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EVALUATION AND REMOVAL OF DEMOTIVATING CRITERIA IN ORGANIZATIONAL SUPPORT OF THE ENTERPRISE STAFF INCENTIVE MECHANISM

Abstract. To identify the most significant demotivators of personnel at enterprises, to develop measures aimed at neutralizing demotivators at enterprises, increase the integrated rate of staff activation, increase the efficiency of enterprise management. In the process of writing the work were used such research methods: general and special. From the general science were used the following methods: deduction (in constructing the structure of levers of influence on the formation of the mechanism of evaluation, motivation, and stimulation of enterprise personnel), induction, abstract logic and synthesis, analysis (in analyzing the dynamics of the integrated indicator of staff activation). From the special methods: factor analysis (in the study of corrective measures to reduce demotivators and increase the integrated rate of staff activation in the enterprise), calculation and design and comparison method, tabular and graphical, economic and statistical, correlation analysis, forecasting methods and other methods of economics and management processes and phenomena. The paper investigates the problems that may arise in the evaluation, motivation, and stimulation of staff identified demotivators of staff work. Four stages of the staff activation system were also considered. The coefficients at the expense of which the level of the actual state of group indicators of personnel activation at the enterprise is calculated are determined. A list of recommended corrective measures to increase the integrated indicator and reduce the level of demotivator impact on enterprises. It is established that the general purpose of the mechanism of evaluation, motivation and stimulation of personnel should be the result of coincidence of goals and interests of employees with the goals and interests of the enterprise, increase staff productivity, encourage employees to take initiative in solving both personal and enterprise problems atmosphere among subordinates, meeting the basic needs of staff, preventing overwork. The proposed methodology can be used as a methodological basis for solving problems of strategic management of the enterprise and its personnel.

Keywords: staff motivation, labor demotivators, motivation assessment mechanism, staff activation, adjusting measures to reduce demotivators, integrated group indicators, labor activity.

JEL Classification M12, Z13

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ОЦІНКА ТА УСУНЕННЯ ДЕМОТИВУВАЛЬНИХ КРИТЕРІЇВ В ОРГАНІЗАЦІЙНОМУ ЗАБЕЗПЕЧЕННІ МЕХАНІЗМУ СТИМУЛЮВАННЯ ПЕРСОНАЛУ ПІДПРИЄМСТВА

Анотація. Виявлення найбільш суттєвих демотиваторів персоналу на підприємствах, розроблення заходів, спрямованих на нейтралізацію демотиваторів на підприємствах, підвищення інтегрального показника активізації персоналу, підвищення ефективності управління підприємством. Методи дослідження, які використовувалися у процесі написання роботи: загальнонаукові та спеціальні. Із загальнонаукових було використано такі методи: дедукції (при побудові структури важелів впливу на формування механізму оцінки, мотивації та стимулювання персоналу підприємства), індукції, абстрактно-логічного і синтезу, аналізу (при аналізі динаміки інтегрального показника активізації персоналу). Із спеціальних методів: факторний аналіз (при дослідженні коригувальних заходів для зниження демотиваторів і підвищення інтегрального показника активізації персоналу на підприємстві), розрахунково-конструктивний і метод порівнянь, табличний і графічний, економіко-статистичний, кореляційний аналіз, методи прогнозування та інші методи дослідження економічних та управлінських процесів і явищ. Досліджено проблеми, які можуть виникати при оцінюванні, мотивації та стимулюванні персоналу, визначено демотиватори трудової діяльності персоналу. Сформовано перелік рекомендаційних коригувальних заходів з метою підвищення інтегрального показника і зниження рівня впливу демотиватора на підприємствах. Установлено, що загальна мета формування механізму оцінки, мотивації та стимулювання персоналу має стати результатом збігу цілей та інтересів працівників із цілями та інтересами підприємства, підвищення продуктивності персоналу, заохочення працівників до прояву ініціативи в розв'язанні їх як особистих проблем, так і проблем підприємства, поліпшення робочої атмосфери серед підлеглих, задоволення базисних потреб персоналу, попередження надмірного перенавантаження працівників. Уперше запропонований алгоритм оцінювання і зниження демотиваторів персоналу для підприємств, розроблено коригувальні заходи для зниження демотиваторів і підвищення інтегрального показника активізації персоналу на підприємстві. Запропонована методологія може бути використана як методичне підґрунтя для розв'язання проблем стратегічного управління підприємством і його персоналом.

Ключові слова: мотивація персоналу, демотиватори трудової діяльності, механізм оцінки мотивації, активізація персоналу, коригувальні заходи для зниження демотиваторів, інтегральні групові показники, трудова діяльність.

Формул: 4; рис.: 1; табл.: 4; бібл.: 20.

Introduction. The need for enterprises' ineffective management based on an appropriate evaluation, incentives for staff, the formation of their motivation for highly productive work requires directing the efforts of business owners to find and use more effective methods that will improve certain characteristics of staff. Such characteristics include the formation of corporate responsibility in employees, the ability to learn during work, competence, and professionalism, which will increase productivity, product competitiveness, access to new markets, which in turn will increase opportunities for high profits.

Gaining competitive advantages of products or services, increasing the efficiency and flexibility of production processes requires the improvement of such characteristics as the quality of personnel. In connection with the use of effective assessment of staff, methods of stimulation, as well as the motivation of work, employees develop a desire for labor competition, there is a sense of responsibility, independence in solving many problems. To achieve certain results in the assessment of staff, the use of appropriate methods of motivation, it is necessary to use the results of the economic activity of the enterprise.

Analysis of recent research and publications. The formation of various concepts of motivation and stimulation, analysis, and evaluation of work has been studied by such prominent foreign scientists as F. Herzberg, G. Emerson, E. Mayo, G. Oldham, R. Heckman, O. Toffler, E. Shane, and others. The following well-known Ukrainian scientists made a significant contribution to the research and evaluation of staff work, the search for forms and methods of its stimulation: A. Baksalova [1], I. Bazhan [2], V. Nitsenko [3], F. Herzberg [4], O. Grishnova [5], O. Svetlichnyj [6], O. Latysheva [7], A. Klymchuk [8, 9], N. Shashkova [10], I. Koshelupov [11], O. Chukurna [12], A. Kurbanova [13], Ye. Kharkovshchenko [14], H. Tarasiuk [15; 16], I. Bogachevska [17], O. Harun [18], and others. Paying tribute to the results of scientific works of domestic and foreign economists, at the same time, some issues aimed at studying the system of evaluation, motivation, and stimulation of enterprise personnel need further research, which is especially relevant for modern enterprises.

The purpose of the study. The purpose of the study is to identify the most significant demotivators of personnel at enterprises, to develop measures aimed at neutralizing demotivators at enterprises, to increase the integrated rate of staff activation, and to increase the efficiency of enterprise management.

Research results. Modern ways of effective enterprise management, namely, personnel management, aimed at its evaluation, stimulation, and motivation, determine the use of knowledge as an effective tool for obtaining the planned result and its impact on the economic activity of the enterprise.

The main problems that may arise in the evaluation, motivation, and incentives of staff are the different goals of the company and employees. Different management strategies of the enterprise and strategies of evaluation, stimulation, and motivation of personnel can also be a problem. Examining the above problems, everything points to the existence of so-called demotivators of labor, the inevitability of which is due to problems with doing business in a competitive environment, the company's focus on high profits, inconsistencies of senior and lower management, and more.

Given the fact that the same demotivators in different circumstances can have different effects on the work and work behavior of staff or from insignificant to become decisive, in such circumstances, it is extremely difficult to analyze them. Therefore, we believe that the process of evaluating demotivators of personnel of enterprises is determined by a set of techniques, actions, and methods that ensure the identification, evaluation, and formation of measures and recommendations for their elimination or reduction. Thus, we propose an algorithm that consists of

three key levels of evaluation of demotivators of enterprise personnel: choice of demotivator evaluation strategy, selection of evaluation tactics, as well as operative evaluation of demotivators (Fig.).

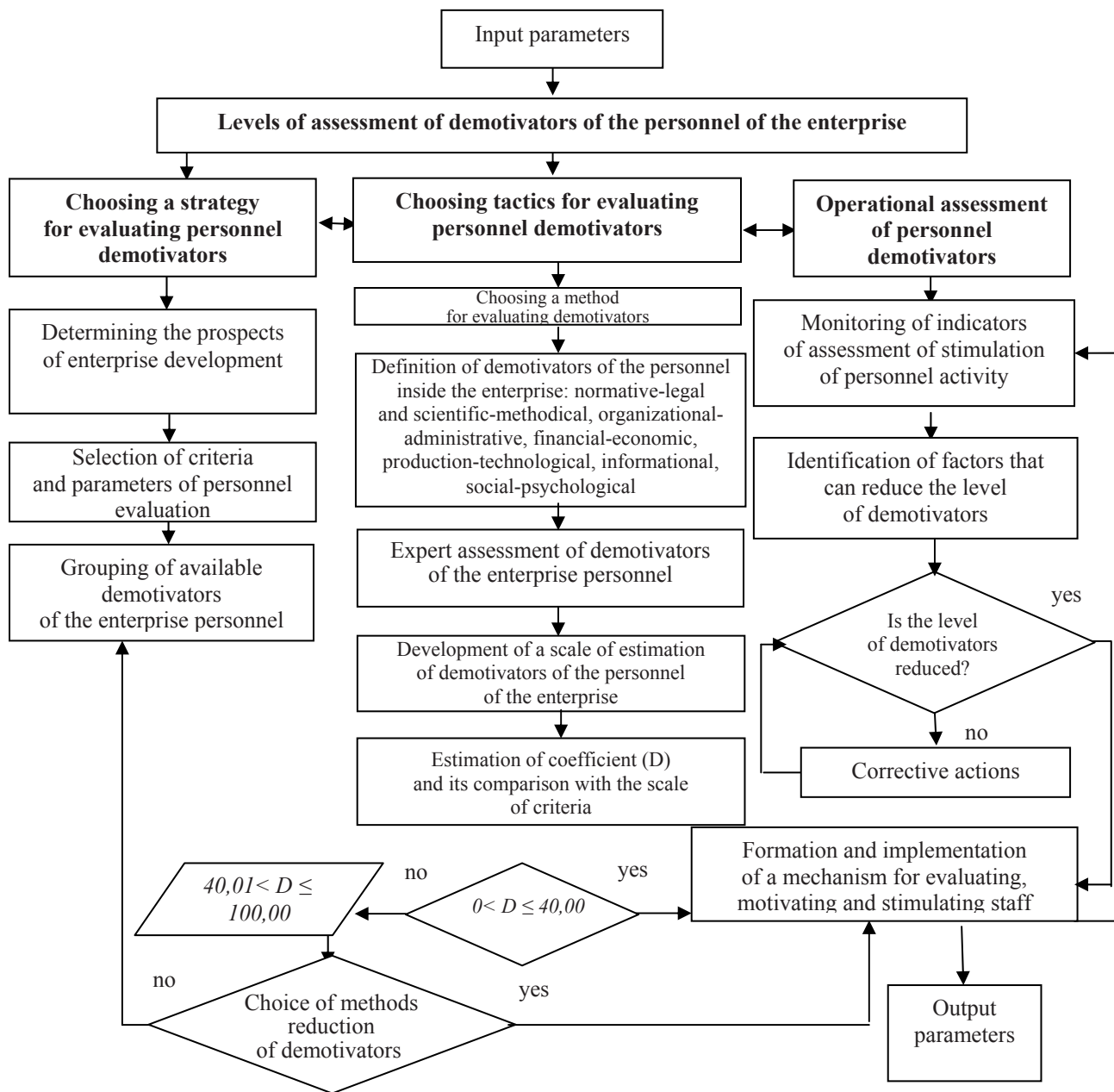


Fig. Algorithm for evaluating and reducing demotivators of enterprise personnel

Examining the above problems, everything points to the existence of so-called demotivators of labor, the inevitability of which is due to problems with doing business in a competitive environment, the company’s focus on high profits, the inconsistency of senior and lower management, and more [1].

Within this approach, we propose to determine the levels of personnel demotivators, where the lower the level of the coefficient D, the greater the balance between staff motivation and performance indicators of the enterprise. At the same time, increasing the D factor poses a threat to the implementation and effective operation of the mechanism. According to the value of the demotivator coefficient D, we determine the five levels of demotivators listed in Table 1 [10].

Table 1

Levels of demotivators with the value of the coefficient D

| Name of demotivator level | The value of the coefficient D | Relationship between levels of impact on staff and the company |
|---|--------------------------------|--|
| 1. Minimum level of demotivator | $0 < D = 20,00$ | At the enterprises, the balance between factors of motivation of the personnel and indicators of efficiency of activity is observed. |
| 2. Average level of demotivator | $20,01 < D \leq 40,00$ | Measures aimed at increasing motivation and stimulation are to some extent perceived by the staff but do not help to increase its effectiveness. Therefore, it may be necessary to maintain the proper state of the motivation of employees. |
| 3. Increased level of demotivator | $40,01 < D \leq 60,00$ | There is a risk of reduced staff motivation due to employee dissatisfaction with their working conditions. |
| 4. High level of demotivator | $60,01 < D \leq 80,00$ | Measures aimed at increasing motivation and incentives are either not perceived by the staff, or are ineffective, which does not contribute to either increase its productivity or improve the performance of the enterprise as a whole. |
| 5. Catastrophically high level of demotivator | $80,01 < D \leq 100,00$ | Measures to increase motivation and stimulate staff are absent, which leads to a catastrophic decline in staff performance and excessive staff turnover, which is generally quite negative for the company. |

Therefore, in order to successfully assess, increase motivation and stimulate staff, it is necessary to study demotivators using an integrated indicator of the level of demotivator, which is a function of groups of individual demotivators:

$$D = (D_1 + D_2 + \dots + D_n) / n, \tag{1}$$

where D_1 — is a set of normative-legal and scientific-methodical demotivators,

D_2 — is a set of organizational and managerial demotivators,

D_3 — is a set of financial and economic demotivators,

D_4 — is a set of socio-psychological demotivators,

D_5 — is a set of production and technological demotivators.

In order to calculate the indicator of the demotivating factor, leading specialists of the enterprise and ordinary workers conducted an assessment of the degree of influence of each demotivator. Note that even with a small level of demotivator (*Table 2*), you can not ignore any of the parameters (you need to keep it under control), which takes into account each demotivating factor, as it can lead to a decrease in staff activity, which weakens the mechanism, reduces the efficiency of management of the enterprise and in general deterioration of efficiency of functioning of the industrial enterprise. In the case when the level of the demotivator is minimal or average ($D \leq 40$), its consideration in the formation and use of the mechanism is necessary, but no protection measures are used. If the level of the demotivator is medium or high ($D > 40$), then choose and use methods to minimize the negative impact of demotivators on the formation and use [10].

Table 2

Expert analysis of demotivators that lead to a decrease in staff activity

| Indicators | Characteristics |
|---|---|
| Normative-legal and scientific-methodical demotivators, D_1 | 1.1. Non-fulfillment of labor obligations by the enterprise as an employer and violation of the labor rights of the employee. 1.2. Fraud, corruption, bribery by leading experts. 1.3. Neglect of job descriptions at the enterprise by individual employees. 1.4. Unlawful conduct of employees that does not entail liability. 1.5. Administrative barriers on the part of management in matters of work, its conditions, and creative content. 1.6. Disorganization of the internal labor order at the enterprise. |
| Organizational and managerial demotivators, D_2 | 2.1. Ineffective organizational structures. 2.2. Irrational management structure. 2.3. Failure to comply with safe working conditions. 2.4. Lack of high labor discipline. 2.5. Ineffective planning and forecasting of works, weakness of organizational support and regulatory regulation. 2.6. Reduction of personnel reserve. |

Table 2 (continued)

| Indicators | Characteristics |
|--|--|
| Financial and economic demotivators, D_3 | 3.1. The company has no desire to reimburse the cost of training and retraining of the employee. 3.2. Lack of connection of wages with the results of the enterprise and its profits. 3.3. Excessive salaries and unfair remuneration of «especially important» employees. 3.4. Devaluation of premiums. 3.5. Unreasonable gap in the level of payment of senior, middle and lower employees. 3.6. Equalization in payment with different final results of work and attitude to the case. |
| Socio-psychological demotivators, D_4 | 4.1. Socio-psychological incompatibility of staff. 4.2. Weak relationship between business goals and staffing goals. 4.3. Socio-psychological inadmissibility of employees' work and labor combustion. 4.4. Lack of incentives for a specific contribution by the employee. 4.5. Lack of opportunities for self-realization and career prospects. 4.6. Deprivation of social guarantees and benefits. |
| Production and technological demotivators, D_5 | 5.1. Lack and production losses due to lack of necessary knowledge and experience of employees. 5.2. Absence, malfunction, or unsatisfactory condition of material and technical support of work. 5.3. Lack of scientific developments and technological lag behind competitors. 5.4. Accidents in production and equipment breakdowns. 5.5. Obsolescence or low level of quality of technologies, machines, equipment, technics, and materials. 5.6. Injustice in the logistics of employees. |

It should be noted that the proposed identification and evaluation of personnel demotivators on the basis of an expert survey should be perceived exclusively as a model of one of the tools of the mechanism. Its further concretization and improvement is within the competence of any enterprise that plans to conduct an assessment. At the same time, it is possible to adjust the composition of indicators, their weights, criteria and scores depending on the specifics of the activities of a particular company and the category of employees being evaluated.

Demotivators can have a significant influence in the process of evaluation, formation of measures to stimulate and motivate the work of personnel at enterprises, the division of which is proposed as follows: and socio-psychological demotivators. Therefore, in order to successfully evaluate, increase motivation and stimulate staff, we proposed to study demotivators with the help of an integrated indicator of the general demotivator.

The impact of these demotivators is significantly enhanced by the problems at the meso- and macro levels, such as instability of socio-economic and political development in the country; protracted financial and economic crisis and hostilities in eastern Ukraine; inaccuracy in the interpretation of many legislative acts, as well as their frequent changes; rising inflation; lack of the latest types of equipment and technologies at many enterprises; low level of corporate culture, management and marketing in enterprises

At the same time, demotivators of labor activity of personnel exist when the mechanism of evaluation, the formation of measures to stimulate and motivate labor activity of personnel of the enterprise functions, where demotivators of normative-legal, as well as financial-economic, scientific-methodical, informational, organizational-managerial, production-technological and socio-psychological nature.

Therefore, there is an urgent need to study these demotivators and apply appropriate measures to combat them based on the use of modern management tools, including detection and analysis of demotivators, the formation of measures to prevent them or reduce their negative impact.

The sequence of this system of personnel activation is carried out during four stages (Table 3) [11; 19; 20].

To assess the integrated indicator of the activation of the personnel of the enterprise it is necessary to formalize its appearance, its to describe the levels at which the assessment will be conducted. We propose to form a list of recommended corrective measures to increase the integrated indicator and reduce the level of influence of the demotivator at enterprises (Table 4).

Table 3

Stages of the personnel activation system

| |
|--|
| Stage I: |
| <p>A system of personnel evaluation by group indicators (Z_1) is formed, using: turnover ratio (x_1), turnover ratio (x_2), the ratio of the number of hired and fired employees (x_3), staff turnover ratio (x_4), staff stability coefficient (x_5) and using: educational level coefficient (x_6), educational-qualification level coefficient (x_7), staff training coefficient (x_8)</p> |
| <p>a system of personnel motivation indicators (Z_2) is formed, using: the ratio of the actual and normative output of one employee (x_9), the ratio of the actual complexity of a unit of production to the normative (x_{10}), and using: the ratio of working time (x_{11}), the coefficient of loss of working time due to the fault of the employee (x_{12}), the coefficient of protection and working conditions (x_{13}), the coefficient of labor discipline (x_{14})</p> |
| <p>A system of staff incentive indicators (Z_3) is formed, using: the share of wages in the cost of production (x_{15}), the coefficient of wages per unit of output (x_{16}), using: the ratio of wages of employees of the enterprise and industry (x_{17}), the share of allowances and surcharges in the wage fund (x_{18}), shares of bonuses and rewards in the wage fund (x_{19}), shares of incentive and compensation payments in the wage fund (x_{20}), shares of medical care and social insurance costs in the structure of total enterprise costs (x_{21}) the ratio of those awarded thanks, honors, etc. to the total number of employees (x_{22}), the ratio between the number of reprimands and gratitude of staff (x_{23}) [4; 5].</p> |
| Stage II: |
| <p>The significance of each of the 23 coefficients in terms of group indicators is calculated based on the results of the expert analysis of the impact of demotivators on the assessment, motivation, and incentives of the company's staff. So, as the respondents said:</p> <p>1. Evaluation and reduction of normative-legal and scientific-methodical demotivators (D_1) only by 0.05 affects the indicator of evaluation, motivation, and incentives of staff and, accordingly, do not affect the indicator at the level of 0.95. 2. Assessment and reduction of organizational and managerial demotivators (D_2) by only 0.18 affects the integrated indicator of staff activation and, accordingly, does not affect the indicator at 0.82. The group of production and technological demotivators (D_5) has a similar effect. 3. Assessment and reduction of financial and economic demotivators (D_3) by only 0.19 affects the integrated indicator of staff activation and, accordingly, does not affect the indicator at 0.81. A group of socio-psychological demotivators (D_4) has a similar effect. 4. Assessment and reduction of information demotivators (D_6) by only 0.22 affects the integrated rate of staff activation and, accordingly, does not affect the rate of 0.78 [13].</p> <p>This distribution of demotivators by respondents is logical and is connected with the actual standardization of quantitative indicators, ie bringing them to a standardized form — to one numerical dimensionless integral index (in the range [0] 1) sufficiently reflects the state of activation of personnel at the enterprise; 2) the indicator is sensitive to changes in the enterprise (taking into account both qualitative and quantitative changes).</p> |
| Stage III: |
| <p>The level of the actual state of group indicators of staff activation at the enterprise is calculated. Based on an arithmetic weighted average calculation of 23 coefficients is carried out (2)</p> $x_n = \frac{\sum_{k=1}^k D_k}{k} \cdot \sum_{j=1}^n x_j, \quad (2)$ <p>where x_n — is the value of the coefficient (from x_1 to x_{23}); D_k — group of demotivators (from D_1 to D_6); K — is the number of groups of demotivators [8].</p> <p>It should be noted that 6 groups of demotivators differently (from 0.78 to 0.95) affect the generalized rate of activation of the company's staff, so it is important to follow the actual level of each of the 23 coefficients.</p> |
| Stage IV: |
| <p>Integrated assessment is carried out:</p> <p>1. Integrated group indicator by components: staff assessments (I_{z_1}), staff motivation (I_{z_2}), staff incentives (I_{z_3}) on the geometric mean,</p> $I_{z_1} = \sqrt[n]{x_1 \cdot x_2 \cdot \dots \cdot x_n} = \sqrt[n]{\prod_{i=1}^n x_i}, \quad (3)$ <p>where I_{z_1} — is the integrated group indicator by components; x_1, x_2, \dots, x_n — partial coefficients; n — is the number of unit coefficients.</p> <p>2. Integral indicator of activation of the personnel of the enterprise by geometric mean (4)</p> $I_{an} = \sqrt[m]{I_{z_1} \cdot I_{z_2} \cdot \dots \cdot I_{z_m}} = \sqrt[m]{\prod_{j=1}^m I_{z_j}}, \quad (4)$ <p>where I_{an} — an integrated indicator of the activation of the personnel of the enterprise; $I_{z_1}, I_{z_2}, \dots, I_{z_m}$ — integral group indicators of components; m — is the number of components.</p> |

Table 4

Corrective measures to reduce demotivators and increase the integrated rate of staff activation in the enterprise

| Scale for assessing the integrated indicator | The name of the levels of influence of the demotivator | Recommendations for the company |
|---|--|--|
| High level $0,81 < I_{an} \leq 1,00$ | Minimum level, $0 < D = 20,00$ | Since the company has a balance between the factors of staff motivation and performance indicators, it is necessary to maintain the current level of motivation and incentives for staff |
| Sufficient level, $0,61 < I_{an} \leq 0,80$ | Average level, $20,01 < D \leq 40,00$ | <p>Material support and encouragement of employees to study, organize training courses and retraining of staff (formation of flexible work schedules)</p> <p>Assistance in raising the qualification and professional level of staff, mastering modern technologies (attending seminars, pieces of training, participation in conferences, attending exhibitions, certification, internships, etc.)</p> <p>Carrying out regular monitoring of the state of the labor market, use of various technologies of personnel evaluation</p> <p>Stimulating the economy of material and labor resources, accompanied by the implementation of constant control</p> <p>Improving the processes of material incentives for employees aimed at ensuring economic conditions for the establishment and maintenance of standards of uniform and optimal tension</p> <p>In the conditions of the partial workload of application of floating schedules of work, the possibility of mutual replacement of workers in division or shop of the enterprise, etc.</p> <p>The use of measures aimed at increasing the motivation of staff and increase their interest in work at the enterprise</p> <p>Staff rotation</p> |
| Above average level, $0,41 < I_{an} \leq 0,60$ | Elevated level, $40,01 < D \leq 60,00$ | <p>Optimization of formation of job instructions at the enterprise</p> <p>Employee participation in management decisions, as well as giving them independence to work within "reasonable limits"</p> <p>Material support and encouragement of employees to study, organize courses for pieces of training and retraining of personnel (formation of flexible work schedules)</p> <p>Assistance in raising the qualification and professional level of staff, mastering modern technologies (attending seminars, pieces of training, participation in conferences, attending exhibitions, certification, internships, etc.)</p> <p>Increasing the opportunities for staff to intensify their work: self-realization and self-development, participation in management, protection of their interests, social protection, choice of employment, working hours (distance)</p> <p>In conditions of the partial workload of floating work schedules, the possibility of interchangeability of employees within the division or department of the enterprise, etc.</p> <p>Stimulating the economy of material and labor resources, accompanied by the implementation of constant control</p> <p>Regular marketing research</p> |
| Moderate level, $0,21 < I_{an} \leq 0,40$ | High level, $60,01 < D \leq 80,00$ | <p>Optimization of the formation of job descriptions at the enterprise</p> <p>Promoting staff training (creating flexible work schedules)</p> <p>Staff training (trainings, certifications, pieces of training, internships, etc.)</p> <p>Forming a team of highly qualified specialists in the selection and placement of personnel</p> <p>Creating requirements for candidates to fill vacancies</p> <p>Expanding the range of goods to best meet consumer demand and create competitive advantages</p> <p>Application of regular monitoring systems and control over the quality of service, creation of independent quality inspections, organization of feedback on the results of service</p> <p>Carrying out regular monitoring of the state of the labor market, use of various technologies of personnel evaluation</p> |

Table 4 (continued)

| | | |
|-----------------------------------|--|--|
| Low level, $0 < I_{an} = 0,20$ | Catastrophic level, $80,01 < D \leq 100,00$ | Analysis and assessment of the impact of external and internal factors |
| | | Review of the strategic goals available at the enterprise |
| | | Formation of new strategic goals to be met by the company's mission |
| | | Analysis of the competitive potential of the enterprise, identification of its strengths and weaknesses |
| | | Formation of a new system of strategies, adequate to the situation that has arisen |
| | | Forming a team of staffing staff of highly qualified specialists who deal with the selection and placement of personnel |
| | | Revision of existing requirements and their improvement for candidates to fill vacancies |
| | | Expanding the range of manufactured products to best meet the needs of consumers and increase its competitiveness |
| | | Integration of the quality monitoring system into the service quality control system, creation of independent quality assessment commissions, organization of the feedback system based on the service results |
| | | Carrying out regular monitoring of the state of the labor market, use of various technologies of personnel evaluation |

Thus, according to the results of research, we can say that all enterprises that can be studied, based on the integrated rate of staff activation may be in a state of moderate or low level (see Table 4) [18], which negatively affects the performance of staff, as well as formation and implementation of the mechanism of evaluation, motivation, and stimulation.

Accordingly, we propose to implement several corrective measures to neutralize demotivators aimed at improving the integrated rate of staff activation, improving the efficiency of enterprise management, as well as the long-term implementation and use of the mechanism (see Table 4). Therefore, we believe that the calculation of an integrated indicator of staff activation, taking into account the impact of staff demotivators based on expert surveys can be used as a methodological basis for solving problems of strategic management of the enterprise and its staff, including construction and implementation of the mechanism, the successful use of which intensifies the work of staff, will increase their productivity, improve financial and economic performance, expand the market share of enterprises, increase the competitive advantages of manufactured products, and consolidate an impeccable reputation in the consumer market.

Thus, the overall goal of forming a mechanism for evaluating, motivating, and stimulating staff should be the result of matching the goals and interests of employees with the goals and interests of the company, increasing staff productivity, encouraging employees to take initiative in solving their problems and improving the working atmosphere among subordinates, meeting the basic needs of staff, preventing overload of employees.

Conclusions. The most significant demotivators of personnel in enterprises were identified by the method of expert evaluation, which allowed to identify the weaknesses of the existing system of motivation and incentives of personnel, namely demotivators that have increased, high and catastrophically negative impact on the enterprise. In the course of further research, it is proposed to determine the integrated indicator of staff activation on the basis of the developed system of evaluation, motivation and stimulation of staff, taking into account the action of its demotivators. Based on this, measures have been developed to neutralize demotivators in enterprises, increase the integrated rate of staff activation, increase the efficiency of enterprise management, as well as the long-term implementation and use of the mechanism.

According to the research it can be concluded that the use of the proposed mechanism of evaluation, motivation and stimulation of enterprise personnel will allow to scientifically approach the intensification of personnel activity and constant growth of its productivity taking into account the principles of effective enterprise management, factors of personnel management. motivation and stimulation of staff. The application of our proposed mechanism will solve the following tasks of the enterprise management system: coordination of personnel goals with the goals of the enterprise; realization and development of labor potential of personnel; ensuring continuous training of staff,

creating conditions for the acquisition of new skills and the realization of creative abilities; formation of such a system of personnel training, which will include a certain combination of specialized knowledge and broader skills and attitudes that are necessary for a flexible response to rapidly changing environmental conditions; ensuring career growth of staff; formation of a friendly atmosphere between employees; providing comfortable working and leisure conditions.

In the course of further research, it is proposed to determine the integrated indicator of personnel activation on the basis of the developed system of personnel evaluation, motivation and stimulation taking into account the action of personnel demotivators.

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