

DEMONSTRATION MATERIAL

**DEVELOPMENT OF ECONOMIC STIMULATION OF THE
ACTIVITY OF MANAGERS AT THE STRATEGIC LEVEL OF
ENTERPRISE MANAGEMENT**

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The main theoretical provisions of the economic stimulation of the work of managers of the strategic management level

1. Economic stimulation of the work of managers at the strategic level of enterprise management has a dual objective-subjective economic nature, which is expressed in the relevant aspects, which is caused by the presence of subjects of the management process - top managers, each of whom has his own value system and idea of the number and the quality of work results, and objects - enterprises with their existing economic potential, which is used in a certain way for each of the types of resources under the influence of methods, techniques, principles of management that were used by top managers.

2. The objective economic nature is determined by the availability and efficiency of the use of economic resources, which characterize the economic results of enterprises and are characterized by quantitative statistical indicators of the efficiency of the resource potential, which form the objective aspect of the phenomenon under study. It is advisable to limit the number of economic indicators to the most influential ones, condensing them depending on the impact on the phenomenon under study.

3. The subjective economic nature depends on the top managers' perception of the fairness, importance, expediency and sufficiency of the proposed reward based on the results of the management activity and is measured by qualitative indicators according to the survey of top managers with satisfaction with the applied system of economic incentives, which forms its subjective aspect.

4. Quantitatively, the level of implementation and manifestation of objective and subjective aspects of economic stimulation should be measured by appropriate integral indicators, which for combination and comparison must be calculated according to a single methodology using the method of additive convolution based on partial indicators of each of the aspects, taking into account the importance of the influence of the former. The combination of integral indicators for each aspect will allow to reveal the complex impact of economic stimulation and to determine the amount of additional remuneration of the top managers of enterprises in comparison with their wages according to the contract on labor relations, and in accordance with both the achieved results of the enterprises' work and their own ideas about the valence and amounts of the reward as fair. The impact of each of the aspects can be taken into account in accordance with the proportion spread in economic calculations - 80:20, and preference should be given to the objective aspect, since it characterizes the economic effectiveness of the process of managing economic resources to a greater extent.

5. It is advisable to take into account the subjective aspect in the complex integral indicator of economic stimulation if it reaches an average or low level when surveying top managers on the issue of satisfaction with economic stimulation of their work in order to increase the attractiveness of additional rewards, which will increase their value and contribute to the growth of loyalty to the enterprise.

A methodical approach to determining the relationship between indicators of payment and labor incentives of top managers and performance indicators of enterprises (objective aspect)

The name of the stage of the methodical approach	Task	Toolkit	Result
Formulation of the purpose and goals of determining the relationship	Formulate the purpose and goals of determining the relationship between the indicators of payment and labor incentives of top managers and indicators of the effectiveness of the enterprise	Theoretical and logical analysis	The purpose and goals of determining the relationship are specified
Justification of indicators of payment and work incentives of top managers	To form a system of payment indicators and incentives for the work of top managers	Theoretical and logical analysis	System of performance indicators for payment and incentives for top managers
Justification of performance indicators of the enterprise	To form a system of performance indicators of the enterprise	Theoretical and logical analysis	The system of performance indicators of the enterprise
The choice of analytical tools for determining the relationship between indicators of payment and labor incentives of top managers and indicators of the company's performance	Create a set of analytical tools to determine the relationship between indicators of payment and work incentives of top managers and performance indicators of the enterprise	Analysis of analytical tools	A set of analytical tools for determining the relationship
Determining the relationship between two indicator systems	Assess the level of relationship between the two indicator systems	Canonical analysis	The level of relationship between two indicator systems
Determination of the relationship between the indicators of payment and labor incentives of top managers and indicators of the effectiveness of the enterprise	Determine the rating of indicators in the closeness of the relationship	Factor analysis	A set of indicators that form a mechanism for the relationship between indicators of payment and incentives for top managers and performance indicators of the enterprise
Using the results of the defined relationship to substantiate the system of economic stimulation of the work of top managers	To substantiate the system of economic stimulation of work of top managers	Theoretical and logical analysis	System of economic stimulation

The main stages, methods and results of the application of methodological support for determining the priority qualitative factors (subjective aspect) of stimulating the work of top managers of industrial enterprises

Content of the stage of methodical support	Calculation methods	Result
Justification of questionnaire questions characterizing the main qualitative factors of economic stimulation of the work of top managers and their scales	Theoretical and logical analysis	Questionnaire for determining the main qualitative factors of economic stimulation of the work of top managers
Analysis of the structure of experts' answers to questionnaire questions	Descriptive statistics tools	The structure of the researched set of arrangements of experts' answers
Assessment of the closeness of the interrelationship of qualitative factors of economic stimulation of the work of top managers in the dynamics	Spearman's rank correlation coefficient	The structure of the interrelationship of qualitative factors of economic stimulation of the work of top managers in dynamics
Assessment of consistency of experts' answers in dynamics	Coefficient of concordance	The structure of consistency of experts' answers in dynamics
Identification of latent factors of economic stimulation of work of top managers	Factor analysis	Latent factors of economic stimulation of work of top managers
Development of an integral qualitative indicator of economic stimulation of work of top managers	Factor analysis, average values of factors	Integral qualitative indicator of economic stimulation of work of top managers

Salary table of top managers of industrial enterprises of the Kharkiv region, taking into account the comprehensive integral indicator of economic stimulation

Name of Company	Position	Average monthly salary, hrn.	Average monthly premium, hrn.	The total amount of wages, hrn.	Complex integral indicator of economic stimulation/ or integral indicator of objective economic stimulation	Percentage of premium, %	The amount of the premium taking into account the complex indicator or integral objective indicator, hrn	Rejection of premium, hrn.	The amount of remuneration according to the complex integral indicator or integral objective indicator, hm.
Public Joint-Stock Company "Kharkiv Plant of Stamps and Molds"	Head (director)	89500	62650	152150	0,307	112,5	100687,5	38 037,5	190187,5
Open Joint-Stock Company "Kupian Machine-Building Plant"	CEO	94100	4705	98805	0,161	16,1	15150,1	10 445,1	109250,1
Open Joint-Stock Company "Izyum Locomotive Repair Plant"	Head	82700	74430	157130	0,358	131,25	108543,8	34 113,8	191243,8
Public joint-stock Company "Kharkiv Tractor Plant"	Director	98000	63700	161700	0,317	112,5	110250	46 550	208250
Public joint-stock Company "Kharkiv Electrical Appliance Plant"	Chairman of the Board	88900	10668	99568	0,284	28,4	25247,6	14 579,6	114147,6
Public joint-stock Company "Industrial Communications Plant"	CEO	91500	49410	140910	0,269	93,75	85781,25	36 371,25	177281,3
Open Joint-Stock Company "Industrial Communications Plant"	Chairman of the Board	71000	43310	114310	0,318	112,5	79875	36 565	150875

THANK YOU
FOR ATTENTION!