

short lines like columns in newspaper, but long lines they read faster than short even if they feel it different. So if you have article on several pages divide it on columns.

**Conclusion.** It's only small part of all researches that were made in this sphere. Anyway they show us that good designer have to understand people psychology and features of their body and so on. Cause this knowledge can give him the full image of what people need and opportunity to make this world better.

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### ABC-ANALYSIS OF STAFF MOTIVATION AT ENTERPRISE

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*Resume – The article contains the classification of personnel according to the main criteria. The most effective methods of personnel stimulation at enterprise are described in the article.*

*Резюме – Статья содержит классификацию персонала по основным критериям. Описываются наиболее эффективные методы стимулирования персонала на предприятии.*

**Introduction.** The relevance of the chosen topic is explained by the fact that one of the main reasons for the "survival" of the company in the conditions of modern market relations is effective personnel management. To get one hundred percent return of the company's personnel, it is necessary to use (apply) certain methods of motivation, these methods are individual for each enterprise or organization.

**Main part.** First, we need to define what motivation is. Motivation is a psychological process that affects a person and allows to get the planned result [1]. Therefore, staff motivation is a process that is directly related to the working conditions and incentives within the company (enterprise or organization) that encourage employees to perform their duties most effectively and efficiently, as well as to achieve the goals and objectives of the company [2].

Basically, organizations motivate staff using the same type of method for all (monetary compensation), but individual approaches should be used to different categories of employees that have the most effective impact on the overall result of the organization [3]. First of all, it is necessary to divide employees into categories according to their degree of productivity and interest in work. Staff can be classified according to their qualification and motivation. Some employees can perform about 60% of the entire work of the organization, this type of employees do not require additional motivation, they themselves show interest in the work, provide the work done on time. In addition, it is necessary to identify employees who do not seek to perform work effectively and on time. It is enough for such workers to have a permanent job. Therefore, it is necessary to apply the most effective motivation to this type of personnel. To do this, classify the staff on the principle of ABC-analysis:

1. Category A – the most productive employees of the company;
2. Category B – working "bees" of the company;
3. Category C – "ballast" of the company.

Employees belonging to category A, bring 25% of the company's success, due to their productivity, they compensate for the laziness of employees of the lower category. Category C affects the company on the contrary, these employees reduce the success of the enterprise by about 15%, reducing the effectiveness of the company, which pulls it to the bottom. Therefore, category B is the middle link between categories A and C.

Based on the above, the following methods can be identified to stimulate specific categories of staff. It should be taken into account that certain methods of motivation for one of the categories may not work for other categories and have a negative effect on the result of the enterprise.

Methods of stimulation of the personnel based on categories:

1. Bonuses on indicators (for example, for category A – 40-50% of wages, for category B – 20-30%, and for category C – 10%);
2. Non-material incentives for employees: support of personal interests; comfortable working conditions (recreation areas, free gym, medical services, massage); gamification;
3. The need for managers to encourage "bees" to move to the highest category;
4. Enable employees to improve their competencies and climb the "career ladder" (e.g. distance learning system);
5. Broadcast the success and benefits of the highest category of employees (for example, a photo of the best employee on the main page or on the honor Board of the organization);
6. Reflection of the shortcomings of workers belonging to the lower category (visualization of wages of workers in category A, B and C);

7. Make operational decisions in relation to employees in category C (for example, if the employee is in the lowest category for 4 months – recommendations for dismissal).

8. The best expert gets the right to work on the "a throne with a crown, to which is attached a set of several options during one month. The first – you can be late without sanctions. The second option is the right to choose customers within an hour from the beginning of the working day. The third option – coffee from the head.

9. Payment of expenses for travel home and work, payment for mobile communications (for example, for the category of payment 100%, category B – 50%, category C – 10%).

10. Partial payment of housing. There is a rating system for employees of the highest category of housing payment more than employees with the lowest category. (for example, the company pays for housing to its employees of category A – 40% of the cost of housing, category B – 30%, category C – 20%)

11. Introduction of payment for any innovation proposal. All offers are accepted and a small reward is paid immediately.

12. The ability to manage their working time (for example, category a staff can independently create their own work schedule for one month per year, category B – for 2 weeks, and category C does not have this opportunity, which encourages them to move to category B).

**Conclusion.** Successfully developed system of employee motivation can significantly improve the efficiency of the enterprise, improve competitiveness and further growth. The manager, in personnel management, must take into account the quality and type of employee motivation. Moreover, it is necessary to use not only material methods of motivation, but also non-material, and to improve the efficiency of the employee, it is important to pay attention to his personal interests.

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#### ANALYSIS OF FINANCIAL STABILITY OF THE ENTERPRISE AND WAYS TO ITS IMPROVE ON THE BASIS OF SELF-FINANCING AND ASSET MANAGEMENT

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*Resume – Financial area of activity of the enterprise – one of the main criteria of its competitiveness. On a basis the financial evaluation turns out conclusions about investment attractiveness of some or other types of activity, and the conclusion about self-financing of the enterprise is drawn. Financial stability is an important source of stable activity of the enterprises on longer prospect, which is created by big percent of the capital in the total volume of the financial means applied by it. For the analysis of financial stability of the enterprise allocate some techniques of estimation of financial stability of the enterprise, which are based on use of various indicators, and it is concrete on self-financing of the enterprises.*

*Резюме – Финансовая область активности предприятия – один из главных критериев его конкурентоспособности. На основе финансовой оценке получают выводы об инвестиционной притягательности одних или других видов деятельности, и делается вывод об самофинансировании предприятия. Финансовая стабильность – это важный источник стабильной деятельности предприятий на более долгую перспективу, которая создается большим процентом капитала в суммарном объеме применяемых им финансовых средств. Для анализа финансовой стабильности предприятия выделяют некоторые методики оценивания финансовой стабильности предприятия, которые основаны на использовании различных показателей, а конкретно на самофинансировании предприятий.*

**Introduction.** One of the important conditions for financial stability is the financial stability of the enterprise. It is also a significant difficulty, because financial stability is a guarantee of the enterprise survival. Financial sustainability is the long-term stability of this organization, which is provided by a high proportion of capital. There are some factors affecting financial stability: the position of the enterprise in the market; enterprise potential in business cooperation; degree of enterprise dependence on creditors and investors; performance effectiveness [1].