference Proceedings



XXIII International Science Conference
«The current state of the organization of
scientific activity in the world»

June 10-12, 2024
Madrid, Spain

THE CURRENT STATE OF THE ORGANIZATION OF SCIENTIFIC ACTIVITY IN THE WORLD

Abstracts of XXIII International Scientific and Practical Conference

Madrid, Spain
(June 10-12, 2024)

UDC 01.1

ISBN – 9-789-40372-411-9

The XXIII International Scientific and Practical Conference «The current state of the organization of scientific activity in the world», June 10-12, 2024, Madrid, Spain. 578 p.

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The recommended citation for this publication is: Zaiarna O. Peculiarities of sunflower diseases development in the Left-Bank Forest-Steppe of Ukraine. Abstracts of XXIII International Scientific and Practical Conference. Madrid, Spain. Pp. 27-28.

URL: <https://eu-conf.com/en/events/the-current-state-of-the-organization-of-scientific-activity-in-the-world/>

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MODERN SYSTEMS OF MATERIAL AND NON-MATERIAL MOTIVATION OF PERSONNEL AT THE ENTERPRISE

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The personnel motivation system, which integrates various motivational approaches, depending on the individual needs of employees and the resource capabilities of the organization, is recognized as the most effective. Different forms of motivation used within this system: material, non-material, positive, negative, internal, external, self-motivation.

Material motivation is one of the methods of influencing employees in order to increase their productivity and achieve goals, includes rewards for achieving specific results or exceeding performance indicators. The material motivation system is a tool by which organizations stimulate their employees to obtain better results. This system includes basic and additional job evaluation indicators, according to which employees can receive additional rewards or bonuses exceeding their basic salary [1].

The main types of material motivation:

- salary, includes all types of remuneration that the employee receives for his work (payment in money, in kind goods or services, as well as other forms of compensation).
- employee participation in profits and partnership (employees owning company shares; receiving bonuses from the company's profits; option planning - giving employees the opportunity to purchase company shares at a certain price in the future);
- bonuses (paid to the company's employees depending on the results of its activities and the employee's participation in them);
- option programs (a type of financial agreement that gives the employee the right to buy or sell an asset at a certain price at a set time);
- additional benefits (medical insurance for employees and family members, payment of additional vacations for employees, payment of lunches for employees).

To achieve a high level of motivation, wages alone are not enough. The enterprise must implement a system of non-material motivation, which contributes to the satisfaction of the internal psychological needs of employees. In the framework of this system, measures of non-material motivation include: career growth, the

opportunity to improve qualifications, the opportunity to purchase the company's products at reduced prices, business trips, flexible work schedules, congratulating employees on holidays, organizing corporate events, creating favorable working conditions, expressing gratitude from management, setting clear and understandable goals for employees, ensuring healthy competition between colleagues, increasing personal responsibility, taking into account the opinions of employees when making management decisions and delegating part of the authority to employees.

A motivational system that uses the "whip and gingerbread" principle combines the approaches of positive and negative motivation. Under this approach, employees receive rewards for improving their performance, but may also face administrative and financial sanctions for poor performance or infractions. The effectiveness of such a system depends on the right balance between incentives and penalties, and it will not be optimal if it is based solely on one of these aspects. It is important to take into account the specifics of working conditions and the individual characteristics of each employee when choosing between positive and negative methods of motivation.

Extrinsic motivation is based on external incentives and is determined by management's assessment of the employee's performance. Internal motivation, in turn, is related to the personal value and internal beliefs of the employee, reflecting his self-evaluation of work results.

At modern enterprises, corporate-wide motivation systems are used, but the practice of group motivation for certain categories of personnel and individual motivation for key employees is increasingly introduced.

Self-motivation is based on the ability of employees to independently identify individual motives that are important for their work [2].

In contrast to traditional wage systems that prevail in Ukraine, such as piecework and hourly wages, enterprises in foreign countries use other approaches to the management of material motivation, among which the following systems stand out (Fig. 1):

- differentiated wage systems include the application of increased tariff rates for employees who meet or exceed established standards. In case of non-compliance with the norms, earnings are calculated at reduced rates;
- empirical systems provide for the adaptation of the tariff rate depending on the dynamics of the implementation of labor standards;
- combined wage systems integrate elements of piecework and hourly wages, where wages consist of fixed and variable parts;

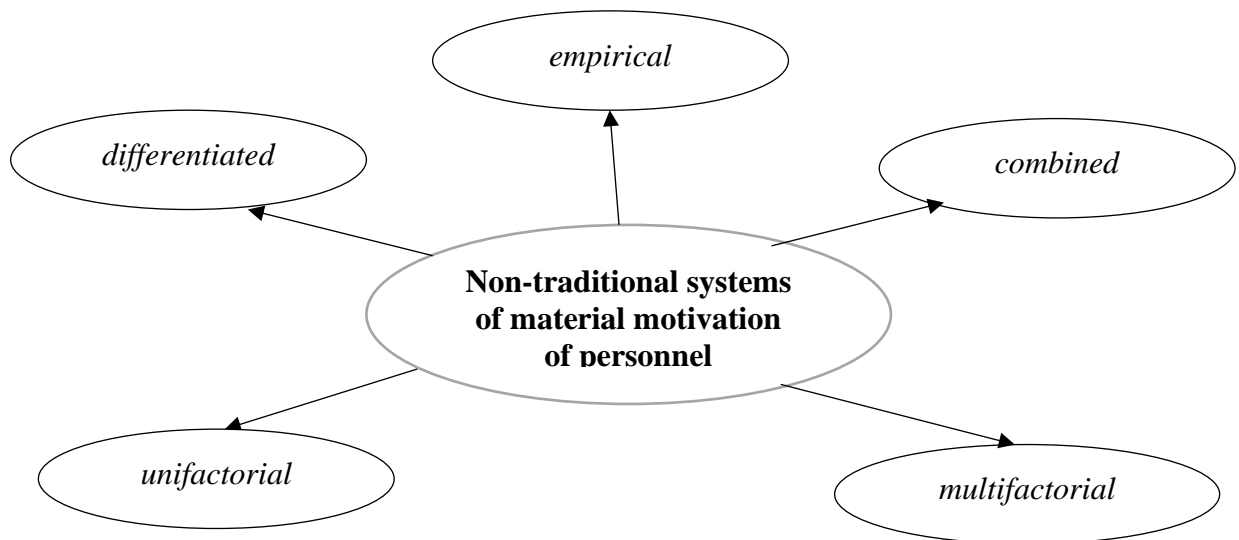


Figure 1 – Non-traditional systems of material motivation of personnel

- one-factor systems set the amount of wages, based exclusively on one indicator - the volume of production;
- multi-factor wage systems are varieties of hourly and unit wages used in highly mechanized industries. They provide for the application of technological allowances to the standard time, aimed at increasing the intensity of the employee's work;
- piece-rate progressive systems, where the employee is paid at an increased tariff rate upon reaching a certain level of production (norm) of 100% and above. These systems are also used at enterprises in Ukraine [3].

All these approaches to remuneration are aimed at motivating employees and increasing labor productivity. The main goal is to establish the upper limit, where the increase in labor productivity corresponds to the increase in wages.

Labor compensation systems, bearing the names of their developers, have a clearly defined scope and are based on certain principles (Table 1).

Scanlon's system defines the main indicator of bonusing as a reduction in the wage intensity of products due to wage savings compared to the normative value. If the wage costs are below the normative value, then a premium fund is formed in the amount of 75% of savings, of which 20% is directed to payments in "hard" times, that is, in the absence of savings. If this does not happen, then this reserve is distributed at the end of the year. The distribution of the premium fund is carried out in proportion to the participative salary (including payment of employees who are on probation, payments for vacations, holidays, absence from work for personal reasons). The average percentage is calculated as the ratio of the amount of the premium fund of the participatory salary to the total wage fund [4].

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Table 1 - Characteristics of labor payment systems by the names of the developers

The name of the labor payment system	Principles and scope of application
The Taylor System	Uses a differentiated unit rate, where non-compliance leads to a reduction in the rate to 0.8 of the base amount, and compliance or over-compliance leads to an increase in the rate from 1.1 to 1.3 of the base amount
The Merika system	The Merika system provides for the following: when performing tasks at the level of 61% to 83%, the employee receives the basic wage rate, and when performing tasks at the level of 81% to 100%, the rate increases by 1.1 times, and when performing more than 100% of the norm - at 1.2 base rates
The Gantt system	The Gantt system combines hourly and piecework forms of payment. When tasks are completed less than 100%, hourly payment at low rates is applied, and in case of over-completion - piece rate payment at an increased rate.
The Halsey System	Includes a fixed hourly rate and piecework or a bonus for time saved. The amount of piece-rate payment is determined on the basis of the tariff rate, taking into account the coefficient that depends on the saved time.
The Bedo system	The Bedo system takes into account every working minute, which it calls a "point". The employee receives a reward, which is calculated as 0.75 of the number of points multiplied by 1/60 of the hourly rate.
Rouren's system	Provides for the establishment of a certain standard of time for the performance of work, and provides a guaranteed hourly rate if the employee does not meet the standard. The reward depends on the difference between the actual time and the standard time
The Varta system	The Varta system does not guarantee the use of the tariff rate if the norm is exceeded. The salary is defined as the tariff rate multiplied by the square root of the product of standard and actual time.
Rakker's system	Provides for the payment of collective bonuses for reducing the share of labor costs in the structure of added value. This share is calculated as an average value over the last 3-7 years.

Employee motivation is not limited to financial incentives such as salary, bonuses or promotion, but depends on other factors that affect their job satisfaction and perception of the organization they work for. With the help of intangible motivation, the company expresses attention to the personal needs of the staff. The main goal of intangible motivation is to create such conditions that employees cooperate with

pleasure, take pride in their work and feel attached to the company. This includes the formation of a corporate spirit, which contributes to increasing the interest of personnel in the quality of their work [5].

Table 1.2 presents the advantages and disadvantages of the most common methods of non-material motivation of personnel.

Table 1.2 – Characteristics of non-material personnel motivation methods [5]

Method	Advantages of the method	Disadvantages of the method	Practical application
Career growth	The possibility of obtaining ambitious leaders, providing a personnel reserve	The risk of demotivation of leaders due to unrealized ambitions to advance up the career ladder	If the management of the company saves on positions, restraining the growth of wages, the use is not advisable
Flexible work schedule	Choice of convenient work time for employees, provided the production process is not disturbed	Complications and problems regarding coordination of work time between services, departments, departments	Ensures the growth of employee loyalty, but there is a need for additional control over the volume of work performed
Expression of gratitude from management	No additional financial costs	Subject to subjective assessment by management, there is a threat of demotivation of other employees	Effective only under the condition of the development of fair partnership relations in the team
Organization of contests / master classes "The best in the profession"	Forms a "bank" of candidates for the personnel reserve	Requires additional organizational costs for organizing events	Extremely effective under the condition of objective evaluation, gives the opportunity to transfer the winners to new positions
Holding corporate holidays	Brings together employees among themselves and with management	Requires additional organizational and financial costs	With the help of the method, the corporate spirit of the team is formed
Indirect financial assistance	The employee evaluates it as a manifestation of genuine care on the part of the management	Requires significant financial costs	It is used selectively, necessarily in compliance with clear criteria for providing

Intangible methods of motivation can be an effective tool for increasing employee productivity regardless of the company's financial condition. The main

concept of intangible motivation is to create conditions under which employees feel important, satisfied and involved in the company's activities.

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Scientific publications

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(June 10-12, 2024)