

Study on the impact of incentives for enterprise personnel on labour productivity

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Abstract. The conditions of market economy bring about the problem of how to increase labour productivity at enterprises. As of 2023, this is one of the most pressing and common issues that arise in competition. The article is aimed at studying the importance of existing motivation systems and their impact on employee performance. The following methods were used: historical, logical, observation, analysis of documents and literature research, expert assessment, study of statistical data, application of a systems approach, methods of comparison, specification and grouping, modelling methods and cause-and-effect relationship. In the process of scientific research, theoretical issues on staff motivation have been analysed. The researches are considered, and the analysis of tools that affect the efficiency of team work by stimulating successful work have been carried out. Tools that increase staff motivation, their types and the way they are used in foreign practice have been studied. The influence of motivational tools on labour productivity of enterprise personnel has been considered, efficiency evaluation of the proposed conceptual model and its impact on commercial awareness has been provided. The tools, mechanisms, methods and innovations in personnel management and the development of its responsible attitude to the goals of enterprise have been determined, the impact of corporate culture on the increase of staff motivation has been investigated. The practical significance lies in the study of tools for increasing staff motivation and their impact on the enterprise personnel productivity, which will help in the development of conceptual models and methods of increasing staff motivation and contribute to the improvement of enterprise productivity

Keywords: motivation; staff management; plans; strategies; structure; improvement; competences

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● INTRODUCTION

Effective organization management requires a system of positive incentives, since staff motivation is a key factor to ensure the sustainable development of enterprises. Incentives help strengthen the enterprise position on the market and increase employee efficiency. The study of the problem of stimulation in the management of motivational factors is an important task for Ukrainian economists, especially in the conditions of complicated market

relations, and arouses interest among economists for a more detailed study of this problem.

Taking into account market peculiarities, to improve the quality of enterprise human resource management, various methods are involved in stimulating employee interest in labour results, increasing staff motivation, their creative activity, building harmonious relations between employees and management, improving labour efficiency

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and service quality. O. Sikun (2019) conducted a study on motivation as the main factor in increasing the employee efficiency at an enterprise and presented his own interpretation of “staff motivation” concept. A.V. Zerkal (2022) examines innovative areas of personnel management based on the formation of corporate culture and commercial awareness of employees and identifies their development trends. V. Ihnatiuk & H. Tunina (2023) noted that non-material motivation is an important component of staff motivation system and its use can help increase the efficiency of employees at an enterprise, so it is important for managers to know the methods and assessments of staff motivation. L.I. Zastavniuk (2022) paid special attention to the topical issues of staff motivation at enterprises, since the efficiency of the enterprise depends on the efficiency of the staff, the need to improve the system of staff motivation, which consists in increasing the efficiency of employee performance and ensuring the growth of the overall efficiency of the enterprise.

I. Dashko (2021) reveals the relationship between remuneration, the stimulating role of money and the use of labour resources, as well as the process of evaluating the work of staff, the formation of a motivation strategy in modern production, in particular the use of labour resources as an important element of the enterprise. K.A.B.P. Pratame & I.W.G. Supartha (2022) highlight the study which shows that in order to improve employee productivity, enterprise management should reduce work-family conflict, as this can increase employee motivation in their work, resulting in increased employee productivity both in terms of quantity and by quality, timeliness. C. Fahriana & S. Sopiah (2022) believe that the development of human resources is necessary to achieve the organizational goals, which can be done through improving the quality of employee work. To improve the employee productivity, it is necessary to have organized and effective management. Economists G.A. Riak & D.B.A. Bill (2022) argue that motivation plays an important role in achieving organizational success, and the positive effect of motivation on service quality contributes to the improvement of employee performance, and employee competence has a positive effect on service quality and their productivity. E.Y. Iis *et al.* (2022) proved that work motivation partially mediates the effect of career development and work environment on performance and recommended that career development be improved to create a favourable work environment and improve performance. However, the above studies do not fully reveal the specific content of staff incentives to increase business awareness and productivity. One of the main problems in this direction is the search for effective methods of applying the activation of the human factor through the use of such a component as motivation. Therefore, the development of methods and ways to improve staff motivation at enterprises in any sector of the economy is considered an important direction of research in modern theoretical science, which determines the relevance of the proposed research topic.

The research used general scientific and special methods, such as dialectical, historical and logical, which made it possible to study the issue of staff incentives in different contexts, including comparison with the practice of foreign countries. A systems approach was also used to consider

the general processes of staff motivation, i.e. an analysis and study of the incentive system as a complex system has been carried out, which takes into account not only individual methods and tools of staff motivation, but also their interaction and interdependence. The methods of analysis and synthesis were used to compare different approaches to motivating staff, as well as to evaluate their effectiveness in different situations. Methods of comparison, specification and grouping were used to more thoroughly identify the problem areas of the studied systems. The methods of modelling and cause-and-effect relationship were used in determining the factors that affect the effectiveness of staff incentives and studying the causes of difficulties associated with the search for effective strategies to overcome them. The purpose of the article was to study the additional possibilities of the existing systems of stimulating activity of Ukrainian enterprises, to analyse their direct and indirect influence on employee performance.

● ANALYSIS OF THE ACHIEVEMENTS OF OTHER SPECIALISTS ON THE STUDIED ISSUES

Stimulating enterprise employees is an important success factor in human resource management. A literature review in this field includes various theories, approaches and techniques that can be used to stimulate work and increase productivity. Recent studies and publications show that enterprises are increasingly paying attention to the development of individual approaches to motivating their employees (Savchenko, 2021; Shevchenko, 2021; Melenchuk & Yaremko, 2022). V. Savchenko (2021) emphasizes the fact that one of the main trends in this regard is the transition from traditional compensation systems, in particular wages, to more flexible and individual approaches. For example, some enterprises use systems of various bonuses that are given to employees for achieving specific goals, such as project success or increasing customer satisfaction. Another important area is the development of employee training and development systems. A study by V. Shevchenko (2021) shows that employees who have the opportunity to learn and develop are more satisfied with their work and achieve better results. Many enterprises use such systems to preserve and develop their own expertise and knowledge. I.I. Melenchuk & I.I. Yaremko (2022) note the growing popularity of flexible work schedules and remote work, which enable employees to plan their time more flexibly and balance work and personal life. However, such approaches require additional attention to the interaction between colleagues and the organization of communication. These studies show that enterprises use a wide range of strategies to increase the motivation of their employees.

In a broad sense, the term “stimulation” is used to describe the process of increasing human action or behaviour in accordance with a specific goal. In the context of human resource management, “incentive” refers to the use of various forms of motivation (e.g., material bonuses, salary increases, promotions, praise, professional development, etc.) to increase employee productivity. Scientists define stimulation as a process of increasing the level of activity of an employee, which is ensured by the use of motivation tools and technologies that contribute to the achievement of goals and satisfaction of employee needs at work (Al-kharabsheh *et al.*, 2023). Accordingly, the incentive

system should be well suited to a specific organization and provide the most effective results depending on the type of work performed in the company and the needs of employees (Table 1).

Table 1. Definition of staff incentives

Author	Definition of staff incentives
A.V. Zerkal (2022)	“a system of rewards and privileges in which management prioritizes its staff (in behaviour, compliance with the rules or productivity) and stimulates the achievement of goals”
V. Ihnatiuk & H. Tunina (2023)	“ability of a person to satisfy his/her needs (material and spiritual) through work”
S. Nevmerzhytska & T. Kozir (2021)	“helps employees achieve goals; get a positive perspective; create the power of change; build self-esteem and abilities; manage their own development and help others, etc., contributes to the achievement of employee personal goals and, accordingly, will contribute to the self-development of a person”
M. Vedernikov <i>et al.</i> (2022)	“development of employees and rational use of their competence, optimization of the results of labour activity of employees by increasing their desire for highly productive work”
I.I. Melenchuk & I.I. Yaremko (2022)	“incentives are aimed at forming internal motivation of an employee or team through the introduction into practice of various elements of labour activity organization (social conditions, conditions for calculating wages, organization and content of work, etc.)”
I. Chernysh & M. Kozik (2022)	“these are incentives that encourage a person to perform a certain action. This understanding underlies various motivational systems used in business and stimulating staff to increase labour productivity and reduce costs of the enterprise”
L.I. Zastavniuk (2022)	“this concept should be understood as a qualitative symbiosis of internal and external factors, the use of which is aimed at self-motivation, as well as the stimulation of the enterprise staff to increase efficiency indicators and the level of labour productivity in organizations”

Source: made by the authors

The variety of theories of motivation is due to the fact that a person is a complex and multifaceted individual, and motivation is the result of interaction of various factors, such as biological, psychological, social and cultural. Theorists have viewed this process from different perspectives and focused on different aspects of motivation. Different theories of motivation differ in their approach to the description of the motivational process, focus on different aspects of motivation, and the influence of various factors on motivation.

● STAFF MOTIVATION AS A KEY FACTOR IN ENSURING ENTERPRISE SUCCESS

The productivity and efficiency of employees is a key factor in the success of any enterprise. Motivation is one of the main factors influencing employee productivity and can be critical to the success of an enterprise. A well-organized system of staff motivation can help increase the efficiency of employees, stimulate them to be more involved in work and achieve better results. Motivation should be not only material, but also non-material, in particular, it can include career development, recognition of achievements, the opportunity to influence decision-making, development of skills and competences, etc. Personnel management is one of the key functions of a manager, so he/she must know how to properly motivate their employees to ensure the success of the enterprise.

Many organizations have a poor understanding and practice of employee motivation, resulting in more employees looking for work elsewhere. It is difficult to understand the motivational factor of each employee due to the multifacetedness of human nature. To effectively stimulate employees, you need to study human nature and use a well-defined approach to communicating with people. The direct result of the employee stimulation depends on the interaction with his/her manager. Stimulation is a skill that needs to be learned and practiced by any enterprise in order to be

successful. It is important to take into account such factors as the needs of employees, their personal qualities, as well as interaction with other elements of the personnel management system. To achieve maximum effect, it is worth using various incentive tools, such as material and non-material incentives, opportunities for professional development and self-realization, social guarantees and bonus programs. The application of an incentive system in accordance with the specific needs of employees helps to increase their productivity and ensure job satisfaction, which in turn positively affects the performance of an enterprise as a whole. The problem of stimulation lies in the difficulty of establishing incentives for an individual employee of the organization. Each employee has their own motivational factors, which can be very different. For example, one employee may be motivated by money, while another may be motivated by a challenge and opportunity to grow. Stimulation factors can change over time, depending on the individual needs and goals of the worker. The problem is that many enterprises use common approaches to staff incentives, which may not be effective for each employee individually. For example, an enterprise may offer bonuses to all employees for achieving certain goals, but for some employees this may not be motivating enough. It is hard to find ways to motivate employees who have different goals and interests. One employee may be interested in career development, while another may be more interested in a balanced life and family. In such cases, enterprises must find individual approaches to motivation, which can be a costly process.

Stimulation contributes to the achievement of personal goals of employees and promotes their self-development. When an employee achieves his/her initial goals and understands the relationship between effort and results, it motivates them to continue to perform at a high level. The presence of motivated employees in the organization is extremely important and correlates with the success of the

enterprise. Stimulating highly qualified and talented employees is an extremely important factor for increasing the efficiency of any organization. It is impossible to succeed ignoring the problem of staff incentives, however, it should be noted that staff incentive system at the enterprise consists of two main areas of material and non-material incentives. Material incentives include wages and bonuses, they are one of the most effective forms of motivating employees. However, other factors must be taken into account in order to achieve a high level of productivity. Wages can only satisfy the physical needs of employees, but it should be noted that the effect of improving productivity is short-term. As the employee gets used to wages, they lose their stimulating properties. There is a likelihood of such an important aspect as the competitiveness of wages. To achieve maximum productivity, it is necessary to create a system of non-material incentives that will satisfy the internal needs of employees. Non-material incentives include opportunities for career growth, professional development, business trips, flexible work schedule, sale of enterprise products at lower prices, favourable working conditions, gratitude from management, clear and understandable goals, as well as the transfer of certain managerial powers to employees. Therefore, in order to achieve an effective system of employee motivation, it is necessary to combine material and non-material incentives.

● IMPLEMENTATION OF COMPONENT SYSTEMS OF STAFF INCENTIVES AT ENTERPRISES: A LOOK AT CLASSIFICATION AND DIFFERENT FORMS OF INCENTIVES

The management of enterprises should focus on the development and implementation of component systems of non-material staff incentives, such as recognition of proactive employees with certificates and thanks for their work during the month, quarter and year, promotion of employees up the career ladder, ensuring staff development through training programs, trainings, refresher courses, conducting activities to create a favourable microclimate, etc. Although for most enterprises a general-oriented system of staff incentives is the most acceptable, foreign practice shows that it is worth considering the implementation of group (for certain categories of employees) and individual (for valuable employees) incentive systems. The most effective is the staff incentive system, which includes various forms of incentives that meet the needs of employees and the capabilities of the enterprise.

One of the main characteristics of classification is the method of influence, which is based on the feeling of fear of punishment and the system of economic and non-economic incentives. It contributes to the formation of values and goals that are close to organizational ones. Classification according to the subject of staff stimulation includes intra-personal methods aimed at self-knowledge and the influence of the subject on the object of stimulation. Signs of the direction of influence help to create positive emotions that stimulate the desire to succeed in professional activities and avoid various types of punishments. The main goal of management at any enterprise is to reduce staff turnover, attract highly-skilled workers and increase productivity. Therefore, it is important for the enterprise to ensure a harmonious correlation of internal and external motivational components in order to improve the efficiency of staff. To increase the productivity of stimulating employees of the enterprise, it is advisable to study their needs and level of satisfaction with the existing incentive mechanism. Based on the results of the analysis, management will be able to determine the most effective forms and methods of motivating employees. Most enterprises base their employee incentive system on material incentives, with non-material incentives being at a low level. The use of ineffective forms and methods of stimulating employees can lead to a decrease in labour activity and productivity indicators of employees, which affects the quality of work and hinders the achievement of better results compared to previous periods and competitors.

When developing the staff incentive system of an enterprise, it is advisable to apply the following principles: ensuring the possibility of developing professional skills and experience of employees for the benefit of the organization; the motivational incentive mechanism of employees must meet modern requirements and be competitive. The development of professional skills and experience of employees is a key success factor of any enterprise. In order to apply opportunities for the development of professional skills and experience of employees for the benefit of the enterprise, the following approaches can be used: development planning, training and support, division of responsibilities, use of new technologies. Modern requirements for the employee incentive mechanism consist in the use of more individualized and flexible approaches to employee motivation. The basic requirements may include: focus on the needs of employees, flexibility, individualization, increased autonomy, use of technology (Table 2).

Table 2. Requirements for the employee incentive mechanism

Requirements	Recommendations
Focus on employee needs	Enterprises should create programs that provide opportunities for personal and professional development of employees, which contributes to increased productivity; programs should be designed taking into account the needs and values of employees.
Flexibility	Enterprises should provide the opportunity to choose between different types of incentives, such as material and non-material incentives. Programs must be flexible and adaptable so that they can take into account the different needs and interests of employees at different times.
Individualization	Enterprises must create individual approaches to employee motivation, since each employee has their own unique needs and motivational factors.
Increased autonomy	Motivation programs should help increase the autonomy and self-management of employees. Programs can give employees greater responsibility for their work and allow them to participate in important decision-making.

Table 2, Continued

Requirements	Recommendations
Use of technology	Businesses must use modern technology and tools to improve work efficiency and productivity, facilitate communication and increase data accuracy.

Source: made by the authors

It is important to ensure fairness and transparency in the incentive mechanism for employees. To do this, it is possible to use such tools as a system for evaluating employees' work, transparency in setting remuneration criteria, involving employees in the decision-making process on incentive issues. This approach allows maintaining the trust and motivation of employees, as well as creates a positive reputation of the enterprise in the labour market. As a result, an effective staff incentive system helps to ensure the stability and development of the enterprise, as well as meeting the needs and expectations of employees.

● THE IMPORTANCE OF EFFECTIVE STAFF MOTIVATION FOR THE SUCCESS OF THE ENTERPRISE

Low staff motivation at an enterprise can have serious negative consequences, such as a drop in labour productivity, a decrease in product quality, high staff turnover, reduced job satisfaction and overall motivation of employees, which can threaten the stability of the enterprise. All this can affect the stability of the enterprise and its profitability. An effective staff motivation program is not an expense, but an investment in the success of the enterprise (Fig. 1).

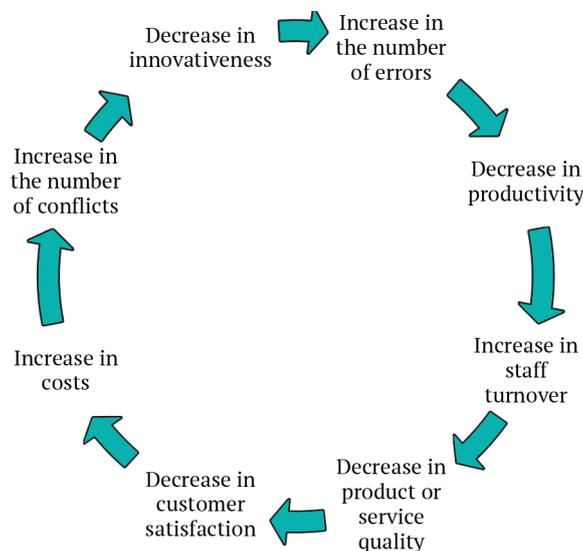


Figure 1. The negative impact of low staff stimulation on the enterprise

Source: created by the authors

It is important to ensure an adequate level of motivation for employees through the use of effective motivation mechanisms, such as the development of incentive programs, the use of various forms of material and non-material motivation, and take into account the individual needs and interests of employees. Let us consider the factors of negative influence, which are complex and in practice can cause a negative series of events.

Decrease in productivity: if workers do not have sufficient motivation, they may not work at full capacity, which can lead to decreased productivity of the enterprise. Increase in staff turnover: if employees are not satisfied with their jobs or lack sufficient motivation, they may look for other jobs, which can lead to increased staff turnover. Decrease in product or service quality: inadequate staff motivation can lead to a decrease in product or service quality, which can tarnish the enterprise reputation and lead to losses. Decrease in customer satisfaction: if the quality of a product or service deteriorates due to a low level of staff motivation, this can lead to customer dissatisfaction and reduced sales. Increase in costs: insufficient motiva-

tion can lead to increased costs for replacing employees, raising wages, or conducting training and other activities to increase staff motivation. This can lead to an increase in the overall costs of the enterprise. Increase in the number of conflicts: A lack of motivation can lead to an increased number of conflicts between employees and management, which can lead to an overall negative impact on the atmosphere in the workplace. Decrease in innovativeness: if employees lack sufficient motivation, they may be less inclined to innovate and come up with new ideas, which can lead to a decrease in the competitiveness of the enterprise. Increase in the number of errors: if workers are not motivated enough, they may be less attentive, which can lead to increased number of errors and can have a negative impact on product or service quality.

The economic conditions of the enterprise may affect the determination of priorities, since the enterprise may be forced to focus on ensuring its financial stability and performing urgent tasks in order to survive. This can lead to less attention to staff needs and less investment in employee development. It is important to ensure a balance

between the financial needs of the enterprise and the needs of employees, since insufficient funding for employee development can lead to a decrease in productivity and quality of work, as well as to the loss of skilled workers. Consequently, a low level of staff motivation can have a negative impact on the business processes and financial indicators of the enterprise. Enterprises must take care to have effective staff motivation strategies to ensure optimal levels of productivity, product and service quality, as well as employee satisfaction and loyalty. For example, in a period of economic instability, when an enterprise faces a reduction in orders and a decrease in profits, incentive programs may be limited. At the same time, it is necessary to take into account the fact that a drop in economic activity can lead to a decrease in staff motivation and, accordingly, a decrease in work productivity and the quality of manufactured products. On the other hand, in the period of economic growth and business expansion, the enterprise can increase production and profit, which makes it possible to attract more resources to motivate staff. In such circumstances, it may be advisable to use various types of incentives for employees, such as bonuses for achieving certain results, bonuses for successful implementation of projects, etc.

So, enterprises must take into account the economic situation and other factors in order to effectively use various methods and programs to motivate staff. It is important to ensure stability and a long-term perspective in the management of enterprise resources, in particular, providing the adequate level of staff motivation to ensure the successful operation and development of the enterprise as a whole.

● FOREIGN EXPERIENCE IN STIMULATING STAFF

Almost every enterprise has an employee incentive system adapted to its own needs. Each of the applied systems has its pros and cons. Studying different types of staff incentives, using foreign experience can allow organizations to minimize the deficit of their own incentive systems and work to improve them. It is this combination of factors that leads to the efficient functioning of the enterprise resulted in an increase in profit. In the 21st century, there is a situation when improving labour efficiency through financial incentives for employees has lost its relevance, so enterprises need to introduce various methods of motivation, which include not only material but also non-material satisfaction of employees' needs (Labor motivation ..., 2017).

X. Niu *et al.* (2021) examine the impact of different types of rewards on productivity in the Chinese banking industry. The study is based on the analysis of survey data from bank employees, which included questions about their motivation and rewards. The authors compare the effectiveness of different types of rewards, such as financial incentives, moral incentives, and career development opportunities. They conclude that different types of rewards have different effects on performance and recommend that enterprises focus on developing integrated incentives that include financial, moral and career aspects. In their article, I. Chernysh & M. Kozyk (2021) explore a variety of staff incentive strategies in the context of effective management in the service sector. Different types of staff incentives are described, such as material and non-material incentives, including wages, bonuses, salary increases, opportunities

for professional growth, training and development. The authors draw attention to the fact that effective staff incentives are one of the key factors in building effective management in the service sector. The authors of the article analysed the factors that affect the effectiveness of staff incentive strategies. Among these factors, they name management style, communication and others. An important aspect is also to take into account the individual characteristics of employees, such as motivation, needs and interests, when choosing certain strategies to stimulate staff. As a result of the study, the authors conclude that successful strategies for stimulating staff should be focused on achieving specific goals of the organization, taking into account the individual characteristics of employees, etc.

A study by J. Kisang Asongwe (2023) deals with understanding the relationship between employment contract and employee motivation. The author uses several research methods, including descriptive, correlational, intersection, causal in order to establish cause-effect relationship. As a result, the author indicates a positive relationship between the employment contract and employee motivation. The study recommends that the employment contract should be motivational for the employee to increase productivity. Y. Qhurani & H. Ubaidillah (2023) conducted a study aimed to determine the impact of leadership style, communication and motivation on employee productivity at Pabrik Gula Candi Baru in Surabaya, Indonesia. To achieve the goal, several methods were used, in particular, multiple linear regression analysis. The results of the study showed that leadership style, communication and motivation have both partial and cumulative effects on employee productivity. The article by S. Alanizan (2023) is dedicated to analysing the relationship between satisfaction and motivation of employees and productivity of the organization. It showed that a high level of satisfaction and motivation of employees has a positive effect on productivity. The author emphasizes the importance of involving employees in reaching organizational goals by ensuring their satisfaction and motivation. The work contains information about the relationship between satisfaction, motivation and productivity of the organization.

A. Waghe *et al.* (2023) stated the goal of studying the impact of rewards and recognition on employee motivation, identified the most practical of them and compared monetary and non-monetary methods and their impact on staff motivation. The authors used a descriptive design in which employees of various companies were interviewed. As a result, it was found that various factors affect employee motivation and satisfaction. Moreover, a direct and positive relationship exists between rewards and recognition, employee motivation and satisfaction, and the success of an organization if it offers a variety of reward and recognition tools. The results of the study suggest that high-level needs of employees can be met only if their low-level needs, such as wages, fringe benefits, etc., are met. Different reward and recognition strategies can have different motivational impacts on different employees, so managers must understand problems of their employees and take into account their personal and professional problems in order to achieve optimal results.

S.M. Galli (2022) compares the concepts of "employee motivation" and "employee engagement" and points out

that these two concepts are often mistakenly perceived as identical. The author claims that before taking an action, it is necessary to understand whether the cause of the problem is a lack of motivation or a lack of involvement. C. Fahriana & S. Sopiah (2022) conducted a systematic literature review on the impact of motivation on employee performance. The study proves that organized and effective activities are necessary to achieve high performance of employees. However, Y. Fedorova *et al.* (2020) came to the conclusion that the enterprise needs to involve employees in discussing and solving problems in order to prevent the risks of abusing certain types of motivation. A. Volkivska *et al.* (2021) talk about the importance of employee motivation for the successful operation of enterprises in a market economy. It is emphasized that in order to succeed, enterprises must activate their human resources. This can be done through effective motivation mechanisms that will help provide motivated staff with the necessary level of qualification. Also, the authors emphasize the importance of understanding the motivational factors of each employee, his/her natural potential and current needs in order to manage the employee, combining the goals of the enterprise with employee interests. The results of the study by H. Hastuti *et al.* (2023) showed that knowledge management and work on employee engagement have a direct positive and significant impact on work performance and that motivation mediates the interaction between knowledge management and employee performance.

V. Kolesnyk (2022) draws attention to the problems associated with the level of innovative managerial competence of functional managers and proposes an approach to solving the problems of motivation and incentives for staff, which involves the organization of professional training system for managerial personnel. This will help ensure the maximum level of managerial competence in the areas of innovative and motivational functions of management and guarantee effective change management in staff motivation system. N. Stolbunenko & V. Ivancho (2019) analysed modern theories of motivation, especially procedural theories, and proposed rules for effective staff motivation. The authors considered typical incentives that are relevant for a modern Ukrainian enterprise, and carried out the search for the most effective methods of stimulation. Also, they paid special attention to the social policy of an enterprise as a tool of economic stimulation and investigated the main problems of staff stimulation and motivation at a modern enterprise.

A.S. Tutova (2020) argues that for the successful development of Ukraine's economy and its integration into the world economy, it is necessary to create a system that will stimulate the labour activity of population and make an enterprise efficient and competitive on the world market. The success of an enterprise depends on the quality of work of a senior manager who must be motivated to achieve high efficiency and profitability. A system of economic incentives for top managers is a necessary and objective need to achieve these goals. D.R. Nikulitas (2019) considers key success factors in enterprise management and work performance (work motivation, interaction with people, etc.). Conclusions were made on the insufficiency of material incentives in the motivational system, so, the system of labour incentives at Ukrainian enterprises should be clearly defined and

include goals, establish types of incentives in accordance with the achieved results, evaluate work, determine the period and terms of remuneration payments. I. Zahars (2023) identified theoretical studies of the concepts of "employee motivation" and "employee loyalty", gave their interpretation in real life and scientific literature and generalized the meaning of these terms from various scientific aspects.

The study of scientific publications made it possible to conclude that both internal and external work motivation significantly affect the productivity of employees. As a result of the study, it was concluded that effective staff stimulation is an important factor for increasing labour productivity and achieving success of an enterprise. The study found that successful enterprises use a combination of strategies to motivate their staff, such as financial incentives, professional development, career opportunities and social programs. It is important to ensure an equal and fair approach to the stimulation of all employees at an enterprise. To be successful, enterprises must regularly evaluate the effectiveness of their staff incentive strategies and make necessary adjustments. Comparing the results of this article with the results of other studies, it is possible to conclude that there is a wide range of tools and strategies that can be used to stimulate workers at enterprises. For example, financial incentives, opportunities for professional development and advanced training, bonus systems, reward systems, social packages, proper working conditions, etc. However, there is no one-size-fits-all approach that will work for all organizations, as each organization has its own unique characteristics and the needs of its staff. Therefore, before applying any staff incentive strategies, it is necessary to carefully analyse the specific conditions and needs of the organization. It is necessary to remember the importance of monitoring and evaluating the effectiveness of staff incentive strategies that will allow making timely adjustments and improvements to the existing incentive system.

● CONCLUSION

In the course of the research, a critical analysis of the most significant works of foreign and Ukrainian scientists concerning the influence of enterprise staff stimulation on labour productivity has been carried out. It has been established that effective staff stimulation consists in finding individual approaches to employee motivation, since each employee has their own motivational factors that can change over time, so material and non-material incentives should be combined. Strategies for stimulating staff while building effective planning have been developed, from which a conclusion was made about the need to use a wide range of tools that take into account individual needs and values of employees. Such tools may include financial incentives, opportunities for professional development and advanced training, bonus systems, social packages, proper working conditions, etc. An important element of effective stimulation has been traced: it is constant monitoring and evaluation of the effectiveness of staff incentive strategy, which allows making timely corrections and improvements in the existing incentive system. This approach has been found to create an optimal work environment, retain and attract talented employees, and achieve market success.

Staff incentives are necessary to increase productivity, but the success of any incentive program depends on many

factors, such as employee motivation, quality of management, and others. When establishing the course of development, it should be noted that it is important for commercial enterprises to pay attention to Western management practices that can be effective for the Ukrainian labour economy. However, when borrowing these practices, it is necessary to take into account national traditions, mentality and other features of society. For example, a general motivation program for all employees at the same time is unrealistic, so it is necessary to develop appropriate methods and practices for a certain period, taking into account corporate culture and the characteristics of the workforce. This approach will make it possible to effectively motivate staff and ensure the optimal level of productivity and prod-

uct quality. One of the possible areas of research may be to study the effectiveness of stimulating workers in various sectors of the economy and its impact on labour productivity. Also, possible directions may include the study of the impact of incentives on reducing staff turnover, the development of individual incentive programs for employees, the introduction of new incentive methods that have been successful abroad.

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● CONFLICT OF INTEREST

None.

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Дослідження впливу стимулювання персоналу підприємства на продуктивність праці

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Анотація. В умовах ринкової економіки постає проблема підвищення продуктивності праці на підприємствах. Станом на 2023 рік, це одне з найбільш актуальних та розповсюджених питань, які виникають у конкурентній боротьбі. Метою статті було дослідження важливості існуючих систем мотивації та їх впливу на результати праці персоналу підприємств. Було використано методи: історичний, логічний, спостереження, аналіз документів та дослідження літератури, експертна оцінка, вивчення статистичних даних, застосування системного підходу, методи порівняння, конкретизації та групування, методи моделювання та причинно-наслідкового зв'язку. В процесі наукового дослідження було проаналізовано теоретичні питання з мотивації персоналу організації. Розглянуто дослідження та проведено аналіз інструментів, які впливають на ефективність праці колективу шляхом стимулювання до успішної праці. Вивчено інструменти підвищення мотивації працівників, їх види та особливості використання в іноземному досвіді. Розглянуто вплив мотиваційних інструментів на продуктивність праці персоналу підприємства, надано оцінки ефективності запропонованої концептуальної моделі та впливу на комерційну свідомість. Визначено інструменти, механізми, методи та інновації в управлінні персоналом та розвитку його відповідального відношення до цілей підприємства, досліджено вплив корпоративної культури на підвищення мотивації працівників. Практичне значення полягає у вивченні інструментів підвищення мотивації працівників та їх впливу на продуктивність персоналу підприємства, що допоможе в розробці концептуальних моделей та методик підвищення мотивації працівників та сприятиме покращенню продуктивності підприємства

Ключові слова: мотивація; кадровий менеджмент; плани; стратегії; структура; удосконалення; компетенції