

**Koliesnik T. V.**

*Doctor of Law, Associate Professor, Professor of Department of Civil Law Disciplines  
Donetsk Law Institute of the Ministry of Internal Affairs of Ukraine, Ukraine;  
e-mail: t.v.koliesnik23@gmail.com*

**Kostiuchenko O. E.**

*Ph. D. in Law, Associate Professor, Associate Professor of Department of Civil Law and Process  
University of the State Fiscal Service of Ukraine, Ukraine;  
e-mail: A09111975@i.ua*

**Krasytska L. V.**

*Doctor of Law, Associate Professor,  
Professor of Department of Civil Law and Process, Faculty № 6  
Kharkiv National University of Internal Affairs, Ukraine;  
e-mail: krasitskayalara@gmail.com*

### **EFFICIENCY IMPROVEMENT OF PRODUCTIVITY BY EMPLOYEES' PARTICIPATION IN THE DISTRIBUTION OF ENTERPRISE PROFIT**

**Abstract.** It is considered the relationship between the efficiency of productivity and the participation of employees in the distribution of enterprise profits in the article. It is substantiated that employees' participation in the distribution of net employer's income should be an integral part of the organization of personnel management processes. The income distribution for salary payment and the provision of social and welfare needs of workers creates conditions for preservation and restoration of their physical and mental health, increasing the duration of their life, and, accordingly, prolong their working life. Payment of labor, formed from part of the company's profit, will also stimulate the labor activity of the employee, increase his aspirations for labor productivity and production efficiency, which in its turn, is a direct interest of the owner of the means of production. It is proved that the construction of the domestic system of labor payment is necessary through: a) the participation of employees in the distribution of enterprise profits; b) strengthening the discipline of labor through the financial and immaterial incentives of the employee. The work defends the viewpoint that the participation of the labor collective in the distribution of profits of the employer should be subject to the requirement of strict adherence to labor discipline in the collective. Effectiveness of stimulating labor potential of employees should be formed on the basis of labor standards, using incentives to increase employee interest in achieving high employer performance, strengthening labor discipline and good attitude towards work. Rationing labor in this process is a key condition, because if the rules of labor are overrated, it will be impossible to increase labour results. In case of lack of labor standards, stimulation loses its predictive character, because it is unclear how to estimate the labor productivity (the norm is above the norm). In this case, the all incentive system will be reduced to a subjective solution of the issues by the employer, which in itself reduces the participation of the labor collective in the distribution of enterprise profits and the definition of specific socio-economic incentives for members of the labor collective.

**Keywords:** productivity efficiency, distribution of enterprise profits, employer, employee, payment of labor, stimulation of labor productivity, social partnership.

**JEL Classification:** J33, K31

Formulas: 0; fig.: 0; tabl.: 0; bibl.: 14.

**Колєсник Т. В.**

*д-р юр.н., доцент, професор кафедри цивільно-правових дисциплін  
Донецького юридичного інституту МВС України, Україна;  
e-mail: t.v.koliesnik23@gmail.com*

**Костюченко О. Є.**

*д-р юр.н., доцент, доцент кафедри цивільного права та процесу  
Університету державної фіскальної служби України, Україна;  
e-mail: A09111975@i.ua*

**Красицька Л. В.**

*д-р юр.н., доцент, професор кафедри цивільного права та процесу факультету № 6  
Харківського національного університету внутрішніх справ, Україна;  
e-mail: krasitskayalara@gmail.com*

## **ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ ВИРОБНИЦТВА ЗА РАХУНОК УЧАСТІ ПРАЦІВНИКІВ У РОЗПОДІЛІ ПРИБУТКУ ПІДПРИЄМСТВА**

**Анотація.** Розглянуто взаємозв'язок ефективності виробництва та участі працівників у розподілі прибутку підприємства. Обґрунтовано, що участь працівників у розподілі чистого прибутку роботодавця повинна стати невід'ємною частиною організації процесів управління персоналом. Розподіл прибутку на оплату праці та забезпечення соціально-побутових потреб працівників створює умови для збереження і відновлення їхнього фізичного та психічного здоров'я, збільшення тривалості їхнього життя, і, відповідно, подовжить їхнє трудове життя. Оплата праці, сформована з частини прибутку підприємства, також стимулюватиме трудову активність працівника, підвищуватиме його прагнення до продуктивності праці та ефективності виробництва, а це, у свою чергу, є прямим інтересом власника засобів виробництва. Доведено, що будувати вітчизняну систему оплати праці потрібно через: участь працівників у розподілі прибутку підприємства; зміцнення дисципліни праці за рахунок матеріального і нематеріального заохочення працівника. Відстоюється думка, що участь трудового колективу в розподілі прибутку роботодавця має підпорядковуватися вимозі неухильного дотримання трудової дисципліни в колективі. Ефективність стимулювання трудового потенціалу працівників має формуватися на основі норм праці з використанням засобів стимулювання для підвищення зацікавленості працівників у досягненні високих показників діяльності роботодавця, укріпленням трудової дисципліни та сумлінного ставлення до праці. Нормування праці в цьому процесі є ключовою умовою, бо в разі, якщо норми праці є завищеними, то й підвищити особисті результати праці буде неможливо. У разі відсутності норм праці стимулювання втрачає прогнозований характер, бо незрозуміло, як оцінити продуктивність праці (норма, понад норму). У такому разі вся система стимулювання зведеться до суб'єктивного вирішення питань роботодавцем, що само по собі нівелює участь трудового колективу в розподілі прибутку підприємства та визначенні конкретних соціально-економічних стимулів для членів трудового колективу.

**Ключові слова:** ефективність виробництва, розподіл прибутку підприємства, роботодавець, працівник, оплата праці, стимулювання продуктивності праці, соціальне партнерство.

Формул: 0; рис.: 0; табл.: 0; бібл.: 14.

**Колесник Т. В.**

*д-р юр.н., доцент, професор кафедри гражданско-правовых дисциплин  
Донецкого юридического института МВД Украины, Украина;  
e-mail: t.v.kolesnik23@gmail.com*

**Костюченко Е.Е.**

*к.юр.н., доцент, доцент кафедры гражданского права и процесса  
Университета государственной фискальной службы Украины, Украина;  
e-mail: A09111975@i.ua*

**Красицкая Л. В.**

*д-р юр.н., доцент, профессор кафедры гражданского права и процесса факультета № 6  
Харьковского национального университета МВД Украины, Украина;  
e-mail: krasitskayalara@gmail.com*

## **ПОВЫШЕНИЕ ЭФФЕКТИВНОСТИ ПРОИЗВОДСТВА ЗА СЧЕТ УЧАСТИЯ РАБОТНИКОВ В РАСПРЕДЕЛЕНИИ ПРИБЫЛИ ПРЕДПРИЯТИЯ**

**Аннотация.** Рассмотрена взаимосвязь эффективности производства и участия работников в распределении прибыли предприятия. Обосновано, что участие работников в распределении чистой прибыли работодателя должна стать неотъемлемой частью организации процессов управления персоналом. Распределение прибыли на оплату труда и обеспечение социально-бытовых потребностей работников создает условия для сохранения и восстановления их физического и психического здоровья, увеличение продолжительности их жизни и, соответственно, удлинит их трудовую жизнь. Оплата труда, сформированная из части прибыли предприятия, также будет стимулировать трудовую активность работника, повышать его стремление к производительности труда и эффективности производства, а это, в свою очередь, является прямым интересом собственника средств производства. Доказано, что строить отечественную систему оплаты труда необходимо через: участие работников в распределении прибыли предприятия; укрепление дисциплины труда за счет материального и нематериального поощрения работника.

**Ключевые слова:** эффективность производства, распределение прибыли предприятия, работодатель, работник, оплата труда, стимулирование производительности труда, социальное партнерство.

Формул: 0; рис.: 0; табл.: 0; библи.: 14.

**Introduction.** Low productivity on Ukrainian enterprises with small production efficiency requires in general their increase. Taking into account the insignificant historical period of development of the national economy on the basis of market mechanisms, we consider it necessary to find ways to increase the productivity efficiency, taking into account the experience of countries with developed economies. It is required the renewal of economic content of relationship between workers and owners of means of production with the revision of systems of labor payment in the context of global approach to the implementation of the concept of decent work.

**Analysis of research and problem statement.** Fundamental basis of management and motivation of personnel for the increase of productivity are considered in the works of G.M. Azarenkova, O.I. Baranovskiy, A.A. Gritsenko, O.A. Grishkova, E.M. Libanova, L.S. Shevchenko and others. The scientific and theoretical foundations for this article were the researches of such scientists as: O.D. Balan, M.M. Zatserklyanyi, O.S. Kvasha, O.F. Melnikov, O.I. Protsevskiy, O. Shovgel, V.V. Iarmosh.

**The purpose of the article** is to justify the need to involve employees in the distribution of net profits of enterprise in order to increase the labor productivity, and thus the productivity efficiency.

**Research results.** Increasing the productivity efficiency is inevitably linked with the consolidation of rights of labor collectives in the legislation and acts of social partnership to participate in the distribution of profits of the employer, because it is by the work of this most numerous group of economically active population formed the goods, works and services that form the gross domestic product of the state and the employer's income. Participation of employees in the distribution of enterprise profits, institution, and organization combines the interests of employees and the employer in obtaining the maximum profit from the enterprise. We assess it as a way to develop the partnerships. Such relationship between the labor collective and the employer is realized through collective and contractual regulation of labor relations, which creates the conditions for decent wages.

At one time, A. Smith, investigating wages, said that, despite the lack of identity of the interests of the owner and employee, it has a contractual nature. At the same time, he noted a silent, but a permanent agreement of owners regarding non-increase of salary [1, p. 119-120]. However, scientists have already proved that it is the payment of labour that concentrates the enterprise's attention on the work organization and the conditions' creation which encourage the desired consequences in the activities of workers and employees [2, p. 65]. Therefore, the payment as one of the main conditions of work can induce an employee and the labor collective as a whole to the high productivity, in which the owner of the means of production is interested first of all. However,

in independence time of Ukraine, payment of labor does not only fulfill the motivational role of highly productive work, but does not provide the minimum necessary level of living for an employee. In this issue it is also important that, by abandoning the planned economy and developing different forms of ownership, the Ukrainian state should introduce new ways of ensuring the welfare of the population.

In our opinion, one of the ways to solve the problem of efficiency productivity is to optimize the legal regulation of employee remuneration and extend the powers of labor collectives regarding their participation in the distribution of net profits of enterprise, institution, organization where they work. In this context, we consider it appropriate to develop on a contractual basis a social partnership between economic entities [3, p. 334], rather than to improve the methods of manual regulation and methods of coercive influence on the owners of means of production to provide state guarantees. The very fact of realization of social and partnership relations taking into account socio-economic needs and interests of workers allows not only to create conditions for “decent work” but also to unite the interests of workers and employers in the issues of increasing the productivity efficiency, in particular, through material and non-material stimulation of productivity work of employees on the basis of partnership.

It should be noted that in the first edition of Law of Ukraine “On Collective Contracts and Agreements” of 1 July 1993 [4] and in accordance with Law of Ukraine “On Amendments and Additions following from the Law of Ukraine ”On Collective Contracts and Agreements”, with Labor Code of Ukraine and the Decree of the Cabinet of Ministers of Ukraine “On Payment of Labor” of 15 December 1993 [5] it was determined that the parties, within the limits of their competence, establish mutual obligations, in particular, with regard to the participation of the labor collective in the formation, distribution and use of profits of the enterprise, institution, organization (if it is provided by the statute). At the same time, these regulations are still in force, and Law of Ukraine “On Payment of Labor” in the Article 14 stipulates that contractual regulation of payment of labor is carried out on the basis of agreement and collective agreement system [6]. That is, the current labor legislation provides a legal opportunity to increase the productivity efficiency through the stimulation of yielding labor by material and non-material means to ensure the implementation of the principle of equity in wages, but this opportunity remains an opportunity, because the warning about the statute of the enterprise, institution, organization immediately indicates the legal way of the owners of means of production to avoid participation of employees in the distribution of profits.

We believe that such situation is incorrect, and therefore not only employees should strive to reach an agreement between them and the employer on their participation in the distribution of his profits, but the state should also encourage employers to develop such cooperation with labor collectives. That is, the implementation of justice in payment of wages should be considered through the prism of providing legal opportunities for labor collectives to participate both in the distribution of net profits of the enterprise (employer) and in the management of the enterprise through the definition of means of encouraging employees to high-performing labor. In our opinion, the participation of employees in the distribution of profits is not limited to determining the additional wages of the employee from the profit of the enterprise. Profit should be distributed at least in order to create favorable working conditions and solving social problems of the labor collective in the process of collective and contractual regulation of labor. For example, life expectancy in Ukraine is less than in developed countries [7, p. 22-23]. However, a number of external factors influence life expectancy, such as lifestyle, access to medical care, ecology, harmful environments, and so on. That is, the quality of life in general is a prerequisite for increasing the life expectancy of the population. And in this aspect, the participation of employees in the distribution of profits of an enterprise enables on a partnership basis to decide not only the issue of remuneration, but also to provide workers with access to a range of vital social benefits, thereby creating conditions for improving their quality of life and work ability. The cost of enterprise profits for medical care of workers, reducing the impact of harmful substances in the workplace, the costs of healing, etc. should become a norm for employers, and the specification of such costs must be contractually implemented.

Equally important in the issue of employee remuneration in Ukraine is the fact that the distribution of net profits of the company, taking into account the socio and economic interests of workers in developed countries of the world is a norm. For example, in the United States there are two bonus systems. The first involves the sharing of salary costs between the company and employees in the proportion of one to three, where the share of funds for one-fifth bonus is directed to the reserve fund, and the rest is distributed among the staff, depending on the participation of each in the results of the employer's activities. The second system is based on the formation of a premium fund, depending on the increase of conditionally pure products per one dollar of wages [8, p. 24]. That is, the satisfaction of the socio and economic interests of workers is not questioned; it has a well-defined predictive character in the proportions of the distribution of funds received by the employer from activities provided by personal abilities to the work of employees of his enterprise, institution, organization.

“The English system of flexible salary depends entirely on the company's profits. English specialist based on the concept of a flexible tariff has developed a so-called dynamic payroll model. The tariff in this model has the main stimulating capacity, and the optimal structure has the following proportions: the tariff - 85%, the periodic premium for individual achievements - 10%, the premium for the results of the enterprise as a whole - 5%” [9, p. 88-89]. This approach, in our opinion, also takes into account the socio and economic needs of workers and makes them possible to implement in dependence on personal productivity and quality of work and achievements of the entire workforce. It is fundamental that the English model of wages combines an unchanging part of wages (basic wages) and a variable, which in its turn consists of individual and collective rewards.

The Swedish model of employee remuneration is aimed at “reducing property inequality by redistributing national income in favour of the less affluent population. It adheres to the principle of equal pay for equal work, which in Swedish interpretation means that employees of different enterprises having the same qualifications and performing similar work receive the same wage regardless of the results of the economic activity of the enterprise. If enterprises operate with different levels of profitability, then at any of these enterprises receive additional wages for the same work, namely - at the average level fixed in the sector agreement” [8, p. 22]. Swedish experience shows that the key role of social partnership acts in the distribution of corporate profits, thereby the equality of wages payment in this way also solves a number of tasks to ensure gender equality in the remuneration of workers of different sexes.

No less interesting is French approach, where the structure of employee's payments depends not only on his personal abilities to work, but also on his social responsibility and access to social benefits. For example, “salaries of public servants consist of a salary, child allowances (about 5% of the salary), subsidies for a place of residence depending on the standard of living in this locality (3%, 1% and 0% of the salary) and the bonus (for additional work, special working conditions, foreign languages skills, change of place of residence because of the change of place of work, coverage of expenses on clothes, bicycle)” [10, p. 116]. This example demonstrates the variation of the wage component of an employee depending on the social conditions of his life and creates a real opportunity to provide money not only himself but also his children. This approach demonstrates the high level of employer's responsibility for the development of future generations.

Payroll in Japan also has its peculiarities, in particular, “it is built on the basis of three factors: professional skills, age and work experience” [11, p. 47]. Such approach provides a real opportunity for the employer to ensure the stability of labor relations and take into account age-specific features for satisfaction of the employee with vital socio-economic needs. Also, the experience of Japan shows that the Institute of Labor is colored by national traditions and cultural characteristics.

In general, it should be noted that developed countries of the world do not question the proportionate approach to the structure of wages. When determining the interest on a particular part of the salary, employers provide paid work of a specified and predictable nature, and the dependence of the variable part of the wage ensures the implementation of its stimulating function. It is also important that the wage structure in each country depends on key national values, which are protected as a cultural heritage of society. At the same time, in the developed countries of the world, the

dependence of salary sizes on the net profit of the enterprise and the conditions of its distribution on wages are clearly observed.

In the United States, there is a clear targeting of wages for the employee's productivity in the final profits of enterprise. In Great Britain, the emphasis is made on dependence on individual and collective results of work, in Sweden - on the equal pay for workers of one profession, regardless of the profitability of the employer, in France - to fulfill family responsibilities and access to social welfare benefits, in Japan - on the stability of labor relations and taking into account the employee's age.

Described pay systems correspond with the Declaration of Social Progress and Development adopted by the General Assembly of the United Nations, namely: the principles of "justice" and "social function of property", defined in Article 4; the objectives of "fair remuneration for work", defined in Article 10; means and methods of "fair distribution of national income" achieved through the use of the tax system and public expenditure as a tool for the equitable distribution and redistribution of income to promote social progress, as defined in Article 16 [12].

It should be noted that the participation of employees in the distribution of profits of the enterprise plays a key role in the implementation of social dialogue, such as "information exchange", and productivity of labor as an individual employee and the entire workforce. "The participation of employees in the distribution of profits of the enterprise, institution and organization is not just a process of distributing money between employees and the employer to meet their socio-economic needs, but a way to improve working conditions, creating real opportunities for satisfying the interests of the employee and employer, establishing and developing partners relations, as well as a way of realizing the social purpose of labor law" [13, p. 356]. That means, our proposal for the distribution of net profits of the enterprise with the participation of labor collectives is aimed not only at solving a number of socio-economic problems of employees, but also on the responsibility of each participant in the relations in the field of labor for the results of their activities. That means, the employee's responsibility, motivation, and stimulation of labor productivity are instrumental in increasing the productivity efficiency. Also, the key to this issue is to ensure the effectiveness of the incentive function of wages, which is achieved through the dependence of productivity and means of stimulating employee motivation to improve the quality of their work and its effectiveness. Staffs decide everything. "Personnel management is key for the success of any enterprise"[15]. Therefore, high-performance work depends not only on the desire of the individual employee to achieve high results in the work, but also on the quality of the organization of the labor process and the proper planning of the enterprise, which is the employer's responsibility under labor law. Targeting activity in this context is not only a way of organizing the labor process, but also a means of organizing production processes in order to achieve maximum efficiency in the goods production, works and services.

The process of achieving the goals of the enterprise is impossible without a labor collective, and the results of the labor process depend on the effectiveness of stimulating the labor process by means of material and non-material nature. It should be noted that enterprises, institutions, organizations should widely use a combination of tangible and intangible means of stimulating labor productivity, and these funds should be fixed both at the centralized, local, and individual levels of labor regulation. The level of centralized regulation is represented by the system of labor legislation of Ukraine. The level of local regulation in its legal nature has a contractual nature, and its implementation is carried out in collective agreements and local acts of the employer. At the level of individual regulation of labor relations, their participants should individualize the issue of remuneration by concluding a written labour agreement, where, nearby with the necessary conditions of the agreement, the conditions for obtaining an employee additional wages and incentive and compensation payments should be fixed.

The specification and concretization of measures to stimulate productivity increase should be fixed in collective agreements and corresponding regulations, and, in our opinion, the means of material and non-material incentives of the employee should be characterized by multiplicity and taken into account the socio-economic interests of the members of labor collective. But to stimulate labor productivity of the members of the labor collective without their participation and without

taking into account their opinion will not be correct, and therefore such incentives should be based on the partnership of employees and employer.

The combination of tangible and intangible incentives for workers should take into account the peculiarities of the socio-economic interests of the members of the labor collective and be detailed in local acts and collective agreements with the participation of the labor collective. Participation of the labor collective in the distribution of profits of an enterprise is not exclusively the definition of the material remuneration of the employee. In order to stimulate the work productivity, the announcement of types of material and non-material incentives must be accompanied the conditions for obtaining such remuneration for labor, which, accordingly, indicates that under the conditions of such remuneration, the employer has an obligation to provide the employee with the promised remuneration. Any means of encouraging employees to perform high-quality good faith work should be implemented as correspondent rights and obligations, have a predictable character and take into account the particular features of the work of certain categories of workers and satisfy their socio-economic needs. Otherwise, such means will not have the desired effect.

The mechanism of stimulating employees in labor relations to a certain extent is realized through payment of labor. And the part that belongs to the variable salary may well be calculated based on the opinion of the labor collective. Regardless of the origin of the incentive system for employees (own system or foreign experience), it must correspond with the current structure of wages in the legislation (Article 2 of the Law of Ukraine "On Labor Payment").

Effectiveness of stimulating labor potential of employees should be formed on the basis of labor standards, using incentives to increase employee interest in achieving high employer performance, strengthening labor discipline and good attitude towards work. Rationing labor in this process is a key condition, because if the rules of labor are overrated, it will be impossible to increase personal results of labor. In the absence of labor standards, stimulation loses its predictive character, since it is unclear how to assess labor productivity (the norm is above the norm). In this case, the entire incentive system will be reduced to a subjective solution of the issues by the employer, which in itself reduces the participation of the labor collective in the distribution of enterprise profits and the definition of specific socio-economic incentives for members of the labor collective.

The complex process of creating favourable conditions for the disclosure of the potential of each individual employee and existing systems for stimulating employee labor activity need to be optimized and brought into one single integrated system, balanced by the criteria under which incentives are carried out, where all its elements represent a regular established communication and do not contradict the state guarantees of workers in the labour field. The system of such stimulation should ensure both the interests of the owner of the enterprise, institution, organization, and labor collective, in particular: "economic growth of the enterprise and its financial stability" and "equalization of the material position of employees, taking into account the socio-economic conditions of the country's development and the peculiarities of the work of a particular category of workers". Consequently, the means of stimulating labor productivity should combine the interests of workers and employers and have clearly defined criteria and grounds for encouragement. For example, professionalism is determined depending on the work experience (three, five, seven, ten years and more) and qualification level. Labor productivity is determined depending on the results of labor and the coefficient of labor participation. The quality of work is determined by the target direction of production operations, the organization of the implementation of production operations, their implementation technology and performance. The creative activity can be determined through the introduction of advanced technologies and methods in work.

Concerning ways to increase labor motivation of workers in order to increase the efficiency of production, let us note the following: firstly, the size of wages shows that material incentives are a key condition for the employees' activity; secondly, increasing the role of material incentives involves a comprehensive improvement of all components of work organization, in particular, in terms of labor standardization, the strengthening of labor discipline and wages, where the effectiveness of means of stimulation depends on a combination of means of material and non-

material incentives taking into account socio-economic needs and interests of workers; and thirdly, an integrated approach to stimulating labor activity of workers is realized through a combination of state and contractual one.

**Conclusions.** First. Working together, the workforce and employer create a predictable character for productive work, and the participation of employees in the distribution of net profits of the enterprise makes the stimulation of such work socially effective, as thus satisfying the socio-economic interests of labor collectives and individual workers. At the same time, it is collective-contractual regulation that can provide the maximum effect from the means of material and non-material stimulation and their combination, on the basis that such incentive systems take into account the real needs and interests of employees, depending on the conditions and characteristics of the labor process at a particular enterprise, institution, organization.

The second. The participation of employees in the distribution of net employer's income must be an integral part of the organization of personnel management processes. The distribution of such profits for the salary payment and the provision of social needs of workers will create conditions for the preservation and restoration of their physical and mental health, increase their life expectancy and, accordingly, prolong their working life. The payment of labor, formed from the part of the enterprise's profit, will also stimulate the labor activity of the employee, increase his aspirations to productivity and productivity efficiency, which, in its turn, is a direct interest of the employer.

Third Taking into account the fact that the formation of the wage fund depends on the productivity efficiency, and it in turn depends on the productivity of labor and labor discipline, it is necessary to build a domestic wage system through: a) the participation of employees in the distribution of profits of the enterprise; b) strengthening the discipline of labor through the material and non-material incentives of the employee. That means, the involvement of the labor collective in the distribution of profits of the employer should comply with the requirement of strict adherence to labor discipline in the team.

#### Література

1. Смит А. Исследование о природе и причинах богатства народов / А. Смит. — Москва : Эксмо, 2007. — С. 119—120.
2. Процевский А. И. Гуманизм норм советского трудового права / А. И. Процевский. — Харьков: Вища шк., 1982. — С. 65.
3. Костюченко О. Є. Соціально-економічний розвиток України: проблеми та шляхи їх подолання / О. Є. Костюченко // Фінансово-кредитна діяльність: проблеми теорії та практики. — 2011. — Вип. 2 (11). — С. 331—335.
4. Про колективні договори і угоди: Закон України від 01.07.1993 № 3356-XII // Відомості Верховної Ради України. — 1993. — № 36. — Ст. 361.
5. Про внесення змін і доповнень, що впливають із Закону України «Про колективні договори і угоди», до Кодексу законів про працю України та Декрету Кабінету Міністрів України «Про оплату праці»: Закон України від 15.12.1993 № 3693-XII // Відомості Верховної Ради України. — 1994. — № 3. — Ст. 9.
6. Про оплату праці: Закон України від 24.03.1995 № 108/95-ВР // Відомості Верховної Ради України. — 1995. — № 17. — Ст. 121.
7. Human Development Indices and Indicators 2018 Statistical Update // United Nations Development Programme (UNDP). — New York, 2018. — 110 p.
8. Балан О. Д. Зарубіжний досвід застосування системи мотивації, оплати та нормування праці / О. Д. Балан // Агросвіт. — 2011. — № 17—18. — С. 24.
9. Кваша О. С. Світові моделі мотивації праці на підприємствах: уроки для України / О. С. Кваша // Глобалізація та національні проблеми економіки. — 2014. — Вип. 1. — С. 88—89.
10. Шовгеля О. Зарубіжний досвід мотивування професійної діяльності посадових осіб місцевого самоврядування / О. Шовгеля // Публічне управління: теорія та практика. — 2013. — Вип. 4. — С. 116.
11. Ярмош В. В. Мотивація персоналу на сучасних підприємствах / В. В. Ярмош // Молодий вчений. — 2013. — № 1. — С. 47.
12. Declaration on Social Progress and Development: Resolutions adopted by the General Assembly during its 24th session, 16 September – 17 December 1969. — A/7630. — 1970. — P. 50—51.
13. Костюченко О. Є. Реалізація соціального призначення трудового права в Україні: монографія / О. Є. Костюченко. — Харків: Право, 2018. — 392 с.
14. Зацеркляний М. М. Основи економічної безпеки: навч. посібник / М. М. Зацеркляний, О. Ф. Мельников. Київ: КНТ, 2009. — С. 258.



## References

1. Smith, A. (2007). *Issledovanie o prirode i prichinah bogatstva narodov* [Study about nature and causes of wealth of nation]. Moscow: Eksmo [in Russian].
2. Protsevskiy, A. I. (1982). *Gumanizm norm sovetskogo trudovogo prava* [Humanism of the norms of Soviet labor law]. Kharkiv: Higher School [in Russian].
3. Kostyuchenko, O. Ye. (2011). Sotsialno-ekonomichniy rozvytok Ukrainy: problemy ta shliakhy yikh podolannia [Socio and economic development of Ukraine: problems and ways of overcoming]. *Finansovo-kredytna diialnist: problemy teorii ta praktyky* — *Financial and credit activity: problems of theory and practice*, 2 (11), 331—335 [in Ukrainian].
4. Verkhovna Rada Ukrainy. (1993). Pro kolektyvni dohovory i uhody : Zakon Ukrainy vid 01.07.1993 № 3356-XII [On collective contracts and agreements: Law of Ukraine issued 01.07.1993 № 3356-XII]. *Vidomosti Verkhovnoi Rady Ukrainy* — *Information from the Verkhovna Rada of Ukraine*, 36 [in Ukrainian].
5. Verkhovna Rada Ukrainy. (1994). Pro vnesennia zmin i dopovnen, shcho vyplyvaiut iz Zakonu Ukrainy «Pro kolektyvni dohovory i uhody», do Kodeksu zakoniv pro pratsiu Ukrainy ta Dekretu Kabinetu Ministriv Ukrainy «Pro oplatu pratsi»: Zakon Ukrainy vid 15.12.1993 № 3693-XII [On Amendments and Additions following from the Law of Ukraine «On Collective Contracts and Agreements», the Code of Labor Laws of Ukraine and the Decree of the Cabinet of Ministers of Ukraine «On Payment of Labor»: Law of Ukraine issued 15.12.1993 № 3693-XII]. *Vidomosti Verkhovnoi Rady Ukrainy* — *Information from the Verkhovna Rada of Ukraine*, 3 [in Ukrainian].
6. Verkhovna Rada Ukrainy. (1995). Pro oplatu pratsi: Zakon Ukrainy vid 24.03.1995 № 108/95-VR [On Payment of Labor: Law of Ukraine issued 24.03.1995 № 108/95-VR]. *Vidomosti Verkhovnoi Rady Ukrainy* — *Information from the Verkhovna Rada of Ukraine*, 17 [in Ukrainian].
7. United Nations Development Program (UNDP). (2018). Human Development Indices and Indicators Statistical Update. (2018). New York.
8. Balan, O. D. (2011). Zarubizhnyi dosvid zastosuvannia systemy motyvatsii, oplaty ta normuvannia pratsi [Foreign experience in the application of the system of motivation, payment and standardization of labor]. *Agrosvit* — *Agrosvit*, 17—18, 24 [in Ukrainian].
9. Kvasha, O. S. (2014). Svitovi modeli motyvatsii pratsi na pidpriemstvakh: uroky dlia Ukrainy [World Models of Labor Motivation at Enterprises: Lessons for Ukraine]. *Hlobalizatsiia ta natsionalni problemy ekonomiky* — *Global and national problems of the economy*, 1, 88—89 [in Ukrainian].
10. Shovgelya, O. (2013). Zarubizhnyi dosvid motyvuvannia profesiinoi diialnosti posadovykh osib mistsevoho samovriaduvannia [Foreign experience in motivating the professional activity of local self-government officials]. *Publichne upravlinnia: teoriia ta praktyka* — *Public management: theory and practice*, 4, 116 [in Ukrainian].
11. Yarmosh, V. V. (2013). Motyvatsiia personalu na suchasnykh pidpriemstvakh [Motivation of personnel at modern enterprises]. *Molodyi vchenyi* — *Young scientist*, 1, 47 [in Ukrainian].
12. General Assembly. (1970). Declaration on Social Progress and Development: Resolutions adopted by the General Assembly during its 24th session, 16 September — 17 December 1969. A/7630.
13. Kostyuchenko, O. Ye. (2018). *Realizatsiia sotsialnoho pryznachennia trudovoho prava v Ukraini* [Implementation of the social purpose of labour law in Ukraine]. Kharkiv: Law [in Ukrainian].
14. Zatserklyaniy, M. M., & Melnikov, O. F. (2009). *Osnovy ekonomichnoi bezpeky* [Fundamentals of Economic Security]. Kyiv: KNT [in Ukrainian].

The article is recommended for printing 03.12.2018

© Koliesnik T. V., Kostyuchenko O. E.,  
Krasyska L. V.