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ДИПЛОМНА РОБОТА

на тему: «Формування сприятливого соціально-
психологічного клімату в організації»

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АННОТАЦІЯ

бакалаврської дипломної роботи на тему

«Формування сприятливого соціально-психологічного клімату в організації»

Дипломна робота складається з 52 сторінок, 17 таблиць, 10 рисунків, список літератури з 68 найменувань (на 7 сторінках), 5 додатків (на 13 сторінках).

Метою дипломної роботи є дослідження стану соціально-психологічного клімату в трудовому колективі та розробка рекомендацій щодо його покращення на досліджуваному підприємстві.

У дипломній роботі розкрито сутність, принципи та складові сприятливого соціально-психологічного клімату в організації. Проведено комплексний аналіз діяльності компанії IPCOM. Соціологічні і техніко-економічний аналіз діяльності компанії IPCOM показав, що загалом ефективність компанії в період пандемії знизилася. Аналіз сучасного соціально-психологічного клімату в колективі показує, що необхідно вживати певних заходів з метою формування команди та підвищення мотивації працівників.

Реалізація запропонованих заходів матиме позитивний економічний ефект для підприємства.

Ключові слова: сприятливий соціально-психологічний клімат, формування сприятливого клімату, мотивація, організація.

Рік виконання – 2021 – 2022, рік захисту – 2022.

ABSTRACT

bachelor's thesis

“Formation of a favorable socio-psychological climate in the organization”

The thesis consists of 52 pages, 17 tables, 10 figures, 68 references (on 7 pages) and 5 appendixes (on 13 pages).

The goal of the thesis is to study the state of the socio-psychological climate in the labor collective and provide recommendations for its improvement at the investigated enterprise.

In the thesis the concept, principles and components of a favorable socio-psychological climate in the organization are disclosed. Comprehensive analysis of IPCOM activity was performed. Sociological and technical and economic analysis of IPCOM activity has shown that in general the efficiency of the company decreased during the pandemic period. The analysis of the current socio-psychological climate in the team shows that it's necessary to take some measures with the aim to provide team building and to increase workers motivation.

The implementation of suggested measures will have a positive economic effect for the company.

Keywords: favorable socio-psychological climate, formation of a favorable climate, motivation, organisation.

Year of performance – 2021 – 2022, year of defense – 2022.

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INTRODUCTION

A favorable socio-psychological climate is a condition for increasing labor productivity, employee satisfaction with work and team. The urgency of this problem is dictated, first of all, by the increased requirements for the level of psychological involvement of the individual in his work activity and the complication of the mental activity of people, constant growth, and their personal claims. Improving the socio-psychological climate of the team is the task of deploying the social and psychological potential of society and the person, creating the most full-blooded way of life for people. The formation of a favorable socio-psychological climate of the labor collective is one of the most important conditions for the struggle for the growth of labor productivity and the quality of products. At the same time, the socio-psychological climate is an indicator of the level of social development of the team and its psychological reserves, capable of more complete realization. And this, in turn, is associated with the prospect of the growth of social factors in the structure of production, with the improvement of both organization and working conditions. The general socio-political, ideological atmosphere of society, the country, as a whole, depends on the optimum level of the socio-psychological climate of each individual work collective.

The theoretical and methodological basis of the study was made up of the most important provisions of the national science on the socio-biological nature of personality (J.I.C. Vygotsky, S.L. Rubinstein), on the objective and subjective determination of mental development and human behavior, the personality-activity approach to the study of the consciousness (A.N. Leontyev, B.F. Lomov, K.K. Platonov and others), the problems of personnel management, set out in the works of M.V. Udaltsova, I.V. Lipsits., self-management of personal and professional development (V. Berg, V. S. Nechiporenko, H. Schwalbe, V. M. Shepel).

The purpose of the thesis is to study the state of the socio-psychological climate in the labor collective and provide recommendations for its improvement at the investigated enterprise.

To achieve this goal, it is necessary to solve the following tasks:

- to define the concept of social and psychological climate;
- to identify research methods of the socio-psychological climate;
- to give a description of the organization's personnel management system;
- to analyze the socio-psychological climate of the organization;
- to highlight the main directions of improving the socio-psychological climate in the organization;
- to develop and justify measures to improve the climate.

The object of the research is personnel of the company.

The subject of research is the methods of socio-psychological climate formation in a given organization.

The hypothesis of the research is that increasing the attention of the organization's management to the socio-psychological problems of the labor collective can lead to an improvement in the production, financial and economic indicators of the organization.

Information basis of research is the works of domestic and foreign scientists and experts in the field of enterprise's competitiveness, official statistics, as well as annual statements of investigated enterprise for 2019 – 2020 years and other documents of the studied enterprise.

Research methods are morphological analysis, systems approach, systems analysis and synthesis, systematization, observation, technical and economic analysis, graphics method.

The theoretical significance of the study lies in deepening the conceptual framework and substantiating the influence of the socio-psychological climate on the development of the enterprise.

The practical significance of the study lies in the fact that at the moment there is a process of attracting psychologists to assess the individual psychological characteristics of employees, to identify the psychological suitability of a person for a particular type of activity, for psychological diagnostics of the professionally important qualities of employees.

1. THEORETICAL ASPECTS OF FORMATION OF A SOCIO-PSYCHOLOGICAL CLIMATE IN AN ORGANIZATION

1.1. Concepts of "climate" and "psychological climate"

Currently, the creation of an optimal psychological climate in the team is an integral part of the struggle for the growth of labor productivity and an effective indicator of the quality of work.

For the effective development of an organization, it is required to take into account changes in the social and economic spheres, as well as to make high demands on the labor activity of employees and increase the importance of management decisions. Hence it follows that today the most urgent problem is the creation of an optimal socio-psychological climate within the staff of an educational organization.

Indeed, the involvement of each member of the team in his work activity depends on this, which in turn affects the positive result of the organization as a whole. Efficiency, emotional attitude and job satisfaction depend on the psychological climate existing within the organization, the manager's choice of optimal forms of interaction with employees and on management in general.

A favorable psychological climate promotes the desire to work with a high degree of dedication, a favorable climate in the team will not only have a positive effect on the result of work, but also help to discover new opportunities. At the same time, an unfavorable climate significantly reduces motivation and, as a result, reduces the effectiveness of the final result of work.

An important feature of the psychological climate is that, thanks to it, one can observe the psychological state of all manifestations of collective life. "In Soviet science, the psychological climate included a whole range of phenomena that could be controlled, predicted and developed. It was this understanding that was taken as a basis in studies of the psychological climate of the collective, which were carried out by reflecting the relationship between external and internal conditions in the determination of behavior" [2, p. 15].

However, it is worth noting that the concept of psychological climate has appeared relatively recently, and so what is “psychological climate in a team”?

A collective (from Latin *collectivus* – collective) is a group, a collection of people working in one organization, in one enterprise, united by joint activities within the framework of an organization, a goal. Each person is in one way or another a part of the team [4].

In turn, the correct organization of the process as a result of the work of the team will largely be determined by the existing socio-psychological climate in it.

Let us consider the concept of social and psychological climate in table 1.1.

Table 1.1

Morphological analysis of the term “socio-psychological climate”

Author	Definition	Genus
V.M. Shepel [4]	The emotional coloring of the psychological ties of the team members, which arose on the basis of their proximity, sympathy, coincidence, characters, interests, inclinations.	Emotional coloring
B.D. Parygin [31]	It reflects the nature of the relationship between people, the prevailing tone of social mood in the team, associated with satisfaction with the conditions of life, style and level of management and other factors	Nature of the relationship
E.S. Kuzmin's [38]	Socio-psychological climate is usually understood as such a socio-psychological state of a small group that reflects the nature, content and direction of the real psychology of the members of the organization.	Reflection of nature, content and direction of the real psychology
G.M. Andreeva [5]	“The totality of the psychological state, mood, relationships of people in a group and a team.	Totality of the psychological state, mood, relationships
A.A. Bodalev's [11]	Qualitative aspect of interpersonal relations, manifested in the form of a set of psychological conditions that facilitate or impede productive joint activities and the all-round development of the individual in the group.	Qualitative aspect of interpersonal relations

As we can see from table 1.1, there are different points of view on the concept of socio-psychological climate. All authors define it in different ways, but the researcher is closest to the option proposed by G.M. Andreeva.

In social psychology, it is customary to distinguish four approaches to understanding the psychological climate.

Representatives of the first approach (L.P. Bulaeva, E.S. Kuzmin, N.N. Obozov, K.K. Planov, A.K. Uledov) consider the climate as a socio-psychological phenomenon, as a state of collective consciousness. Understanding the climate in the minds of people is a complex of phenomena associated with working conditions, relationships and the method of stimulating labor [37].

Representatives of the second approach (A.A. Rusalina, A.N. Lutoshkin) consider the psychological climate as the general emotional and psychological mood of a group of people [35].

Representatives of the third approach (B.D. Parygin, V.A. Pokrovsky, V.M. Shepel) consider the psychological climate through the style of relationships between people who are in direct contact with each other, during which a system of interpersonal relationships is formed that determine the social and psychological well-being of each member of the group [31].

Representatives of the fourth approach (L.N. Kogan, V.V. Kosolapov, A.N. Shcherban) consider the climate as the social and psychological compatibility of the group members, their moral unity, cohesion, the presence of a common goal, customs and traditions [40].

In foreign psychology, the concept of "climate" in their studies was revealed by M. Armstrong, D. Litvi, R. Stringer and others [61].

Any organization is a complex integral system and does not exist in isolation from society, is in a certain social environment with which it actively interacts, a vivid example of this is continuity with other educational organizations and socially significant objects.

B.D. Parygin emphasizes that the psychological climate of the team primarily depends on the attitude of people to work at the same time, the attitude of people to each other [31].

In turn, the relationship to each other is differentiated into the relationship between work colleagues and the relationship in the system of leadership and subordination. Based on the foregoing, it follows that all relationships can be considered through two main parameters of the psychological mood:

Objective attitude is the focus of attention and the nature of a person's perception of certain aspects of his activity.

Emotional mood is the attitude of satisfaction or dissatisfaction with these aspects of the activity.

It is very important to distinguish between the elements of the psychological climate and the factors affecting it.

Factors affecting the psychological climate in the team [3]:

1. Compatibility of team members is understood as the most favorable combination of properties of employees, ensuring the effectiveness of joint activities and personal satisfaction of each. Compatibility is manifested in mutual understanding, empathy, mutual assistance. There are several levels of compatibility: socio-psychological, psychophysiological, psychological.

Socio-psychological level of compatibility is based on the coordination of social roles, values, common interests

The psychophysiological level of compatibility has an optimal combination of features of the sensory system: sight, hearing, touch, smell and temperament properties. This level is of particular importance when organizing joint activities. When distributing physical activity and assigning certain types of work, one should take into account the synchronicity of the individual mental activity of workers: different endurance, speed of thinking, peculiarities of perception, attention.

Psychological compatibility promotes self-criticism, tolerance, trust in relation to the interaction partner. Psychological compatibility may be due to the similarity of the characteristics of the participants in joint activities. The degree of psychological compatibility of employees is influenced by how homogeneous the composition of the working group is for various social and psychological characteristics.

2. The second no less important factor is the situation in society, political and economic stability of the life of society. Social and psychological well-being of society, which indirectly affects the psychological well-being of the collective climate.

3. Organization into a structure that includes a labor collective. The size of the organization, the status-role structure, the absence of functional-role contradictions, the

participation of employees in planning and the allocation of resources, the centralization of power, the composition of structural units: professional, ethnic, gender and age, and so on.

4. The most important factor is the observance of working conditions, sanitary and hygienic conditions, correct and complete equipping of the workplace, personal satisfaction from work, observance of the employee's labor regime, it is from this that a favorable psychological climate in the team is formed and, on the contrary, due to non-observance of certain or other conditions, irritability will increase, which will indirectly affect the formation of an unfavorable psychological climate in the team.

5. Satisfaction with work is of great importance for the formation of a favorable psychological climate, how interesting and diverse is his work for a person, how much a person can reveal himself in his work and give free rein for the flight of thoughts and creativity in order to bring something new and interesting to their work. After all, if a person develops in his profession, then he is not in danger of professional burnout, which is an equally important factor for the optimal psychological well-being of the climate in the team. The attractiveness of work increases satisfaction with working conditions, wages, the system of material incentives, social security, distribution of vacations, working hours, information support, career prospects, the possibility of self-improvement, receiving free advanced training courses, the opportunity to exchange experience with colleagues not only within their team, but and at the level of the city, region.

6. One of the negative factors of the psychological climate in the team is the nature of the activities performed, monotony or high responsibility, the presence of risk to the life and health of the employee, emotional saturation and others.

7. Organization of joint activities, formally, the structure of the group is built in such a way that it is capable of distributing powers, the presence and understanding of a common goal and the relationship of tasks also affects the psychological climate. A vague distribution of functional responsibilities or an employee's inadequacy to his professional qualities, increase the tension in relations in the team and can cause conflicts.

8. Harmony is the result of well-oiled work of employees, ensures the maximum possible success of joint activities with minimal effort.

9. The lack of complete and accurate information on an important issue for employees creates a fertile ground for the emergence and spread of rumors, which in turn can also lead to a conflict situation. The task of the head is to provide timely reliable information and detailed explanations if required by the team.

One cannot expect that the necessary optimal psychological climate in the team will arise by itself; it must be consciously formed.

Thus, we examined and analyzed many approaches that reveal the concept of the psychological climate of the team and came to the conclusion that the optimal psychological climate in the team is a state that includes the attitude within the small group and within the team as a whole, the attitude of people to their work, their work. Indeed, it is the psychological climate in the team that determines the involvement of each team member in his work, which in turn affects the positive result of the organization as a whole. Having considered the definition of the optimal psychological climate, the team needs a more detailed study of the characteristics of the optimal psychological climate.

1.2. Methods for researching the socio-psychological climate

Historically, a system of social division of labor has developed. Any person has the right to engage in labor activity as an individual or collectively uniting, in various kinds of organizations, companies, firms, enterprises.

Uniting people in an organization gives them the right to more effectively join the system of social production, creating larger social – production systems in comparison with the individual labor system.

On the one hand, an organization is one of the processes of managing a social system, however, on the other hand, an organization is one of the types of a social system. The criterion that distinguishes social organization from all other social groups is a certain structure of relations and a system of interrelated interests that motivate labor activity.

According to Yu.M. Kozlova and L.L. Popov's [19] organization is a collective of employees of different numbers, from several people to tens of thousands, headed by their own governing body and having separate property in their ownership, economic management or operational management.

M.A. Rensch [38] understood an organization as a kind of social systems, an association of people who jointly realize a certain goal and act on the basis of certain principles and rules.

The effectiveness of an organization is determined by a number of indicators, studies of social psychologists show that a comprehensive assessment of the effectiveness of an organization can be made only if objective – economic and subjective – socio-psychological factors are taken into account.

The subjective evaluation system determines the characteristics of human interaction with the outside world, the specific methods of carrying out activities. This also affects the communication partner's rating system. It creates a psychological interdependence that involves people's feelings, emotions, judgments, and conclusions. This psychological interdependence is a key element of the socio-psychological climate, which is the result of a long and arduous management process.

There are two main elements – people's relationship to work and their relationship. These relationships are explained by the parameters of the mental attitude - emotional and objective. Emotional mood represents satisfaction or dissatisfaction with various aspects of the activity. The mood in question is a peculiarity of a person's perception and the focus of his attention on various objects of his activity (Fig. 1.1).

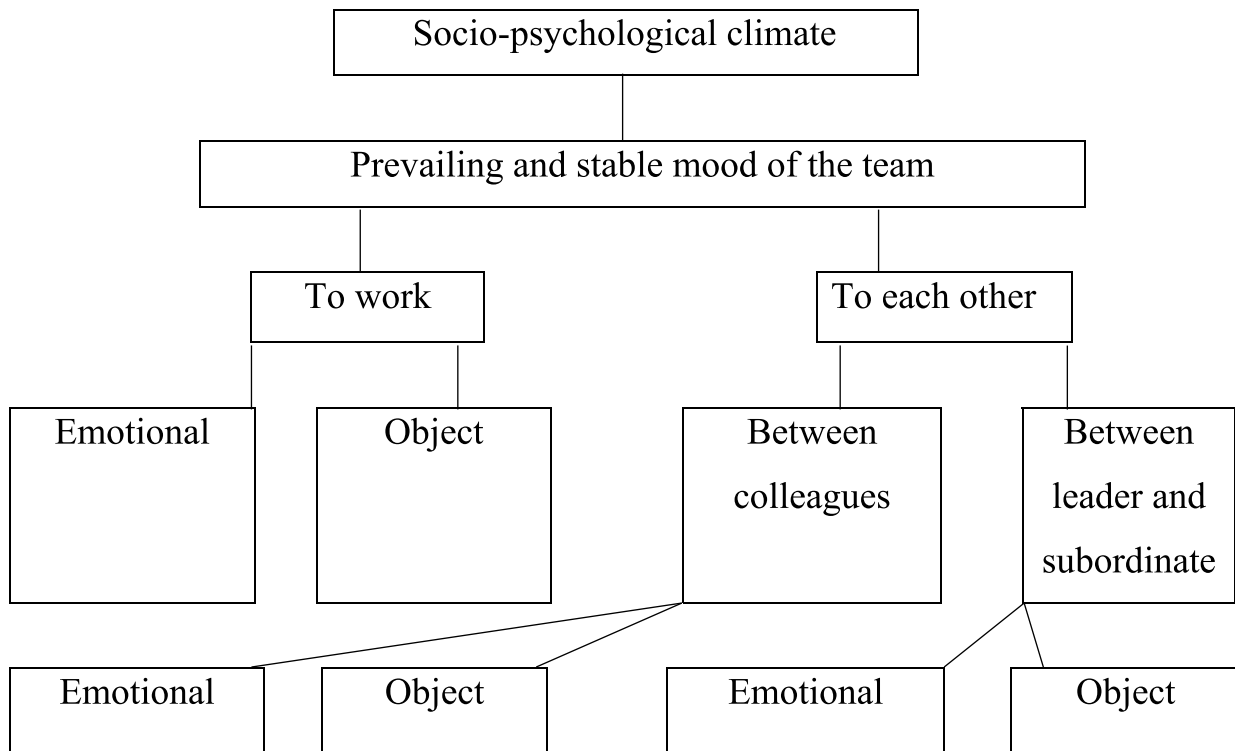


Fig. 1.1. The structure of the socio-psychological climate

Parygin proposes diagnosing the team's socio-psychological climate in two ways.

The first option involves diagnosing the socio-psychological climate in the baseline study of the working group within the broader programme. At the same time, the entire spectrum of social-psychological conditions for team life is examined (level of social-psychological communication culture, leadership, leadership, etc.).

The second option includes diagnostics in the surgical examination mode, which examines the features of the application of existing knowledge and methods related to improving the social-psychological climate of the team [3].

In the diagnostics, indicators of group cohesion, job satisfaction, fulfillment of the requirements of social development and the potential of the socio-psychological climate must be analyzed.

The right socio-psychological climate in the team is difficult to create and difficult to maintain at the required level.

According to Yu.P. Platonov and other domestic researchers [42], on the basis of many years of research in organizations, the following effective psychological factors of organization are distinguished:

1. Purposefulness characterizing the goals of joint interaction: needs, value orientations of organization members, means and methods of interaction.
2. Motivation, revealing the reasons for the labor, cognitive, communicative and other activity of the members of the organization.
3. Emotionality, manifested in the emotional attitude of people to interaction, in the specifics of emotional, informal relationships in the organization.
4. Stress resistance, which characterizes the ability of an organization to coherently and quickly mobilize the emotional and volitional potential of people to resist destructive forces.
5. Integrity, providing the necessary level of unity of opinion, coordination of actions.
6. Organization, due to the peculiarities of management and self-government processes. An important condition for the effective functioning of an organization is the presence of a favorable psychological climate in it, which includes many of the above factors.

The purpose of studying the socio-psychological climate is to identify problems in the team. This is done in order to solve these problems later. Unfortunately, sometimes you have to remind of this to some stupid leaders.

The main methods of studying the socio-psychological climate are questionnaires, observation, and conversations. As a rule, all of these methods are complementary. On the one hand, it is correct that the questionnaire survey is the main method, because its results are expressed as a percentage, and this percentage can always be relied upon when the management or personnel manager draws conclusions. But, on the other hand, one should not, for example, study the socio-psychological climate using questionnaires in subdivisions of 3-4 people. In general, when studying small groups, observation and conversations with employees can often provide the researcher with much more information than a questionnaire survey. But in large teams,

the main method is, of course, a written survey, and observation and conversation are additional.

It must be remembered that not all employees have a positive attitude to all kinds of questionnaires and tests. To overcome this isolation, we need [65]:

clearly explain to people the objectives of this research;

ensure the anonymity of responses;

gain confidence in employees and justify it.

As for the anonymity of the answers, even after the research, it is not necessary to give the head of the form with the answers, so to speak, "as a keepsake. In this case, the employees' trust in the researcher may noticeably decrease (which will not slow down to affect, for example, when re-studying the socio-psychological climate, if it is planned). Especially such fears are typical for small teams, whose employees are not on the best terms with the management.

The following questions will help you assess the atmosphere in the team.

Do you like your job?

Would you like to change it?

If you were to start looking for a job now, would you choose your current job?

Is your work interesting and varied enough for you?

Are you satisfied with the conditions in your workplace?

Are you satisfied with the equipment, that you use in your work?

How satisfied are you with your wages?

Do you have the opportunity to improve your qualifications? Do you want to take advantage of this opportunity?

Are you satisfied with the amount of work you have to do? Are you overwhelmed? Do you have to work after hours?

What would you suggest to change in the organization of joint activities?

How would you rate the atmosphere in your work collective (friendly relations, mutual respect, trust or envy, misunderstanding, tension in relationships)?

Are you satisfied with your relationship with your line manager?

Do conflicts often arise in your team?

Do you consider your colleagues to be skilled workers? Responsible?

Do you enjoy the trust and respect of your colleagues?

The leader can purposefully regulate the nature of relations in the group and influence the socio-psychological climate. To do this, it is necessary to know the patterns of its formation and to carry out management activities taking into account the factors affecting the socio-psychological climate.

The socio-psychological climate could ultimately be assessed as follows:
favorable, favorable unstable, moderately favorable, unfavorable.

The main indicators of the socio-psychological climate of the work collective are the desire to maintain the integrity of the group, compatibility, harmony, cohesion, contact, openness, responsibility. Let's briefly consider the essence of these indicators.

Cohesion is one of the processes that unite the division. It characterizes the degree of commitment to the group of its members. It is determined by two main variables – the level of mutual sympathy in interpersonal relations and the degree of attractiveness of the group for its members.

Responsibility – control over activities in terms of compliance with the organization's rules and regulations. In units with a positive social and psychological climate, employees tend to take responsibility for the success or failure of joint activities.

Contact and openness determine the degree of development of personal relationships between employees, the level of psychological closeness between them.

When studying the socio-psychological climate using a questionnaire survey, the main indicators are usually taken [63]:

1. Satisfaction of group members with the nature and content of work. This indicator can be determined by the answers to such questions of the questionnaire as:

- a) Are you satisfied with your job?
- b) Assess the working conditions in which you have to work.
- c) How satisfied are you with the nature of the work, the state of machinery and equipment, the distribution of production tasks, labor rationing, etc.?

2. Satisfaction with relationships with workmates and managers. This is found out, for example, using the following questions:

- a) Are you satisfied with your company?
- b) Are you satisfied with the relationship with the direct manager, his style, techniques and methods of work?
- c) How is the sense of responsibility developed among your fellow workers?
- d) How are mutual assistance, support, cooperation developed?
- e) Assess the relationship in your group, department.
- f) Assess the cohesion of your group.

3. Satisfaction with the system of moral and material incentives.

For each of the above questions of the questionnaire, a 3-, 5- or 7-point scale of answers is assumed.

4. Style of management of the company. It is mostly authoritarian or democratic. To clarify the leadership style, the following multiple-choice question is possible:

“In a conversation about the managers of your company, two people expressed different opinions. Emphasize which of them seem correct to you ”:

- a) our managers:
 - often use an order, order;
 - often raise their voice to subordinates;
 - do not tolerate criticism in their address;
 - do not take into account the opinion of employees;
 - all issues are resolved in their own close circle;
- b) our managers:
 - often consult with employees;
 - talk to them very calmly and tactfully;
 - draw practical conclusions from criticism;
 - take into account the opinion of the group when making decisions;
 - all issues are resolved openly and collegially.

5. The attitude of employees of the company to work, comrades, managers. Here, for example, such questions are possible:

a) Do you discuss your personal affairs with colleagues at work?

b) Assess your health at the moment of a personal conversation with your manager:

excellent, cheerful;

good, calm;

indifferent;

bad, tense;

nasty, oppressed.

6. Attitudes and value orientations of the firm's employees. For instance:

a) On whom, in your opinion, does the successful course of economic reform in your organization depend?

from ordinary employees;

from managers;

from commercial structures;

from the government of the country;

b) What must be done first of all for the successful work of your organization?

change outdated equipment;

master the latest technology;

change managers;

change the owner of the enterprise.

7. Labor and social activity of employees. Here, the fulfillment of production standards, the improvement of product quality, participation in social and political movements is clarified.

8. The level of conflict among employees - the causes of conflicts, their intensity, focus, types, speed and quality of resolution.

9. Real and potential staff turnover. Real staff turnover is determined by objective data from the HR department. Potential staff turnover can be identified by answering the questionnaire:

“Are you going to change your place of work in the near future and profession?”

10. Professional training of personnel. For instance:

a) Does your organization carry out work on personnel certification?

b) Are there professional development courses?

Have you attended these courses and when?

Asking such questions to the respondents, the researcher as a result clarifies the range of problems of the organization. Mathematical analysis of the data allows us to identify the characteristics and factors of a favorable and unfavorable psychological climate.

Characteristics of a favorable socio-psychological climate [27]:

1. The organization is dominated by a cheerful, cheerful tone of relationships between employees, optimism in the mood; relations are built on the principles of cooperation, mutual assistance, goodwill; group members like to participate in joint affairs, spend free time together; in relationships, approval and support prevail, criticism is expressed with good wishes (developmental criticism).

2. The organization has norms of fair and respectful treatment of all its members, here they always support the weak, advocate for them, help newcomers.

3. The organization highly values such personality traits as adherence to principles, honesty, hard work and unselfishness.

4. Employees of the organization are active, full of energy, they respond quickly if it is necessary to do something useful for everyone, and achieve high performance in work and professional activity.

5. The successes or failures of individual employees cause empathy and sincere participation of all members of the organization; they feel a sense of pride in their firm, its achievements and failures are experienced as their own.

6. In relations between groups within the organization (structural units: sections, departments, teams, etc.) there is mutual arrangement, understanding, cooperation.

7. In difficult moments for the organization, emotional unity occurs (“one for all, and all for one”), there is a great desire to work together; the group is open, seeks to cooperate with other groups.

Thus, the nature of the socio-psychological climate as a whole depends on the level of group development. It has been established that there is a positive relationship

between the state of the social and psychological climate of a developed team and the effectiveness of joint activities of its members.

In teams, situations of such “difficult” communication are often encountered. Sometimes they have an explicit character - up to the emergence of acute conflicts, when people fail to come not only to a mutually acceptable solution, but even to a simple mutual understanding. Often, violations of normal interaction are not so obvious: outwardly, everything looks relatively well, but something separates the participants in communication, they are hindered by a lack of trust in each other, mutual hostility, they are like. says "didn't work". In any case, difficulties in interaction affect both the effectiveness of joint activities and relationships in the team.

In the interaction of people carried out within the framework of their joint labor activity, one can single out an aspect related to objective circumstances, components of the social and industrial situation, which may, to a greater or lesser extent, predispose to difficulties in communication, and from them to conflict situations. The more objective circumstances predispose to various kinds of disagreements and clashes of interests, the more likely conflict situations will arise on this basis, regardless of which people were involved in this situation.

Optimal management of activities and socio-psychological climate in any (including labor) team requires special knowledge and skills from the leadership.

As special measures are used: scientifically based selection, training and periodic certification of management personnel; recruiting primary teams, taking into account the factor of psychological compatibility; the use of socio-psychological methods that contribute to the development of skills of effective mutual understanding and formation of favorable social atmosphere among staff.

2. COMPREHENSIVE ANALYSIS OF IPCOM'S ACTIVITIES

2.1. Company overview and technical and economic analysis of its activity

Ltd. "IPCOM" has been part of the global telecommunications market for over 15 years. This company presents new developments and integrated solutions for the telecommunications market: high-tech server cabinets and accessories, anti-vandal boxes, all-weather, climatic and data center solutions.

Main office: Ukraine, 61000, Kharkov, pos. Zhukovsky, st. Longitudinal, 2.

IPCOM offers the best standard and customized solutions, a new concept of affordable, practical and at the same time high-tech products. Due to the flexibility of their production, they quickly respond to changing market needs and growing demands. Part of this company are brand names like Ferocon and Medlabsolution.

Delivery of products in Ukraine is carried out through warehouses in Kiev, Kharkov, Lviv. Of course, they need new horizons, so they are promoting their brand abroad – in Austria, Germany and Lithuania.

Nowadays, IPCOM has won the trust of the highest-level customers. Among them are large hypermarkets, manufacturers and factories, as well as banks, leading postal services and pharmacies. They believe that the names of the companies and brands that have chosen them speak the best about the quality of their work.

IPCOM is a leading manufacturer of metal cabinet products with a modern production facility spread over 10,000 m², over 300 employees and its own design office. IPCOM is a young and ambitious team, a reliable and responsible partner, ready to solve any problem and achieve results. They encourage innovation and move quickly, improving technologies and solutions in accordance with the tasks of partners. Constant modernization of production and improvement of processes allowed to increase the production output by 2 times in just one year.

They are convinced that we are developing in the right direction, focusing on continuous development and attention to customers. The production facilities of the enterprise where the network equipment is manufactured are equipped with the latest

lines. The automated production process excludes the possibility of marriage, since the human factor is practically minimized.

Competent sales managers are always ready to create comfortable conditions for cooperation for the client, starting from the first call and ending with delivery, as well as provide support during the operation of the product. Main consumers: Individuals - direct consumers of finished products and their components.

Under the leadership of the General Director, the company was not only able to retain a competitive advantage, firmly occupy its niche, but also establish itself as one of the best and most reliable. The company's success is determined by a strict ideology, adherence to principles, as well as a developed strategy and management tactics, which we will consider in more detail.

The organizational structure in the company is linear and functional, since line managers have the right to give orders and make decisions with the participation of functional services.

The organizational structure of the company is shown in fig. 2.1.

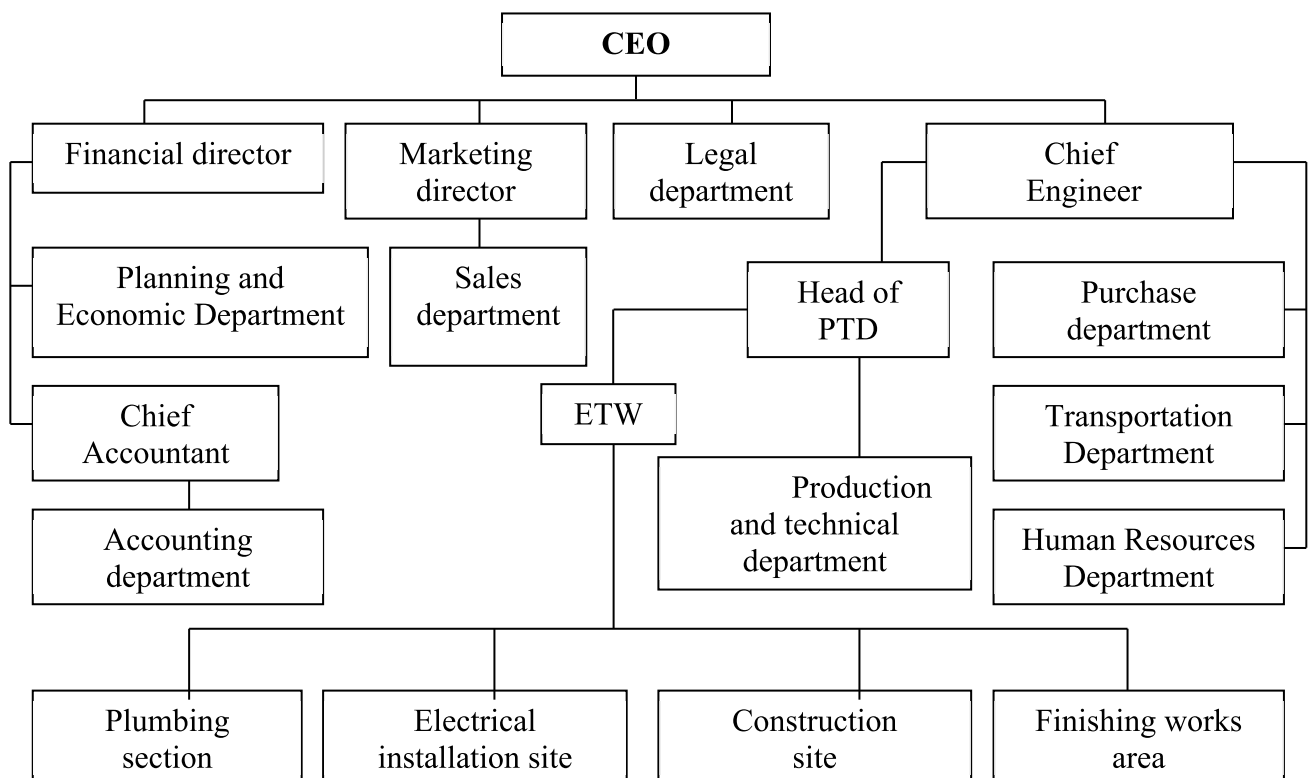


Fig. 2.1. Organizational structure of IPCOM company

Each division of the company, each of its employees (especially each manager) clearly knows where he is and where he should go for information, help or a solution.

The structure is absolutely clear, which prevents the emergence of conflicts in the company and wasted time.

The organizational structure of enterprise management promotes self-control and motivation.

The organizational structure directs the attention of all employees not so much to efforts as, but to the results of the company as a whole.

It is difficult for potential competitors to enter the market, firstly by the natural monopolization of certain types of services, and secondly by a huge investment in the creation of an enterprise.

However, the company IPCOM has major competitors such as Lantorg, MiaTis and VAGO.

Consumers have the greatest influence on the enterprise. They shape the actions of the company, because it is for the consumer that there is a struggle between competitors. The company must promptly catch the trends in the preferences of customers and rebuild according to them - change the assortment, the quality of the services offered, if it wants to be successful.

Attraction of consumers is one of the main tasks, the fulfillment of which is facilitated by the awareness of buyers about the services. In this industry, the awareness can be called high. Currently, the main areas of the struggle for the consumer are quality and price.

The appendix A contains the company's financial statements for 2019 and 2020.

Let's calculate and analyze the key technical and economic indicators of the company (tab. 2.1 – 2.3).

Sales revenue is the amount realized by a business from the sale of goods or services. According to these financial statements we can resume that in 2020 sales revenue of IPCOM decreased by 139063 UAH or by 7,21%. It is bad for a company. Any enterprise may face unforeseen or even planned circumstances that will lead to a

decrease in revenue and profit. Whatever they are, they must be dealt with, as profitability is the main indicator of the efficiency and viability of a business.

Table 2.1**Output and sales indicators**

Indicator	Formula	2020	2019	Increase	GR
SR	L2000	1788531	1927594	-139063	-7,21%
CP	$CP = SR + FG_c - Fg_o = SP + FG_{cc} * SR / COGS - Fg_{oc} * SR / COGS = L2000 + L1103_c * L2000 / L2050 - L1103_o * L2000 / L2050$	1 784 138	1 922 534	138396,33	-7,20%
GP	$GP = CP + WIP_c - WIP_o = CP + WIP_{cc} * SR / COGS - WIP_{oc} * SR / COGS = CP + L1102_c * L2000 / L2050 - L1102_o * L2000 / L2050$	1784074	1922537	138463,81	-7,20%
NO	$NO = CP - MC_{cp} - D\&A = CP - L2500 * CP / GP - L2515$	878592	983128	104536,05	-10,63%
Share of NO	$NO_{sh} = NO / CP * 100$	49,24%	51,14%	-1,9%	-3,70%
VA	$VA = SR - MC_{sr} = L2000 - L2500 * SR / GP$	920220	1019305	99085,34	-9,72%
Share of VA	$V_{ash} = VA / SR * 100$	51,45%	52,88%	-1,4%	-2,70%

Commercial product" means anything other than real property that is or has been offered for sale to the general public in standard or customized form. To find commercial product of IPCOM we need to use this formula:

$$CP = SR + FG_c - Fg_o = SP + FG_{cc} * SR / COGS - Fg_{oc} * SR / COGS = L2000 + L1103_c * L2000 / L2050 - L1103_o * L2000 / L2050$$

In 2020 commercial product of IPCOM decreased by 138388 UAH or by 7,2%. It is also bad for a company. However, we can see that in both 2019 and 2020 years commercial product is smaller than sales revenue, this is good for the company IPCOM.

In 2019 IPCOM produced 2,12 UAH of commercial product per every UAH of material cost, while in 2020 they produce 2,06 UAH of commercial product per every UAH of material cost. So, the material cost of commercial product decreased by 6

kopecks of commercial product per every UAH of material cost, or by 2,9%. It is bad for company IPCOM.

Material cost is the cost of materials used to manufacture a product or provide a service.

Table 2.2

Material resources efficiency indicators

Indicator	Formula	2020	2019	Increase	GR
MC _{CP}	$MC_{cp} = MC_{gp} * CP / GP = L2500 * CP / GP$	866178	905904,53	-39726,28	-4,39%
MCP	$MCP = CP / MC$	2,06	2,12	-0,06	-2,94%
MCI	$MCI = MC / CP = 1 / MCP$	0,49	0,47	0,01	3,03%
ΔM _{Cr}	$\Delta M_{Cr} = MC_b * ICP - MC_a$	-25487		-	-
MC/CP GR	$MC/CP GR = IMC / ICP$	1,03		-	-
ROMC	$ROMC = Ps / MC * 100\%$	10,7%	10,8%	-0,13%	-1,18%

Material cost intensity from balance sheet says that in 2019 company spent 47 kopecks of material cost to produce 1 UAH of commercial product, while in 2020 they spend 49 kopecks of material cost to produce 1 UAH of commercial product. So, material cost intensity increased by 2 kopecks or by 3,03%. This dynamic is bad for IPCOM.

In 2020 company IPCOM spends 25487 UAH of material cost more comparing to the case if they use it with the productivity of 2019. In 2020 comparing with year 2019 of material cost grew 3% faster than commercial product, it is bad for company.

Labor resources are resources of available manpower.

In 2020 number of employees is 1105 workers, while in 2019 it was 1171 workers, so it decreased by 66 workers or by 5,64%.

Table 2.3**Material resources efficiency indicators**

Indicator	Formula	2020	2019	Increase	GR
E	Header of a BS	1105	1171	-66	-5,64%
LP	$LP = CP / E$	1614,60	1641,79	-27,1839742	-1,66%
LP _{NO}	$LPNO = NO / E$	795,11	839,56	-44,4569396	-5,30%
LI, p/Million UAH	$LI = E / CP = 1 / LP$	0,06193	0,06091	0,00102549	1,68%
ΔEr	$\Delta Er = Eb * ICP - Ea$	-18,30		-	-
E/CP GR	$E/CP GR = IE / ICP$	1,02		-	-
EP	$EP = Ps / E$	83,68	83,58	0,11	0,13%

Labor productivity is defined as real economic output per labor hour, to find it we can use the formula: $LP = CP / \text{number of employees}$. In 2019 labor productivity was 1641,8 UAH of commercial product per worker, while in 2020 it is 1614,6 UAH per worker, so labor productivity decreased in 27,18 UAH of commercial product per worker or by 1,66%. It is bad for company IPCOM.

In 2020 labor productivity by net output was 795,11 UAH of number of employees, it means that every employee by his labour in average generated 795,11 UAH of net output, while in 2019 they generated 839,56 UAH of value, which is in 44,56 UAH of value less, or decreased by 5,3%, it is bad for company IPCOM.

In 2019 to create 1 million UAH of IPCOM's commercial product needed 0,061 UAH per person, while in 2020 - 0,062 UAH per person, so it decreased by 1,68%, it is also bad for company.

In 2020 company IPCOM uses 18 people more, comparing with case if they use employees with productivity of the year 2019, it is bad.

According to the balance sheet, the number of employees grows faster in 2% than commercial product, it is also bad for IPCOM.

In 2019 per every UAH of labor cost were generated 57,8 kopecks of profit, while in 2020 - 55,4 kopecks, which is 2,4 kopecks of profit per UAH less, or by 4,1%. It is bad for employees of company IPCOM.

In general dynamics for labour resources efficiency indicators are bad. The reasons of such results are low motivation of employees and negative socio-psychological climate in the working team.

2.2. Analysis of the company's socio-psychological climate and impacting factors

One of the main characteristics of the socio-psychological climate of the group is group cohesion. In social psychology, the concept of "cohesion" means a tendency to stick together, to be true to each other, characterizes the strength and types of relationships that unite group members. In terms of content, cohesion reflects a positive shift in such characteristics as the transfer of information between group members; willingness to respond positively to group influences; adherence to group norms, attitudes and values; sense of responsibility; efficiency in performing group tasks, etc.

The result of the harmonization of organizational relations is a favorable psychological climate. At the same time, the psychological climate itself begins to act as a stimulating factor in the development of the organization. Groups of different socio-psychological climates have different degrees of organization. Organization as the ability of a group to combine a variety of opinions and forms of initiative behavior with unity of actions aimed at achieving a common goal, together with the psychological climate, form an organizational culture.

Recently, there has been a significant increase in interest in the culture of organizations around the world. This is due to the awareness of the impact that organizational culture has on the effectiveness of the functioning of organizations. Successful companies are distinguished by a high level of corporate culture, which is formed as a result of purposeful, thoughtful actions of managers.

The concept of "organizational, corporate culture" includes a set of behaviors, rituals, myths, united by common goals and values specific to a particular enterprise. These values are passed on to every member of the organization as a life experience and organizational philosophy. Corporate culture is one of the forms of adaptation of the organization to the environment and identification of its employees.

The "Code of Conduct for Employees" was developed as an event in the company IPCOM. The basic principles of the Code are summarized below.

Code of conduct:

1. Company image is our honor and pride.
2. For us, the investor's wishes are the law.
3. Everyone's creative potential is the pursuit of a common goal.
4. The work collective is our common family.
5. Absolute trust - the highest responsibility
6. Get Organized: Make the usual difficult, the familiar easy.

This leadership philosophy is the most important basic element of the company's organizational culture. However, the study of the organizational culture level showed that the organizational cultural level indicator is 142 points, that is, the culture level is average. The state of the team in sections is characterized by the following indicators: work - 4.8 (noticeable depression), communication - 4.2 (noticeable depression), leadership - 5.4 (great), motivation and morale - 5 (perceptible depression). The study was carried out using the example of three construction teams with a total of 168 people (Appendix B).

The organizational culture analysis according to the OCAI method clearly shows that the current state of the organizational culture of IPCOM in the sense of "hierarchical culture" is approaching the desired one (Appendix B).

The organizational culture assessment with the OCAI tool was carried out taking three departments (three construction teams, 56 people) as an example.

There is a clear difference between the target culture and the actual culture in the sense of "market culture" and "clan culture" as well as in the sense of "adhocratic culture".

A high score for "Market Culture" means that the company operates with an emphasis on the external environment and not on its internal affairs. Emphasis is on cooperation with customers, and the criteria for success are profit, competitiveness. The path to productivity in such an organization is a clear goal and an aggressive strategy. Therefore, the desire for results prevails; managers are thus perceived as tough

competitors and business leaders. There is a rivalry between employees, the desire to win in the competition is the main value of a company with a market culture.

A high indicator in the direction of "hierarchical culture" characterizes the main goal of the company - to ensure profitable, reliable, smooth and unified operation. It is effective in a stable environment that allows it to live according to established rules and procedures and to use predefined mechanisms of activity. This type of culture can also be described as bureaucratic, since procedures determine people's actions. Leaders are valued as talented innovators and organizers, an integrative function performed by the organization's strictly articulated official policy. Employees are guaranteed long-term employment and a condition of promotion is compliance with the rules.

Low scores for the current state of "clan culture" reflect the company's desire to control operations and accountability for the bottom line, which must meet strict end-product standards. Therefore, the management does not care enough about a pleasant environment and the employees express their interest in improving the socio-psychological climate.

The low performance in the adhocratic culture direction is also explained by the high standards in force in the industry, which are incompatible with the dynamic entrepreneurship of personnel. The quality and precision of the work are more important to the company than the initiative and freedom of the employees. IPCOM as part of the organizational culture uses the following methods when working with personnel:

- delegation of the maximum powers (authorities) necessary to specialists to fulfill the functions assigned to them. They take full responsibility for their implementation measures;

- attract high-level specialists to work with a fairly independent and independent mindset;

- creation of the priority of confidence and accompaniment of the specialists by the administration on the control of their activity;

formation of remuneration from two components - in the form of a fixed salary and a variable component. The variable part is a bonus for completing a specific task on time;

promotion of personal initiative of employees in solving common problems and consistency of rules of conduct in the company;

trust in an individual employee of the company by managers;

- development of collective methods of solving problems, sharing success between employees, interesting creation of an organizational environment that attracts the best people in the profession in the company;

- give specialists the freedom to determine ways to achieve the goals of the enterprise, taking into account its potential and make appropriate decisions.

Another important factor in the organizational culture of IPCOM is the presence of its own corporate traditions and activities to form a team.

Examples are creating your own volleyball team, holding corporate parties, playing volleyball once a week, renting a gym for staff, and more. These activities are a good way to build a team, improve mood and productivity, and most importantly, increase the level of organizational culture in general. However, a study of staff loyalty to the organization (3 construction crews, 56 people) according to Pochebut L.G. and Koroleva O.E. (see Appendix 3) showed a low level of staff loyalty to the organization. Loyalty ratings are of the order of $-18 < (-2) < +18$. This fact indicates an insufficiently thought-out system of measures for the social development of the team. A method for assessing personnel loyalty to the organization L.G. Pochebut and Koroleva O. E.

Gradation	11	10	9	8	7	6	5	4	3	2	1
Score	+5	+4	+3	+2	+1	0	-1	-2	-3	-4	-5

Fig. 2.2. Graduation

Because management is carried out through the interaction of people, the leader in his work must take into account the models that determine the processes, interpersonal relationships, group behavior. Favorable socio-psychological climate,

creative activity of employees are formed in the team by such social methods as protection and implementation of positive experiences, innovations and more. Socio-psychological methods of managing individual and personal behavior at IPCOM include: creating favorable working conditions for employees; formation of the optimal management system (organizational structure, types of control, availability of relevant job descriptions, etc.); create a favorable psychological climate in the team; established traditions, etc.

Thus, a study of the socio-psychological climate of IPCOM showed that the company has an average level of corporate culture. Employees of the company "feel sad" both in relation to work and in relation to communication. Even lower indicators of motivation and morale of staff. According to research, corporate culture can be described as "hierarchical". A study of the loyalty of IPCOM employees to the organization showed a low level of loyalty. This means that employees are not limited to interpersonal communication and the prevailing climate in the organization. If possible, they can leave the organization and move on.

In order to assess the degree of influence of the team atmosphere on the overall performance of the company, as well as to determine the positive or negative impact it has, we will use the Internal Factors Evaluation Matrix (IFE). It requires careful monitoring of the processes occurring in the environment, evaluation factors and linking those factors and the strengths and weaknesses of the company, and the opportunities and threats that exist in the external environment. A company studies the environment to ensure a successful progress towards their goals.

The prospects for the development of the organization are associated primarily with the solution of strategic problems, among which it is necessary to highlight the problems of the current strategy and newly discovered problems.

The internal factor evaluation (IFE) matrix is a strategic analysis tool for assessing the main strengths and weaknesses of the enterprise in the functional areas of the business. The matrix also allows you to define and evaluate the links between these areas. The order of construction of the matrix is as follows:

1. Determination of internal factors. An internal audit is carried out and 10 strengths and 10 weaknesses of the enterprise are identified in all areas of business.

2. Weighing. The factors are assessed according to their degree of significance - a system of weights is introduced, from 0.00 to 1. 0 - the factor is not important, 1 - very important. After assessing the factors, you need to ensure that their total weight is 1. The weights reflect the relative importance of the factor to success in the industry, ie. determined on a sectoral basis.

3. Ranking. Each factor is rated from 1 to 4 and interpreted as follows: 1 - if the factor represents major weakness, 2 - if the factor represents minimum weakness, 3 - minimum strength, and 4 - maximum strength.

4. Multiplication, i.e. determination of a weighted estimate. For this, the weight of each factor is multiplied by the rating. This gives a weighted score for each factor.

The matrix obtained as a result of the analysis of the internal factors of the company IPCOM is presented on Table 2.4

According to IFE matrix we can conclude that IPCOM has both strengths and weaknesses. A score higher than 2.5, this indicates an internally strong business.

The most significant and weighed strengths of the company IPCOM are brand name and image, personal client approach, skilled and qualified personnel and quality of product.

To improve the company's productivity and boost sales, the company should check some features such as non-active worker`s life and atmosphere in the team. There are factors that carry a lot of weight, but now they are the weak sides of the considered company.

So, the company should take these results and conclusions into account when building strategies.

For a relatively clear characterization of the company to provide further recommendations, we will use a SWOT analysis. Comparison of the internal strengths and weaknesses of the company, as well as the external opportunities and risks of the company, allows us to make the strategic position transparent, deduce strategic options and formulate possible strategies.

Table 2.4**IFE matrix of IPCOM**

Factor	Weight	Rating	Weighted score
Strenghts			
Price competitiveness	0,07	3	0,21
Brand name and image	0,08	4	0,32
Marketing	0,07	3	0,21
Working conditions	0,08	3	0,24
International activity	0,08	2	0,16
Personal client approach	0,07	4	0,28
Quality of product	0,07	4	0,28
Own Design Bureau	0,02	3	0,06
Provide warranty service for their products	0,01	3	0,03
Skilled and qualified personnel	0,05	4	0,2
Weaknesses			
Lack of investments	0,05	1	0,05
not good team building	0,04	1	0,04
lack of export orders	0,04	1	0,04
little participation in government tenders	0,03	2	0,06
non- active worker`s life	0,06	4	0,24
rarely send employees to seminars	0,04	2	0,08
business trips at the expense of employees	0,02	2	0,04
rare bonuses	0,04	2	0,08
presence of negative reviews	0,01	1	0,01
Atmosphere in the team	0,07	4	0,28
Total	1		2,91

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.

The methodology allows to understand whether the organization has enough capabilities and funds to implement recommendations and counteract the destructive factors of the external environment, as well as what problems that require immediate solution are facing it at the moment.

For the SWOT matrix analysis to be effective, it is necessary to fulfill two conditions: It is important to correctly separate external and internal factors of influence, to be aware of the difference between the strengths of the organization and the prospects for further development. In many cases, the analysis should be entrusted to independent experts: they will be able to look at the facts objectively. Moreover, you can involve several specialists and draw conclusions based on the average results

obtained. Visual Representation of the SWOT Matrix Basically, a SWOT matrix is a table into which the analyst enters available data. The resulting matrix with points is presented in Table. 2.5

Table 2.5**SWOT matrix for IPCOM**

Factor	Intensity	Opportunities						Threats		
		Career growth	Health care compensation	A flexible work schedule	Remote work opportunities	Comfort office space	Supporting foreign employees	Changes in needs of customers	Strong competitors	Covid-19 is expected to decrease demand of products
P.Probability of occurrence	-	0,5	0,9	0,9	0,85	0,7	0,5	0,65	0,85	0,8
K/ Coefficient of influence	-	0,9	0,5	0,6	0,9	0,8	1	0,6	1	1
Strenghts										
Price competitive-ness	+5	1	0	1	1	1	0	4	5	1
Brand name and image	+5	4	4	4	3	4	4	3	5	3
Marketing	+5	1	1	1	2	1	4	4	4	3
Working conditions	+4	5	5	5	5	5	4	0	3	2
International activity	+3	4	1	4	5	3	5	2	3	2
Personal client approach	+2	2	0	3	3	4	2	5	4	0
Quality of product	+3	3	0	0	0	1	4	4	5	2
Own Design Bureau	+4	3	0	3	4	4	1	5	4	0
Skilled and qualified personnel	+4	5	3	2	4	3	5	3	3	1
Weaknesses										
rarely send employees to seminars	-3	-3	0	0	-1	0	-1	-3	-2	0
non- active worker's life	-2	-3	-2	-1	-3	-1	0	0	0	-1
Lack of investments	-4	0	-2	0	0	-3	-2	0	-3	-4
presence of negative reviews	-3	0	0	0	0	0	-2	-4	-4	-2
Atmosphere in the team	-3	-2	0	0	-3	-1	-1	0	-2	-3

SWOT analysis has some benefits such as:

After using assessing methodology evaluates factors and calculating score for each of four quadrants (SO, ST, WO, WT) of a SWOT Matrix the next results were obtained.

TOWS analysis is a further elaboration of the results of a SWOT analysis, which allows to think about how to use your strengths to maximize opportunities and minimize threats, or use opportunities to minimize weaknesses or avoid threats.

There are four TOWS strategies:

Strengths / Opportunities (SO) - Strengths Using Opportunities,

Weaknesses / Opportunities (WO) - Overcoming Weaknesses, Seizing Opportunities,

Strengths / Threats (ST) - Using strengths to overcome potential threats,

Weaknesses / Threats (WT) - minimize weaknesses to avoid potential threats.

TOWS analysis helps to understand how to move forward.

The calculated four variants of strategies are presented on Table 2.7

Table 2.7

Calculated strategies

Strategy	Score
SO	311,85
ST	212,75
WO	49,22
WT	65,19

So, company IPCOM should be oriented on SO strategies. SO - activities to be undertaken in order to use the strengths to increase the capacity of the company.

The TOWS analysis matrix is a tool that seeks to combine the results of a SWOT analysis to generate possible development scenarios. The purpose of the analysis is to find the relationship between characteristics and factors from different SWOT sectors and to develop strengthening and leveling strategies based on them.

Based on the SWOT analysis, the following strategies were formulated and represented in TOWS matrix (Table 2.8):

Table 2.8**TOWS Matrix of IPCOM**

Factors	Opportunities			Remote work opportunities	Comfort office space	Supporting foreign employees	Threats		
	Career growth	Health care compensation	A flexible work schedule				Changes in needs of customers	Strong competitors	Covid-19 is expected to decrease demand of products
Strengths									
Price competitiveness	SO Strategies 1. Remote work opportunities and a flexible work schedule will make it possible to hire skilled and qualified personnel. 2. Supporting foreign employees has a positive effect on brand name and image and International activity. 3. Working conditions will be improved with the introduction of the possibility of remote work, make the office more convenient and better health care compensation.						ST Strategies 1. Loyal prices, personal client approach, good brand name and image will help the company to be the most competitive in the market. 2. Own Design Bureau, good quality of product and Marketing will help company satisfy different needs of customers.		
Brand name and image									
Marketing									
Working conditions									
International activity									
Personal client approach									
Quality of product									
Own Design Bureau									
Skilled and qualified personnel									
Weaknesses									
Rarely send employees to seminars	WO Strategies 1. Participation of employees in seminars and improving atmosphere in the team contributes to their career growth. 2. Supporting foreign employees can attract investments.						WT Strategies 1. Investments can offset the losses caused by COVID 19. 2. The absence of negative reviews will increase the competitiveness in the market.		
Non- active worker's life									
Lack of investments									
Presence of negative reviews									
Atmosphere in the team									

Considering the fact that company IPCOM should be oriented on SO strategy the next strategy is the most important:

Remote work opportunities and a flexible work schedule will make it possible to hire skilled and qualified personnel.

After analyzing the company, we can conclude that in IPCOM, due to the negative social and psychological climate in the team, the financial performance of the company worsened compared to the previous year. Evidently, that the negative impact of quarantine should also be taken into account. However, the company should take care of employee motivation and team building. The most effective and suitable for exact company methods will be discussed in the next part of the work.

3. WAYS TO IMPROVE THE SOCIO-PSYCHOLOGICAL CLIMATE OF THE COMPANY

The previous section of the IPCOM socio-psychological climate study showed that the company has an average level of corporate culture. Employees of the company "feel sad" both in relation to work and in relation to communication. Even lower indicators of motivation and morale of staff. The study of the loyalty of IPCOM employees to the organization showed that, if possible, they can leave the organization and move to another job. That is why the managers of company should take measures to create a favorable socio-psychological climate. To solve the above problems, the company needs, first of all, formulate and set goals, and after that to develop a program for creating a favorable socio-psychological climate in the team.

Every organization must be guided by a clear strategy to be successful. Vision, mission and values form the basis for building the strategic foundation of an organization. They guide and direct the purpose, principles and values that govern the organization's activities, and communicate that purpose to the organization internally and externally.

A SMART goal is a goal that is specific, measurable, attainable, relevant and time based. In other words, a goal that is very clear and easily understood. Using SMART approach for goal setting (Table 3.1).

Goal: IPCOM's goal is to motivate employees to work more efficiently and more amicably in 1 year, according to the system of rewards and punishments, and fulfill both the individual worker and the general plan by improving the qualifications of the HR department, thereby attracting new employees and making the old ones want to stay inside the company.

The Goals Tree Diagram is an analysis tool for breaking down a broad or top-level goal of a team into many levels of increasingly detailed and specific actions that need to be done in order to achieve the stated goal. Tree diagrams helps link a task's overall goals and sub-goals, and helps make complex tasks more visually manageable.

Table 3.1**SMART Goals setting for IPCOM**

Intention	Specific	Measurable	Achievable	Relevant	Time-bound
Write the goal you have in mind	What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?	How can you measure progress and know if you've successfully met your goal?	Do you have the skills required to achieve the goal? If not, can you obtain them? Is the amount of effort required on par with what the goal will achieve?	Is it important to what you want to achieve ultimately?	What's the deadline and is it realistic?
formulate and implement a system of rewards and punishment	team relationships will improve, employees will be better motivated thanks to a specific incentive system and will know what consequences await them as a result of violation of certain rules	the results of the implementation of the work plan of the organization and individual plans of employees	qualified HR department, objective attitude of the managers to all employees and motivated staff	such a work team attracts new employees, and the old ones will want to stay and develop here as long as possible	1 year

The General Structure of the Goal Tree is as indicated in the Diagram below (Fig.3.2):

Each of the Critical Success Factors must be in place before we can achieve the ultimate goal.

It can also be argued that measures to improve the socio-psychological climate at IPCOM involve the use of multi-project management technology, which implies multiplicity, multiplicity, and multivariance.

To eliminate the identified shortcomings in the formation of the socio-psychological climate, a number of the following measures should be applied.

It can be offered several forms of advanced training, including in the form of trainings. Such an increase concerns the acquisition of competencies in interpersonal communication and the formation of more friendly relations between team members.

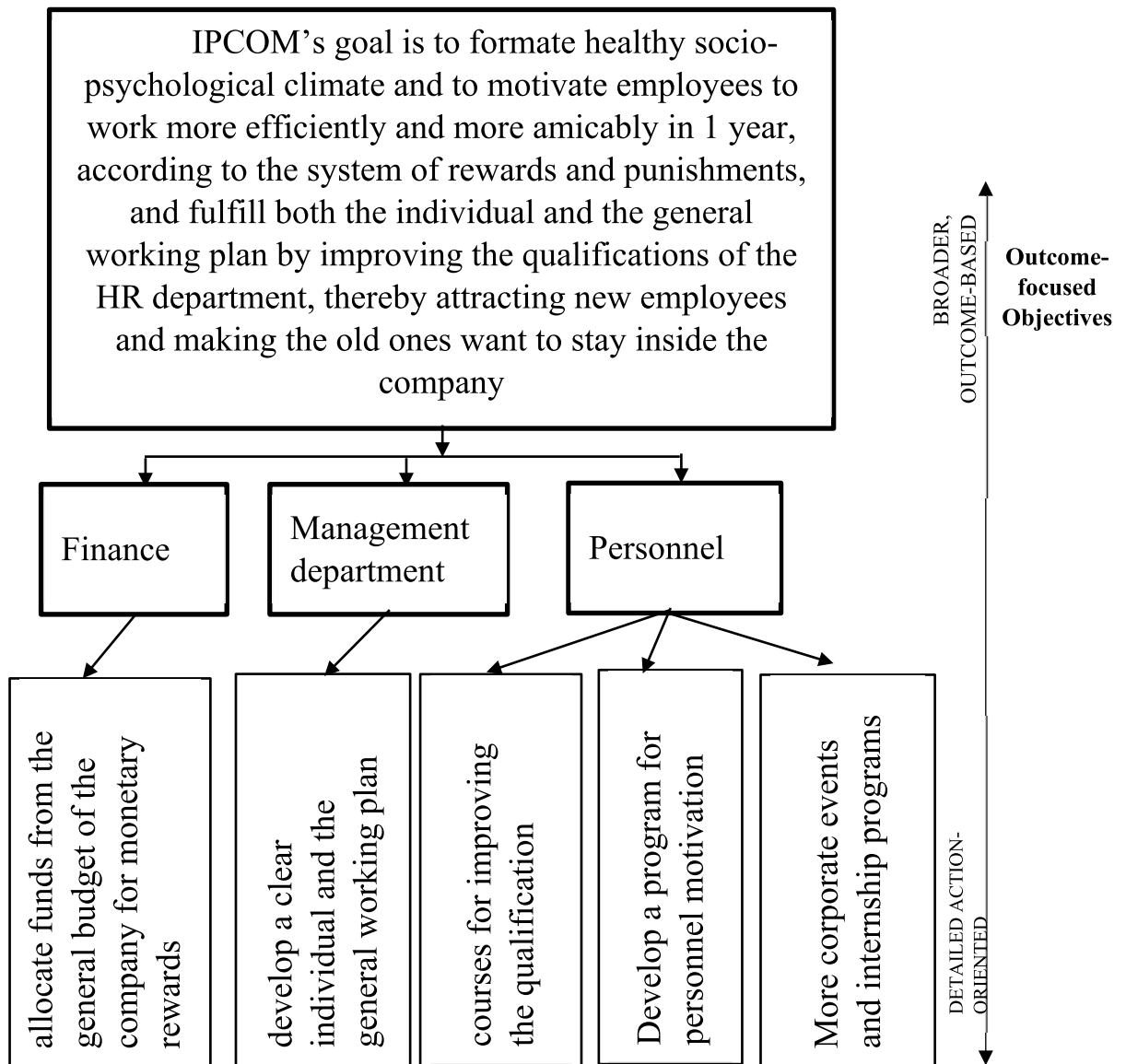


Fig. 3.2 Goal tree

For IPCOM , this approach can be presented in five aspects:

innovations in the course of company reform should be implemented through comprehensive programs in which many economic, technical, technological, social, organizational and other sub-projects are closely interconnected;

each comprehensive program should provide for investment content, which can be carried out only after serious socio-economic, technical and technological justifications and calculations;

any innovation must go through several stages: ideas, research, project development, implementation, distribution in the external environment, assessment of

the results of the introduction of the innovation - and at each stage a certain number of people are involved;

anti-crisis changes require "aggressive marketing", continuous monitoring of the main indicators of the functioning of both the enterprise itself and the personnel management system on it;

new management decisions, innovations always affect the interests, value orientations and attitudes of people, change some stereotypes of everyday consciousness that have developed in the team and hinder transformations: we are talking, first of all, about the prevailing ideas about the organization as a static system with unchanging goals, objectives, composition, structure. Therefore, the management of IPCOM needs to focus on methods of managing changes in the organization.

Psychological trainings can be for the removal of states of anxiety, neuropsychic tension, free expression of emotions, understanding and disclosure of their problems with their corresponding experiences, receiving and providing emotional support, modifying the way of experiencing and emotional response, expanding the scope of awareness of their problems and their role in the origin of various conflict situations, the development of new techniques and methods of behavior, overcoming inappropriate forms of behavior, the development of effective communication skills and other areas. As a result, employees will gain greater emotional competence in communication and it will be easier for them to establish positive relationships with each other within the team.

Development of the internal organization Board of honor for employees. The socio-psychological climate of the team is also formed at the expense of small, but pleasant little things: a board of honor (and a competitive element is present and the opportunity to express oneself), the presentation of certificates for certain merits (and the more "nominations" will be invented, the better, the main thing is that the diploma could be received by any employee).

Joint corporate events. Corporate evenings and the traditions of the collective help to unite the collective: to hold a "meeting" over a cup of tea, to gather on holidays, to go together to the base on summer vacation, to visit museums and theaters. At the

same time, you can give tickets to museums and theaters, the recreation center as a reward for the good work of employees. And observance of unshakable rules, such as: never forget about the birthdays of your employees, and since the team of IPCOM is large, you can only reward the anniversaries with a cash prize.

For the socio-psychological climate of the team, the compatibility of its members is important. There are two types of compatibility: psychophysiological and socio-psychological. The basis of psychophysiological compatibility is the ratio of temperaments that characterize the dynamic characteristics of the mental activity of interacting people. The conditions for socio-psychological compatibility are the rational distribution of functions, the correspondence of a person's personal capabilities to the structure and content of the activities performed, the combination of various mutually complementary people's capabilities in the group, the proximity or coincidence of management concepts that the group members adhere to, the mutual trust of interacting people, the desire and desire for mutual support, the relative homogeneity of the motives of performance and the attitude of the group members to their duties.

It is possible to offer the management of IPCOM to hold joint sports events for employees. This is facilitated by the fact that the majority of employees are men. Such activities may include renting a sports hall for a mini-football tournament. Rent of lanes in the swimming pool for collective competitions.

In accordance with the recommendations of domestic and foreign experts, it is possible to recommend using such a tool as the company's mission, which is currently insufficiently used, for team building. At the same time, uniting the team to achieve corporate goals will contribute to a better solution of production problems and the quality of work.

Thus, the main proposals and measures to improve the functions and technologies of personnel management at IPCOM are the introduction of training and internship courses for new employees and Courses for middle management, the introduction of the Program of material incentives for work "The best employee of the

quarter", "The best employee of the year ", introduction of additional testing to determine EQ (emotional intelligence quotient) for job seekers.

The implementation of measures to form a socio-psychological climate in the personnel management system at IPCOM should take into account the principles of personnel integration into the complex of measures being developed. These principles imply the formation of confidence of the personnel of the enterprise in the new goals of management, the clarity of the receipt of economic benefits by people from the planned transformations, the unification of personnel for production, managerial and socio-cultural cooperation.

The principle of keeping the human resources of IPCOM at a minimum level to prepare for activities that help to overcome the crisis. It is about preserving, saving resources, including management personnel, accumulating human resources for the transition of a crisis enterprise to a stable state in the market, and, subsequently, the transition to a new stage of economic growth.

The principle of mastering new and newest management technologies through management culture. It is based on the relationship between the culture of management and the results of the enterprise's work, a systemic sociocultural approach that gives a comprehensive understanding of the evolutionary processes and activities of the enterprise, taking into account the personification of work with people and the socio-cultural impact on them, the use of non-traditional technological options, based on the value orientations of people, on their suggestions.

The principle of identifying and realizing the benefits of personnel based on certification and assessment. It means that the capabilities of personnel when combined into teams are much more attractive and effective than their "mere presence at work" in the divisions of the enterprise.

The principle of the development of creative activity, which is focused on creating conditions conducive to the performance of work with elements of innovation, novelty, usefulness in accordance with the goals of IPCOM.

The principle of supporting the desire for independence. The administration of IPCOM should apply a set of such management methods that make it possible for the

personnel to feel a certain “lag of freedom” in making and implementing decisions regarding the functional purpose of the personnel, to get rid of excessive guardianship and control on the part of managers.

Such activities may include renting a sports hall for a mini-football tournament. Rent of lanes in the swimming pool for collective competitions.

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The principle of supporting the desire for independence. The administration of IPCOM should apply a set of such management methods that make it possible for the personnel to feel a certain “lag of freedom” in making and implementing decisions regarding the functional purpose of the personnel, to get rid of excessive guardianship and control on the part of managers.

The principle of giving the staff more dynamism. In order for IPCOM to become a modern, dynamic, developing company, it is important to instill in the personnel a competitive consciousness and a state of readiness for constant changes. They must become an internal necessity and lead to the necessary changes in the enterprise.

The principle of consistency in work on personnel development. Its implementation allows us to consider personnel as an unconditional value, the human capital of an enterprise - such professionals who are capable of highly efficient work and its creative content.

These and other possible principles for personnel management during the crisis at IPCOM create a good opportunity to correct the situation and improve the social and psychological climate.

To ensure the effectiveness of bonuses, the management of IPCOM can be recommended that the sum of all bonus payments for any value of overfulfillment of

the planned indicators should not exceed the amount of profit obtained as a result of using this system.

It is also possible to recommend the use of regular monitoring of the achievement of the set goals by employees in the form of reports of general "five minutes", meetings, etc.

In general, the updated system of material incentives for IPCOM should encourage employees to fulfill the goals set by the company's management. At the same time, the goals set should be quite complex, but achievable. Otherwise, you can provoke demotivation of employees.

Also, in times of crisis, the management of IPCOM can be recommended to use such a tool of non-material motivation of personnel as corporate culture. The program for the development of personnel activities of IPCOM is presented on the table 3.2

Table 3.2

The program for the development of personnel activities of IPCOM to improve the socio-psychological climate

Significant events	Number	Time costs, months
Development of regulations on competition between divisions	1	3
Development of a program for certification of an enterprise and employees	2	6
Organization of staff training	3	6
Development of a long-term plan for the social development of the enterprise	4	1
Creation of a social and psychological climate management group within the personnel department	5	1
Development of an action plan for working with young specialists and their adaptation in the organization	6	1
Creation of a reserve of management personnel (including line personnel)	7	6
Development of regulations on the Board of Fame in the organization	8	1
Development of competitive selection programs	9	1
Elaboration of regulations on employee incentives	10	2
Development of corporate culture at the enterprise	11	Constantly

The main thing is that the costs of the planned personnel activities are included in the business development plan of the enterprise.

Consequently, the project of measures to improve the socio-psychological climate in IPCOM will contain the development of the personnel system in various aspects (economic, technical, technological, social, organizational). For the highlighted aspects of improvement, it is planned to develop a feasibility study and a phased action program. Personnel activities in accordance with the program should find support from other functional areas of the company to improve implementation efficiency. Also, the sequence of implementation of program activities was determined in accordance with their significance for IPCOM and the powers of line and functional managers in the process of implementing the program were determined.

CONCLUSION

Based on the results of the study, the following tasks were solved in the work.

The concept of the socio-psychological climate in the work collective was studied. The favorable socio-psychological climate is characterized by optimism, joy of communication, trust, a sense of security, safety and comfort, mutual support, warmth and attention in relationships, interpersonal sympathy, openness of communication, confidence, cheerfulness, the ability to think freely, create, grow intellectually and professionally, contribute to development of the organization, making mistakes without fear of punishment, etc. The nature of communications in the organization acts as a factor of the socio-psychological climate. The leader can significantly influence the nature of interpersonal relations in the work collective, the attitude to joint activities, satisfaction with the conditions and results of work, i.e. the socio-psychological climate, on which the effectiveness of the organization as a whole largely depends.

Also, in the work methods for studying the socio-psychological climate were identified. The main methods of studying the socio-psychological climate are questionnaires, observation, and conversations. As a rule, all of these methods are complementary. Currently, there are many ready-made tools for determining the social and psychological climate in a team.

The main directions of improving the socio-psychological climate in the organization of IPCOM are - conducting trainings and special classes with the company's employees to increase communication competence, organizing the physical environment, attracting employees when planning work, as well as various innovations and operating modes, possible retraining and professional development of employees.

For implementation by the management of IPCOM measures were proposed to improve the socio-psychological climate in the labor collective. The proposed system of measures takes into account that they should work together to improve the socio-psychological climate. The activities in the program were ranked according to the importance of their implementation.

Also, recommendations were given on information and personnel support for the implementation of the program to improve the climate in the team. For this, for the proposed activities, the necessary input and output documents were identified that allow control of these processes, as well as the responsible employees for the development and implementation of activities were identified. For a more accurate execution of program activities, a matrix of distribution of responsibilities of key employees was compiled, which includes the director, HR manager, line managers, and the planning and economic department.

It is assumed that the social effect will manifest itself in the form of greater job satisfaction among company employees.

The results of research was published in one scientific article (Appendix C).

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APPENDICES

APPENDIX A
Financial statement of LTD “IPCOM”
for 2019–2020 years

Table A.1

**Баланс (Звіт про фінансовий стан)
на 31.12.2019 р.**

Актив	Код рядка	На початок звітного періоду	На кінець звітного періоду	На дату переходу на міжнародні стандарти фінансової звітності
1	2	3	4	5
I. Необоротні активи				
Нематеріальні активи:	1000	4279	5518	0
первісна вартість	1001	15798	18465	0
накопичена амортизація	1002	11519	12947	0
Незавершені капітальні інвестиції	1005	2447	2580	0
Основні засоби:	1010	240892	290296	0
первісна вартість	1011	724982	797444	0
знос	1012	484090	507148	0
Інвестиційна нерухомість:	1015	3985	3773	0
первісна вартість	1016	4251	4219	0
знос	1017	266	466	0
Довгострокові біологічні активи:	1020	0	0	0
первісна вартість	1021	0	0	0
накопичена амортизація	1022	0	0	0
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030	233334	228725	0
інші фінансові інвестиції	1035	490	418	0
Довгострокова дебіторська заборгованість	1040	5032	4632	0

Continuation of the tab. A.1

1	2	3	4	5
Відстрочені податкові активи	1045	0	0	0
Гудвіл	1050	0	0	0
Відстрочені аквізиційні витрати	1060	0	0	0
Залишок коштів у централізованих страхових резервних фондах	1065	0	0	0
Інші необоротні активи	1090	0	0	0
Усього за розділом I	1095	490459	535942	0
II. Оборотні активи				
Запаси	1100	284777	275196	0
Виробничі запаси	1101	227238	221790	0
Незавершене виробництво	1102	117	71	0
Готова продукція	1103	56928	52614	0
Товари	1104	493	720	0
Поточні біологічні активи	1110	0	0	0
Депозити перестраховання	1115	0	0	0
Векселі одержані	1120	36932	0	0
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	385667	446465	0
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	106890	39489	0
з бюджетом	1135	7781	3774	0
у тому числі з податку на прибуток	1136	0	0	0
з нарахованих доходів	1140	13	0	0

Continuation of the tab. A.1

1	2	3	4	5
із внутрішніх розрахунків	1145	0	0	0
Інша поточна дебіторська заборгованість	1155	3932	15466	0
Поточні фінансові інвестиції	1160	0	0	0
Гроші та їх еквіваленти	1165	47632	86101	0
Готівка	1166	131	81	0
Рахунки в банках	1167	45588	83804	0
Витрати майбутніх періодів	1170	204	196	0
Частка перестраховика у страхових резервах	1180	0	0	0
у тому числі в: резервах довгострокових зобов'язань	1181	0	0	0
резервах збитків або резервах належних виплат	1182	0	0	0
резервах незароблених премій	1183	0	0	0
інших страхових резервах	1184	0	0	0
Інші оборотні активи	1190	761	605	0
Усього за розділом II	1195	874589	867292	0
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	0	0	0
Баланс	1300	1365048	1403234	0
Пасив	Код рядка	На початок звітного періоду	На кінець звітного періоду	На дату переходу на міжнародні стандарти фінансової звітності
I. Власний капітал				
Зареєстрований капітал (пайовий)	1400	10630	10630	0

Continuation of the tab. A.1

1	2	3	4	5
Внески до незареєстрованого статутного капіталу	1401	0	0	0
Капітал у дооцінках	1405	0	0	0
Додатковий капітал	1410	9513	91419	0
Емісійний дохід	1411	0	0	0
Накопичені курсові різниці	1412	0	0	0
Резервний капітал	1415	2658	2658	0
Нерозподілений прибуток (непокритий збиток)	1420	1147368	1212888	0
Неоплачений капітал	1425	(0)	(0)	(0)
Вилучений капітал	1430	(0)	(0)	(0)
Інші резерви	1435	0	0	0
Усього за розділом I	1495	1255769	1317595	0
II. Довгострокові зобов'язання і забезпечення				
Відстрочені податкові зобов'язання	1500	0	0	0
Пенсійні зобов'язання	1505	0	0	0
Довгострокові кредити банків	1510	0	0	0
Інші довгострокові зобов'язання	1515	0	0	0
Довгострокові забезпечення	1520	6209	7777	0
Довгострокові забезпечення витрат персоналу	1521	6209	7777	0
Цільове фінансування	1525	0	0	0
Благодійна допомога	1526	0	0	0
Страхові резерви, у тому числі:	1530	0	0	0
резерв довгострокових зобов'язань; (на початок звітнього періоду)	1531	0	0	0

Continuation of the tab. A.1

1	2	3	4	5
резерв збитків або резерв належних виплат; (на початок звітного періоду)	1532	0	0	0
резерв незароблених премій; (на початок звітного періоду)	1533	0	0	0
інші страхові резерви; (на початок звітного періоду)	1534	0	0	0
Інвестиційні контракти;	1535	0	0	0
Призовий фонд	1540	0	0	0
Резерв на виплату джек-поту	1545	0	0	0
Усього за розділом II	1595	6209	7777	0
III. Поточні зобов'язання і забезпечення				
Короткострокові кредити банків	1600	27172	0	0
Векселі видані	1605	0	0	0
Поточна кредиторська заборгованість: за довгостроковими зобов'язаннями	1610	0	0	0
за товари, роботи, послуги	1615	42723	55721	0
за розрахунками з бюджетом	1620	4195	4204	0
за у тому числі з податку на прибуток	1621	2787	2745	0
за розрахунками зі страхування	1625	1315	1287	0
за розрахунками з оплати праці	1630	5202	5115	0
за одержаними авансами	1635	7635	6214	0
за розрахунками з учасниками	1640	48	48	0
із внутрішніх розрахунків	1645	0	0	0
за страховою діяльністю	1650	0	0	0
Поточні забезпечення	1660	0	0	0

Continuation of the tab. A.1

1	2	3	4	5
Доходи майбутніх періодів	1665	0	0	0
Відстрочені комісійні доходи від перестраховиків	1670	0	0	0
Інші поточні зобов'язання	1690	14780	5273	0
Усього за розділом III	1695	103070	77862	0
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	0	0	0
V. Чиста вартість активів недержавного пенсійного фонду	1800	0	0	0
Баланс	1900	1365048	1403234	0

Table A.2

**Звіт про фінансові результати (Звіт про сукупний дохід)
за 2020 рік**

I. Фінансові результати

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	1788531	1927594
Чисті зароблені страхові премії	2010	0	0
Премії підписані, валова сума	2011	0	0
Премії, передані у перестраховання	2012	0	0
Зміна резерву незароблених премій, валова сума	2013	0	0
Зміна частки перестраховиків у резерві незароблених премій	2014	0	0
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(1524286)	(1643499)
Чисті понесені збитки за страховими виплатами	2070	0	0
Валовий: прибуток	2090	264245	284095
Валовий: збиток	2095	(0)	(0)
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105	0	0
Дохід (витрати) від зміни інших страхових резервів	2110	0	0
Зміна інших страхових резервів, валова сума	2111	0	0
Зміна частки перестраховиків в інших страхових резервах	2112	0	0
Інші операційні доходи	2120	146376	91511
Дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121	0	0

Continuation of the tab. A.2

1	2	3	4
Дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122	0	0
Дохід від використання коштів, вивільнених від оподаткування	2130	(0)	(0)
Адміністративні витрати	2130	(43918)	(39799)
Витрати на збут	2150	(127856)	(146426)
Інші операційні витрати	2180	(111179)	(103554)
Витрат від зміни вартості активів, які оцінюються за справедливою вартістю	2181	0	0
Витрат від первісного визнання біологічних активів і сільськогосподарської продукції	2182	0	0
Фінансовий результат від операційної діяльності: прибуток	2190	127668	85827
Фінансовий результат від операційної діяльності: збиток	2195	(0)	(0)
Дохід від участі в капіталі	2200	25265	2044
Інші фінансові доходи	2220	0	5
Інші доходи	2240	484	576
Дохід від благодійної допомоги	2241	0	0
Фінансові витрати	2250	(0)	(293)
Втрати від участі в капіталі	2255	(1769)	(7126)
Інші витрати	2270	(7071)	(5018)
Прибуток (збиток) від впливу інфляції на монетарні статті	2275	0	0
Фінансовий результат до оподаткування: прибуток	2290	144577	76015
Фінансовий результат до оподаткування: збиток	2295	(0)	(0)
Витрати (дохід) з податку на прибуток	2300	-20453	-12478
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	0	0

Continuation of the tab. A.2

1	2	3	4
Чистий фінансовий результат: прибуток	2350	124124	63537
Чистий фінансовий результат: збиток	2355	(0)	(0)

II. Сукупний дохід

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
Дооцінка (уцінка) необоротних активів	2400	0	0
Дооцінка (уцінка) фінансових інструментів	2405	0	0
Накопичені курсові різниці	2410	0	0
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415	0	0
Інший сукупний дохід	2445	0	0
Інший сукупний дохід до оподаткування	2450	0	0
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455	0	0
Інший сукупний дохід після оподаткування	2460	0	0
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465	124124	63537

III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

Матеріальні затрати	2500	866147	905906
Витрати на оплату праці	2505	169320	159374
Відрахування на соціальні заходи	2510	36180	33991
Амортизація	2515	39368	33502
Інші операційні витрати	2520	156056	176311
Разом	2550	1267071	1309084

IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

Середньорічна кількість простих акцій	2600	0	0
Скоригована середньорічна кількість простих акцій	2605	0	0
Чистий прибуток (збиток) на одну просту акцію	2610	0	0
Скоригований чистий прибуток (збиток) на одну просту акцію	2615	0	0
Дивіденди на одну просту акцію	2650	0	0

APPENDIX B

Evaluation of socio-psychological climate of the IPCOM company

Organizational Culture Level Test

Below is a series of statements that make up the organizational culture of an enterprise, grouped into four sections: work, communication, management, motivation, and morality.

The assessment uses a ten-point scale. If the statement completely coincides with your opinion, then put 10 points, if it contradicts your settings - 0 points, etc.

1. At our enterprise, newly hired workers are given the opportunity to master a specialty.
2. We have clear instructions and rules of conduct for all categories of employees.
3. Our activities are organized in a clear and detailed manner.
4. The system of wages in our country does not cause complaints from our employees.
5. Anyone who wishes can acquire new specialties from us.
6. Our company has established a communication system.
7. We make timely and effective decisions.
8. Zeal and initiative are encouraged with us.
9. Our divisions have a reasonable system of promotion to new positions.
10. We cultivate various forms and methods of communication (business contacts, meetings, information printouts, etc.)
11. Our employees are involved in decision making.
12. We maintain good relationships with each other.
13. We have equipped workplaces.
14. We have no interruptions in receiving in-house information.
15. We have organized a professional (thoughtful) assessment of employees' performance.
16. The relationship of employees with management is commendable.
17. Everything you need for work is always at hand.
18. We encourage two-way communication.
19. We apply disciplinary measures as exceptions.
20. We pay attention to the individual differences of workers.
21. The work is interesting for me.
22. Our company encourages the direct appeal of foremen to the management
23. Conflict situations in our country are resolved taking into account all the realities of the situation.
24. Zeal for work is encouraged in every possible way.
25. Our workload is optimal.

26. We practice the delegation of authority to the lower echelons of management.

27. In our divisions, cooperation and mutual respect between employees prevail.

28. Our company is constantly focused on innovation.

29. Our employees take pride in their organization.

Total

1. Calculate the total score. To do this, add up the indicators of all responses.

2. Calculate the average score for the sections:

work - 1,5,9, 13, 17,21,25;

communications - 2, 6, 10, 14, 18, 22;

control - 3, 7, 11, 15, 19, 23, 26, 28;

motivation and morality - 4, 8, 12, 16, 20, 24, 27, 29.

Interpretation

The OK index is determined by the total amount of points received. The highest number of points is 290, the lowest is 0. The indicators indicate the following level "OK":

290 - 261 - very high;

260 - 175 - high;

174 - 115 - medium;

below 115 - tending to degradation.

Bottlenecks "OK" are determined by the average values of the sections. Indicators in points for sections indicate the following state in the team:

10 - 9 - great;

8 - 6 - major;

5 - 4 - noticeable despondency;

3 - 1 - depressive.

Conclusions:

1. The above 29 judgments were collected in the process of interviewing middle and senior managers. All judgments are meaningful. Therefore, an indicator below 4 points on some item indicates an unfavorable state of affairs in this area of work and in the interpersonal communication of workers. Timely measures taken can prevent

the enterprise from slipping into a crisis state. Thus, the work on the improvement of the enterprise should begin with an analysis of cases reflected in specific judgments.

2. The second step in health action is to analyze and respond appropriately to the performance of the four sections: work, communication, management, motivation and morality. Purposeful activity in the direction of increasing the scores for the sections can contribute to raising the OK index as a whole.

3. The degree of influence of socio-culture on the activities of the organization is assessed by three factors: focus, breadth of coverage and the power of influence on personnel.

Testing data make it possible to assess the first factor in a straightforward form: the overall indicator over 175 points indicates a positive orientation of the organizational culture; the other two factors can be assessed based on the section scores.

Ladanov I.D. The Psychology of Managing Market Structures: Transformative Leadership. - M.: UC "Perspective", 1997. - P. 155.

Organizational Culture Assessment Tool - Current and Preferred State (OCAI Methodology)

Assessment of IPCOM

THE CODE	Organizational culture component	Current state	Preferred state
1. IMPORTANT CHARACTERISTICS			
A	The organization is unique in its characteristics. She is like a big family. People seem to have a lot in common.	5	10
B	The organization is very dynamic and entrepreneurial. People are willing to sacrifice themselves and take risks.	5	5
C	The organization is results oriented. The main concern is to get the job done. People are competitive and goal-oriented.	55	60
D	The organization is highly structured and tightly controlled. The actions of people are usually determined by formal procedures.	35	25
	The sum of your points must be equal to 100	100	100
2. GENERAL LEADERSHIP IN THE ORGANIZATION			
A	The overall leadership style of an organization is an example of monitoring, helping or teaching.	10	20
B	The overall leadership style of the organization exemplifies entrepreneurship, innovation and risk taking	10	10
C	General leadership style in the organization exemplifies efficiency, aggressiveness, results orientation	40	30
D	The overall leadership style of the organization is an example of coordination, clear organization, or flowing business towards profitability	40	40
	The sum of your points must be equal to 100	100	100
3. MANAGEMENT OF EMPLOYEES			
A	Management style in an organization is characterized by the encouragement of teamwork, unanimity and participation in decision making	15	25
B	The management style in an organization is characterized by the rewarding of individual risk, innovation, freedom and identity	5	10
C	The management style in the organization is characterized by high demands, a strong desire for competitiveness and rewarding achievements	15	35
D	Management style in an organization is characterized by job security, the requirement of subordination, predictability and stability in relationships	65	30
	The sum of your points must be equal to 100	100	100
4. THE CONNECTING ESSENCE OF THE ORGANIZATION			
A	The organization is bound together by commitment and mutual trust. The commitment of the organization is high	5	25
B	The Organization is bound together by a commitment to innovation and improvement. The need to be at the forefront is emphasized.	8	20
C	What ties the Organization together is an emphasis on goal achievement and task completion. Common themes - aggressiveness and victory	55	45
D	An organization is bound together by formal rules and official policies. Maintaining the smooth running of the organization is important	32	10
	The sum of your points must be equal to 100	100	100

THE COD E	Organizational culture component	Current state	Preferred state
5. STRATEGIC OBJECTIVES			
A	The organization focuses on humane development. High trust, transparency and complicity are strongly maintained	5	20
B	The organization focuses on finding new resources and solving new problems. Appreciating new things and exploring opportunities are appreciated.	5	20
C	The organization focuses on competitive actions and achievements. Target exertion of forces and desire to win in the market dominate	45	45
D	The organization emphasizes consistency and stability. Most important is profitability, control and smoothness of all operations	45	15
	The sum of your points must be equal to 100	100	100
6. STRATEGIC OBJECTIVES			
A	The organization defines success on the basis of human resource development, teamwork, employee dedication and caring for people	15	35
B	An organization defines success by owning a unique or innovative product. It is a manufacturing leader and innovator	10	15
C	The organization defines success on the basis of winning the market and staying ahead of the competition. Competitive market leadership is key to success	30	30
D	An organization defines success in terms of cost effectiveness. Success depends on reliable delivery, smooth schedules and low production costs 45 20	45	20
	The sum of your points must be equal to 100	100	100

The procedure for constructing a scale and a method for assessing personnel loyalty to the organization L.G. Pochebut and O.E. Koroleva

Operating procedure

The subject is given judgment cards and a response sheet. If in the process of work the subject has questions, the experimenter must give an explanation, but so that the subject does not turn out to be oriented by this explanation to one or another answer.

Reply sheet

Profession _____ Sex _____ Age _____

11	10	9	8	7	6	5	4	3	2	1

Instructions

Dear employee (organization, firm, company)! You have received judgment cards that demonstrate your loyalty to the organization you work for. On the table in front of you is a strip of paper with numbers representing gradations from 1 to 11.

Each number is your assessment of your proposed judgment. Your task is to determine your attitude to judgment and sort all the judgments presented by gradation.

Grade 11 corresponds to the most positive assessment of this judgment, grade 1 - the most negative attitude, and grade 6 - neutral attitude. Please distribute judgments based only on their content. The number of judgments in each gradation can be different. Thank you for your cooperation!

Judgment cards

1. The interests of the company's management and its employees do not coincide in most cases.
2. As a rule, additional efforts of an employee are not adequately evaluated by management.
3. The leader should not discuss his problems with subordinates, as this does not contribute to the maintenance of authority.
4. If the leader keeps subordinates at some distance, then they are more responsible for the implementation of his orders.
5. To successfully lead people, you need to be aware of their problems.
6. The manager must constantly monitor the work of his subordinates.
7. The manager can forgive employees for deviating from those rules that they consider unreasonable.
8. Conflicts between employees, if they do not relate to the business area, do not affect the work of the organization.

9. At work, it is much more important to be favored by influential people than to achieve success with excellent performance.
10. People who live only by work often harm the cause by their excessive zeal.
11. The company must fulfill its obligations to employees, despite financial difficulties.
12. The company's management should not make decisions that the majority of employees do not agree with.
13. The salary of a company employee should depend on the economic situation in his family.
14. One employee of the firm cannot receive a salary that is 10 times higher than the salary of other employees.
15. The speed of advancement in the service primarily depends on the relationship with the management, and then on the qualifications.
16. Qualitative performance of official duties is a necessary and sufficient condition for career growth.
17. The manager can meet the request of a good employee in violation of the general rules.
18. It is pleasant to work in a friendly team, but it is more difficult for them to manage.
19. If, in the opinion of the employee, the order of the manager may harm the case, the employee should warn him about this.
20. Work should not bring satisfaction, but money.
21. Promotion is not conducive to maintaining friendly relations with colleagues.
22. If the job is very interesting, it doesn't really matter how much you pay for it.
23. If the majority of employees are involved in running the company, it will perform more successfully.
24. An employee can insist on changing his manager if he does not correspond to his position.
25. People who seek to please their superiors cause distrust.
26. If the employee is a high-class specialist, the management will be condescending to his shortcomings.
27. If you need to get to the workplace for more than an hour and a half, then any work will seem tedious and uninteresting.
28. I think carefully about my appearance when I go to work.
29. Being late for work is not such a big sin.
30. Overtime work must be paid additionally.
31. If one of the employees does not perform their duties very well, the rest should not interfere.
32. Employees have the right to know how much their colleagues are paid.
33. If at a joint party the leader promised not to punish for being late tomorrow, then there is no point in rushing to work.

34. If the manager is satisfied with his subordinate, the manifestation of additional initiative on the part of the employee can only harm him.
35. When receiving a salary, an employee has the right to count on a “thank you” from the director, and not vice versa.
36. The rules should be the same for both employees and managers in the company.

Processing results

When processing the results of assessing the loyalty of personnel, only responses to judgments No. 1, 3, 4, 5, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 27, 32, 34 are evaluated. judgments are not taken into account, they serve to camouflage the true goals of research. Depending on the gradation in which the desired judgment is assigned, an appropriate score is assigned to it.

Gradation	11	10	9	8	7	6	5	4	3	2	1
Score	+5	+4	+3	+2	+1	0	-1	-2	-3	-4	-5

If the subject received from 54 to 90 points, his loyalty to the organization is assessed as high, from 18 to 54 points - loyalty is assessed as medium, from -18 to +18 - loyalty is assessed as low. If the subject scored in the range from -18 to -90, then, accordingly, he is completely not loyal to his organization.

APPENDIX C
Scientific article

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FACTORS OF FORMATION OF PSYCHOLOGICAL CLIMATE IN THE LABOR TEAM

Anna Zinchenko

Анотація: У статті розглядається питання психологічного клімату трудового колективу як чинника ефективності його роботи. Актуалізовано проблему визначення факторів формування психологічного клімату в трудовому колективі, систематизовано уявлення про неї в науковій літературі. Зроблено висновок про важливість визначення факторів, що формують психологічний клімат під час керування організацією.

Ключові слова: психологічний клімат, трудовий колектив, фактори формування психологічного клімату у трудовому колективі.

The article considers the issue of the psychological climate of the workforce as a factor in the effectiveness of its work. The problem of determining the factors of formation of the psychological climate in the workforce is actualized, the idea of it in the scientific literature is systematized. The conclusion is made about the importance of determining the factors that shape the psychological climate during the management of the organization.

Key words: psychological climate, labor collective, factors of formation of psychological climate in labor collective.

The problem of the performance of high-class efficiency at the current stage of research has both theoretical and applied significance. Experimenters of various areas of information lead the search for mainly the necessary moments of labor productivity - psychologists include the group "psychological climate in the work collective" among them. The significance of the study of the emotional climate is determined by its noble impact on the productivity of the efficiency of gossip in the team - this applies exclusively to those teams that deliver an undivided result.

The goal of the study is to determine factors of psychological climate in the team.

The notion of "psychological climate", explored by an abundance of areas of psychological and pedagogical, social, and so on. Sciences, has synonyms: "social-psychological climate", "psychological microclimate", "psychological atmosphere", etc. in which the established structure of relationships, the dominant mood, satisfaction, the attractiveness of work, the stability and progress of personnel, the agreement of corporate and personal goals, the stage of combining official and informal textures of the organization are reflected" [1]. Enthusiasm for the provided finding is due to its entry - it reflects, after the essence, the components, the opposition for which will allow you to control the emotional climate in the team.

In order for the mental climate in the work team to be favorable, plowing is necessary after the development of favorable relations between employees, promotion of the attractiveness of the service, etc. Yes, in managing the emotional climate in the worker, plowing with the factors that form it is majestic. Under the factors of the emotional climate, we mean those organizational and psychological circumstances of the life of a member of the team that affect the formation of a general psychological climate. In the scientific literature, all kinds of images about the factors of the emotional climate in the work team are classified - for example, the mental climate is subject to [2–6]:

gossip considered adherence to principles, sociability, discipline, responsibility, culture of behavior, effectiveness in relationships - their severity in the work collective will unconditionally influence the formation of the emotional climate [5]), how team members are impeccably competent;

how psychologically compatible are the members of the working team (V. Maslov talks about the effect of combining the previously mentioned advantages of gossip [3]: whether their temperaments, attitudes of activity, mental properties, and so on are combined in work activity), whether they are worked out, how well built expansive connections between them (understand, sympathize, whether they empathize with a well-wisher to a friend);

whether the employees are successful in their professional activities, whether they are satisfied with their work, the place of work, the place in the working team, and so on;

do employees understand the corporate setting of activity, do corporate missions fit with the goals of the place where they work;

some manner of managing the team was chosen by the administration as a whole, directly managing the organization, what technologies of interaction with subordinates are used, the disposition of managers to their subordinates is surprising, what social distance is being built between the administration and the team;

how communications are built between instruction and subordinates, whether the team seems to be informed (for example, the lack of perfect or incorrect information, the haste of reporting it to the team, leads to the origin of doubt and a negative attitude towards the authorities of a certain organization);

how is the structure of remuneration built, is there a system of encouragement, incentives, is the work of an employee equally evaluated, are the results of his work agreed not only by the administration, but also by the team, without touching on particulars;

how the working conditions are organized, how the working places are equipped, how the “production (working) situation” is organized (A. V. Morozov). The sum of the mentioned points is the mental climate in the work collective. Approving relationships between employees require formation, and, therefore, the office of the company is responsible to prepare and use measures for the effective management of the socio-psychological climate.

So, we have revealed a huge variety of moments of developing an emotional climate: this is the compatibility of the team, and the figure of the manager and the style of managing the team, and the nature of his communications with subordinates, and the organization of work, the well-established remuneration, incentives in the company, etc. The art of the moments of developing an emotional climate in the work collective is extremely majestic for us: an understanding of what forms it, it is possible to predetermine the measures and the basis of administrative action for its component.

In other words, understanding what influences the formation of the emotional climate in the team, we will have the opportunity to manage it.

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