METHODOLOGICAL GUIDELINES FOR MONITORING OF SALES STAFF MOTIVATION AT THE TRADE ENTERPRISES

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Monitoring of sales staff motivation is an important part of invention of appropriate policy and take the right managerial steps at the trade enterprises. The study of scientific writings [1-2] showed that all of them suggest to monitor sales staff motivation by calculating an integral indicator that characterizes the level of satisfying of employees' needs. But it is difficult enough to apply these techniques because it is becoming unclear which elements of sales staff motivation system at the trade enterprises are created better.

The aim of this research is to propose some recommendations on how to determine which elements of sales staff motivation system are created better at the trade enterprises.

In order to achieve the aim of the research, we propose to use tools of fuzzy logic. As we know, fuzzy logic operates such parameters as strength fields and their characteristics, terms, cores of terms, and the function of belonging. In our case, strength fields, the processes which a trade enterprise should monitor, are divided into four groups: financial incentives ("A"), non-financial rewards ("B"), career opportunities ("C"), interacting with customers and colleagues ("D"). Characteristics of strength fields are the words or sentences which describe the fields. Accordingly characteristics of strength field "A" are proposed the following: improving pay (C_1), increase rewards in the form of bonuses (C_2), paying leaver (C_3) [1, p. 34-38]. Characteristics of strength field "B" are proposed the following: setting flexible working arrangements (B_1), providing leisure facilities (B_2), help with child care (B_3). Characteristics of strength field "C" are proposed the following: setting up a competition (C_1), providing regular practical and interactive training (C_2), increase an international contacts (C_3) [3, p. 70-72]. Characteristics of strength field "D" are proposed the following: arousing and satisfying customers' needs (D_1), improving team work and co-operation inside an office (D_2), organising team building activities outside an office (D_3), organising social events (D_4) [1, p. 39; 2, p. 50-54].

On the author's view, the characteristics of strength fields should be estimated by the experts, the most successful and high-educated managers of the enterprises. In order to do that, the experts should use so-called "scale of thermometer", the boundaries of which are referred to the maximum and minimum of the level of characteristics. In particular, if the level of characteristic is low, then the expert should mark one score; if the level of characteristic is middle, then the expert should mark two scores; if the level of characteristic is high, the the expert should mark three scores. In order to define more precisely the characteristics of strength fields, it is vital to determine cores of each terms.

Characteristics which consist of three elements $(A_1, A_2, A_3, B_1, B_2, B_3, C_1, C_2, C_3)$ should be estimated in that way: <3; 4,5; low>; <5; 7; middle>; <8; 9; high>. In

turn, characteristics which consist of four elements (D$_1$, D$_2$, D$_3$, D$_4$) should be estimated in such way: <4; 7; low>; <8; 10; middle>; <9; 12; high>. For that purpose, it is needed to use the formulas below:

$$x_i \square_i = \frac{\square 2i-1 \square \times \square x - \overline{x} \square}{2m-1},$$ (1)

$$x_i \square_i = \frac{2 \times \square i-1 \square \times \square x - \overline{x} \square}{2m-1},$$ (2)

where x – fuzzy indicator of l-shape;

l$_i$ – term;

m – number of linguistic terms (m = 3);

i = 1, 2, 3 – accordingly low, middle, and high terms.

Each of above mentioned terms is described as the function of belonging ($\mu^T \square x \square$) and can be varied from 0 (obviously, element does not belong to the multitude) до 1 (obviously, element belongs to the multitude). Following that, mathematical describing of the elements of sales staff motivation system can be written as trapezium function of belonging. After that obtained indexes must be converted into non-size variables using logic and semantic knowledge matrices in which input indicators link with only one output indicator. It should be noted that matrices do not have score estimation, so it will be used the scale of qualitative terms: H – high, M – middle, L – low. Besides, it is also possible to use Mathlab package (tool - Fuzzy Logic Toolbox, algorythm – Mamdari, editor – FIS) because it will help to compare the experts' views and determine more precisely which components of sales staff motivation system are created better and which of them should be improved.

Thus, the advantages of our methodological guidelines are the following. Firstly, they allow to control both quantitative and qualitative indicators which characterizes the elements of sales staff motivation system. Secondly, build knowledge matrices allow to determine which components of that system are created better. In our further investigations, we will try to implement proposed recommendations at the Ukrainian trade enterprises.

Literature:

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