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MANAGING TEAM EFFECTIVENESS BASED ON KEY PERFORMANCE INDICATORS OF ITS MEMBERS

Abstract: *The following article is devoted to studying the problem of evaluating employee performance in a team. The factors and conditions that affect the effectiveness of teamwork in an organisation, as well as the advantages of its application are studied. Approaches to assessing teamwork effectiveness have been systematized and key performance indicators have been established. It has been proved that, in modern organizations, employee remuneration for efficient work is a vector that encourages the team to achieve high results. An approach to managing teamwork effectiveness based on the assessment of key performance indicators of its members with the aim of determining additional remuneration is proposed.*

Keywords: *Assessment; Effectiveness; Key performance indicators; Teamwork; Remuneration; Team member; Competence*

1. Introduction

Today the ability to work effectively in a team is one of the most relevant and necessary competencies of a specialist in any field of activity. Increased interest in the practical implementation of team management in modern organizations is associated with the necessity to use effective organizational forms of collective management. Building the effective teams allows to solve complex interdisciplinary problems and facilitates the qualitative and timely managerial decisions making for a minimum period of time due to the synergetic effect. The effectiveness of the work of the staff depends on the successful going through the life cycle stages of the team and a group of influence factors. In modern organizations, the remuneration of staff for effective work is a vector that encourages the team to achieve high results. That is why assessing team effectiveness should take place in the context of the relationship between the obtained teamwork results and

the existing system of employee incentives in the organization.

The issue of the team management use in the organizations is studied in numerous works of foreign and domestic scholar-practitioners, such as Belbin (2007), Gellert & Novak (2006), Zinkevych-Yevstignyeyeva et al. (2004), Zhukov et al. (2001), Sartan (2005), Fopel (2003), Memon et al. (2018).

In particular, the coaches and consultants on team development Gellert & Novak (2006) consider the issue of group dynamics and development, the problems of the team roles allocating and role diagnostics, the specific features of team management and team consulting. Fopel (2003) pays attention to the teaching methods of collaboration and cooperation in the team. Belbin (2007) suggested a method for allocating roles in a team that is successfully used in modern organizations. Sartan (2005) developed and tested the methodology for managing the group dynamics in order to create a self-organizing team at the enterprises. While

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assessing the team effectiveness, the analysis is mainly carried out according to the role, individual-and-psychological characteristics. Orban-Lembryk (2002) proves that group interaction depends on the status-role, targeting and value orientation of the individual.

According to a study by Leonov et al. (2017), assessment of human resources can become another significant factor that affects the effectiveness of organizational change in conjunction with the assessment of the dynamics of material resources and organizational restructuring. Vasylieva et al. (2018) highlight the importance of teamwork along with critical thinking, communication, and adaptability under the current demand for constant updating of knowledge and obtaining additional skills.

We have analysed the research of foreign scientists devoted to the assessment of teamwork effectiveness. In particular, Bartol & Hagmann (1992) proposed three different methods for determining team rewards: differential payments to all team members; differential payments to team members based on their contribution to the team's performance; differential payments determined by a ratio of each group member's base pay to the total base pay of the group. They investigated planned payments for teamwork as factors of effective teamwork. Thompson (1995) systematized different approaches to calculating team remuneration. Productivity assessment, proven models and methods for improving team effectiveness in any organizational context are presented in a paper by Guzzo & Salas (1995). The features of remuneration for effectiveness in the context of a form of payment for labour and its effectiveness were studied by Kessler & Pursell (1992). The need to review team incentive systems under a constantly changing business environment was studied in a paper by Zobel (1998).

Despite the significant groundwork of domestic and foreign scientists in the field of team management, the approaches and

methods for assessing teamwork, key indicators of its effectiveness remain undefined. Therefore, it is necessary to develop an effective integrated approach to the assessment of the performance results of team in order to implement them into modern organizations activity.

Based on an analysis of literature and research focused on the components of team effectiveness and team-based remuneration, we have found out that the existing approaches focus on each element in a limited way, and therefore we have not gained a comprehensive understanding of the elements and their impact on employee compensation for effective teamwork.

The objective of our research is to study the theoretical foundations and to develop a methodical approach to managing the effectiveness of teamwork, which will take into account the key performance indicators of team members when calculating additional remuneration.

According to the research objective, our tasks are (1) to evaluate the effectiveness of the team's work, (2) to test the approach to managing effectiveness when determining additional remuneration of team members.

Based on this, we have suggested a research hypothesis: there is a positive relationship between teamwork effectiveness and the remuneration received for it.

2. Results and discussion

The reasons for the necessity to build teams in modern management are as follows: first, rapid changes in external and internal factors which influence the enterprises and organizations; second, the need to develop mechanisms for work with information in the conditions of information society; third, the reorientation of the values of staff involved in the management process; fourth, the tendency to reduce the number of management levels.

The level of providing the national economy with intellectual potential affects the state of its investment and innovation security

(Prokopenko et al., 2019). The current course of financial globalization contributes to the growth of the shadow economy in general and the level of informal employment and migration of labor in particular (Kostyuchenko et al., 2018). Therefore, building an effective policy to neutralize and minimize the impact of factors that hinder the development of investment and innovation processes, is important (Tiutiunyk et al., 2019).

Montebello & Buzzotta (1993) notes that an analysis, conducted by the American Society for Training and Development, on the effectiveness of using the team form of work by the modern organizations, showed the following results:

- 1) growth in labor productivity in 77% of cases;
- 2) increase in the quality of products in 72% of cases;
- 3) reduction of unproductive costs in 55% of companies;
- 4) increased job satisfaction in 65% of cases;
- 5) increased customer satisfaction in 57% of cases.

Team management is a managerial approach that provides building and functioning of management teams and it is based on the process of delegation of authority. The use of team management allows to improve the productivity of employees, their self-organization and self-management by joint activities, mutual control, mutual assistance and interchangeability, the use of individual and group potentials, the perception of common values and goals that determine the behavior of each team member, collective responsibility for performance results.

Letunovska et al. (2017) notes that, management and decision-making process, team composition is an important element of the business planning structure in the implementation of investment projects.

The advantages of using the team form of work Garin (2018) include the following: the ability to solve complex problems by

combining knowledge and resources; a combination of different knowledge, skills and experience; the enhancement of morale and the sense of involvement through participation in decision-making; growth in opportunities for creating relations between departments and functions.

Dolgov et al. (2018) notes that the following requirements influence the implementation and development of team management in the organization: 1) the willingness of the head of the organization for team development; 2) the ability of members of the management team and top managers to be the leaders of their functional teams; 3) the ambitiousness of the strategic and operational goals of the company, which are known to all employees of the organization; 4) the existence of feedback procedures between levels of management; 5) a transparent system of material and non-material incentives, which orients employees at personal and overall effectiveness; 6) the efficiency of such a managerial tool as the philosophy of the organization.

Belbin (2007) notes that the main thing of the team building is the presence of team players with advantages and disadvantages that will not interfere with the manifestation of their strengths and which can be compensated.

Khokhlova (2009) considered the team building as a set of the following interrelated components: 1) setting common goals and objectives; 2) planning of collaborative work; 3) establishing internal and external communication systems; 4) stimulating team achievements; 5) providing independence and initiative; 6) formation of team culture and ideology; 7) team processes monitoring.

In opinion Kazmyrenko (1993) the development of the team is influenced by value-oriented, motivational, reflective factors. Social attitudes and motives of the team members determine the state of the socio-psychological climate of the organization. Naydyonova (2008) notes that, the development of the reflection of individual and group subjects contributes to

the achievement of successful teamwork and the effectiveness of relevant structural changes in organizations. Therefore, according to Tretyachenko (1989), while building a team, a reflective analysis of the correlation of the values and goals of both the

individual and the collective should have decisive character.

Teamwork is based on the interaction of the components mentioned below (see Fig.1).

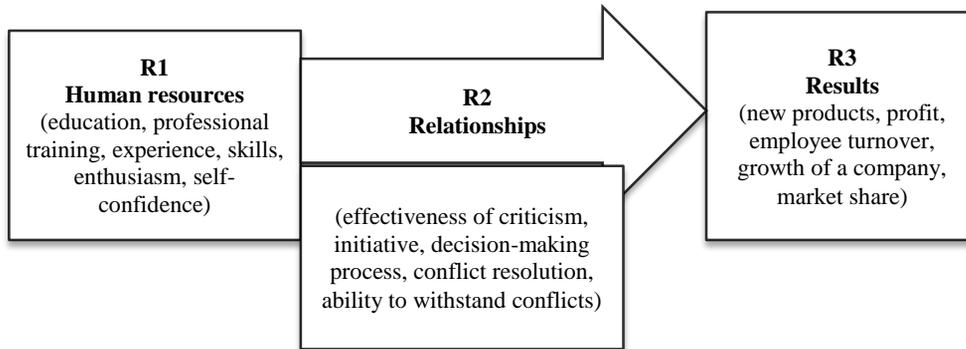


Figure 1. Dynamics of team work: 3Rs (Chernyavska & Glyva, 2011)

R1 Resources – human resources (education, professional training, experience, skills, enthusiasm, self-confidence), as well as material resources (budget, time, capital, production facilities and equipment). R2 Relationships – effectiveness of teamwork, transformation of resources identified at the R1 stage. R3 Results – performance results that can be seen, felt or measured (profit, employee turnover, increase or decrease in capital, etc.).

The most critical factor in the process of teamwork is the R2 stage, during which team members transform resources into tangible results. To achieve effective results at this stage, the ways of joint interaction and behavior of team members are necessary, regardless of the quality and quantity of resources at the beginning of the R1 stage. Chernyavska & Glyva (2011) notes that, the system for assessing team interaction by Grid methodology provides the comparison of set goals with the results at each stage of activity. An effective tool for assessing the effectiveness is constructive criticism, which shows the influence of the dynamics of teamwork on personal and team effectiveness.

The effectiveness of the team depends on its members’ awareness of the relationship between the goals, methods of work and the successful performance of the task. The criteria for the effectiveness of the team, according to Shavkun (2010), include the focus of all members on the final optimal result, initiative and creative approach to work, high productivity, active discussion of problems during the process of tasks performance.

One of the most important areas for determining the effectiveness of teamwork is the developed by Hackman (1990) “three-dimensional concept of group effectiveness”, which includes the following criteria: services or products should not be lower or exceed the existing standards; group support; meeting the needs of the members of the group. Based on practical experience, Schwartz (2002) introduced “the model of group effectiveness”. According to this model, three factors influence the effectiveness of the teamwork: group process, group structure, organizational environment. The use of these factors in the models of team effectiveness assessment will improve the quality of work of production teams.

Tyurina (2018) suggests to determine the effectiveness of the team by two results: productive output and personal satisfaction. The satisfaction is considered as team’s ability to meet the individual needs of its members, and hence to maintain their desire

for teamwork. A productive output is the quantity and quality of the results of teamwork and their compliance with predetermined goals. The factors that determine the effectiveness of the team are shown in Fig. 2.

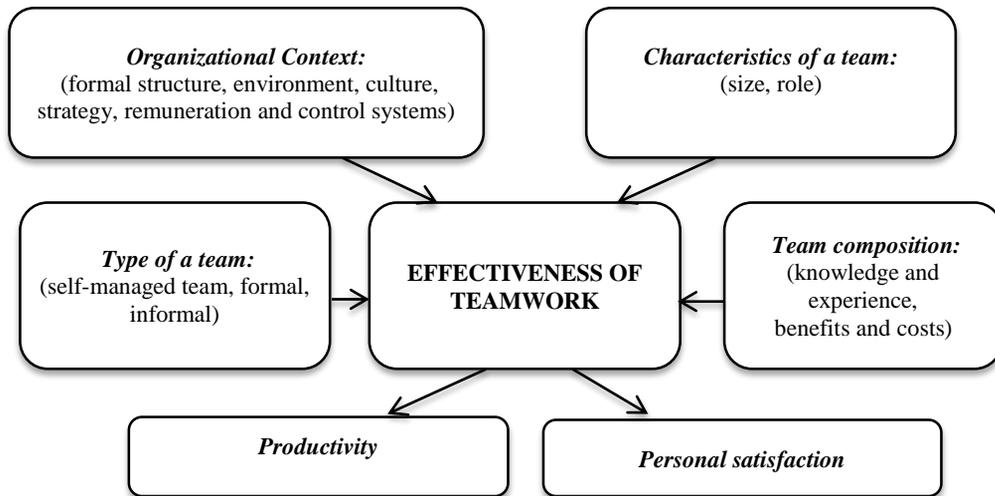


Figure 2. Factors influencing the effectiveness of the teamwork (Tyurina, 2018)

Prokopenko et al. (2020) notes in a list of the main indicators of the effectiveness of a business process: resource costs, the cost of training and professional development of employees, efficiency of resource use per unit of output, etc. The analysis of classical methods of employee appraisal and their application for the assessment of project teams was carried out by Gosteva (2013). In her opinion, it is important for the project team to evaluate the overall effectiveness of work and the contribution of each team member. Usheva (2016) assures that an effective team is fully implemented and feasible when the corporate policy regarding team management, the work of the manager and the participation of team members is realised as accurately as possible. Katzenbach & Smith (1993) have described a model of effective teamwork based on the main results of teamwork: collective work products, performance results and personal growth.

They have also identified three main factors that contribute to achieving these results: understanding common goals, skills that complement each other, and mutual responsibility of all team members for their work. On the contrary, Klimoski & Jones (1995) conclude that team effectiveness does not depend on the individual efforts of its team members. If each team member exceeds their personal best results, it does not necessarily equate to the team's success in the absence of a team strategy. But the interpersonal dynamics of the team, the level of hostility or distrust in the team, as well as the level of compatibility between team members are factors that can shape team effectiveness. Kenneth (2009) states that the Korn / Ferry T7 model is one of the most comprehensive assessments of team effectiveness. The study of the model is based on the analysis of 303 teams (3,328 participants) in 50 organizations across a

variety of industry sectors. According to this model, five factors inside the team (thrust, trust, talent, teaming skills, task skills) and two factors outside the team (team-leader fit, team support from the organization) which impact team effectiveness are identified. Zhukov et al. (2001) notes that the main components of the team's efficiency are as follows: limits of competence, information support, motivation system. The system of remuneration in the team must be coordinated with the corporate remuneration system. The system of teamwork motivation should provide the final result. Important components of the development of team motivation system are the principles on the basis of which the team will be rewarded, and the indicators of the individual contribution to the team result.

It should be noted that the potential of teams is fully disclosed in cases where management

stimulates the high productivity of all its members. Then the intensity of labor increases, individual satisfaction of participants increases as well as the degree of integration of their skills and abilities, organizational flexibility. The leading role in the encouragement of all team members is assigned to the manager. The analysis of the research showed that the uneven distribution of remuneration in the team (80% of remuneration equally for all participants and 20% for the best team member) leads to a decrease in labor productivity. As a result, the differentiated distribution of remuneration in the team reduces team cohesion, dedication to the common goal, leads to loss of team spirit and conflicts between its members. It is possible to systematize and generalize the approaches to the assessment of the effectiveness of teamwork based on the analysis of the existing research (see Table 1).

Table 1. Systematization of the approaches to the assessment of teamwork effectiveness

Approach/Criteria for assessment of teamwork effectiveness	Indicators for measuring
Approach 1 by the productivity of labour of team members	
1. Team productivity	productivity, efficiency, quality, profit
2. Satisfaction of the members with team activity	satisfaction with membership in the team and their work, its conditions, remuneration, organization; socio-psychological climate, motivation of team members
3. Excessive activity of members	desire of group members to achieve high performance exceeding the required task
Approach 2 by the type of teamwork effectiveness	
1. Effectiveness	Measure of the achievement by group its goals 3 assessment criteria: quality, quantity, timeliness It is calculated as the ratio of what had been planned before to what was achieved
2. Efficiency	Saving of time, money, efforts It is calculated as the ratio of resources planned for use to actually spent ones
Approach 3 by the contribution to the performance of the team	
1. Effectiveness of task performance is assessed by quantity and quality of the obtained results	Productivity, response speed, quality, customer satisfaction, innovation
2. Social attitudes of team members	Satisfaction of employees, loyalty, trust of leadership
3. Behavioral results	Staff turnover, absenteeism and employee safety

Source: compiled by the authors

Based on these approaches to assessing team effectiveness (table 1), it is possible to formulate comprehensive indicators that take into account work effectiveness and the overall achievements of the team - key performance indicators (KPI) of the team. In general, KPI development is one of the modern tools aimed at achieving the company's long-term and short-term goals. Key performance indicators of a team are a tool that helps to analyse the effectiveness of team members' activity, as well as the level at

which the desired goals are achieved. Applying this tool helps to motivate the employees to perform their duties, and is based on achieving certain results. Using the team KPI system, one can not only monitor and assess the effectiveness of the work performed, but also to build an effective remuneration system for the team. In order to establish a clear relationship between the team's work results and the remuneration of its members, let us formulate a team KPI system (fig. 3).

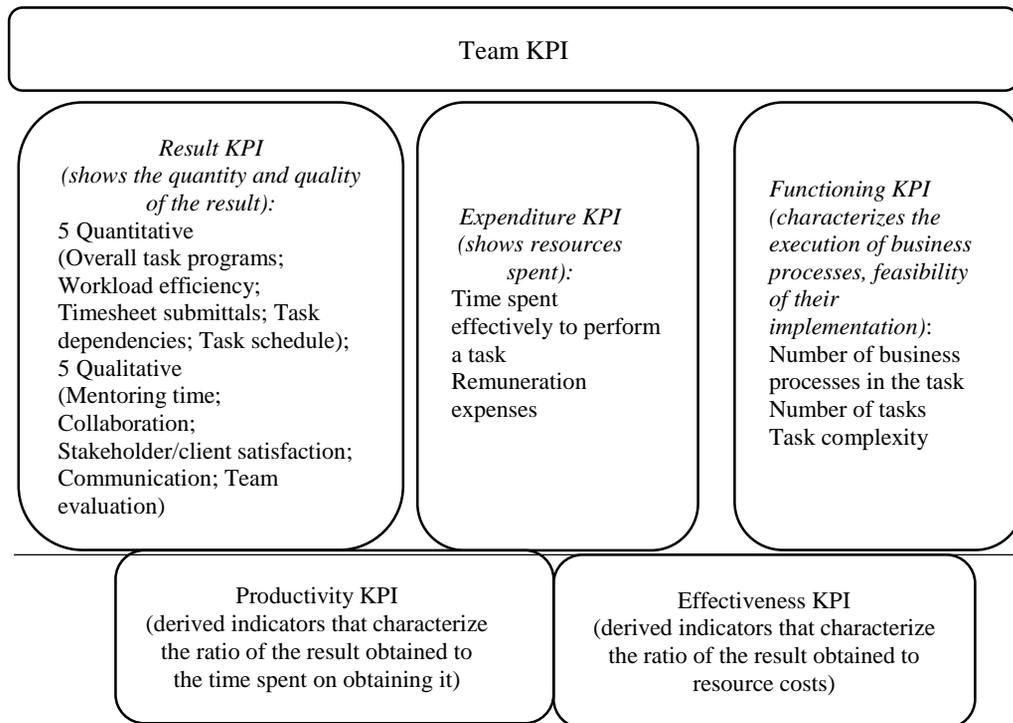


Figure 3. KPI of a team (primary and derivatives)

Source: compiled by the authors

Using the team's overall KPI, one can form a system of KPIs for an individual team member that characterize their individual contribution to the final result. In our opinion, the individual contribution of team members is a key parameter on which the principles of distribution of remuneration for effective work in a team should be based. This makes it possible to create a differential system of labour remuneration of a team, which will

include salaries and additional monetary remuneration of its members for the results obtained after the completion of a collective task.

The use of the individual team member's KPI system is justified for teams working on the implementation of a collective intellectual product or task, or when team members have different professional competencies, and one team member has one task with the

appropriate level of complexity and number of business processes, and so on. Our study suggests a methodical approach to managing team effectiveness based on the assessment of

each team member's KPI, and provides for the determination of additional remuneration, Fig. 4.

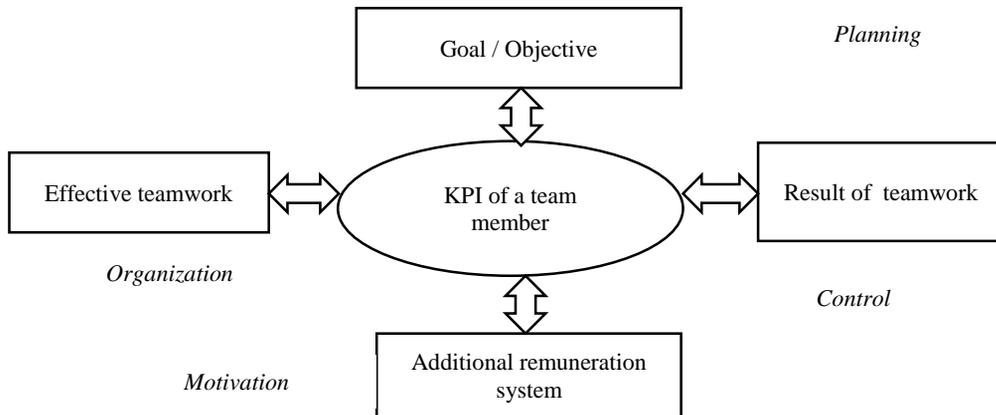


Figure 4. Managing team effectiveness based on the KPIs of its members

Source: compiled by the authors

The system of additional monetary remuneration based on KPI encourages team members to achieve high individual results, to increase their own contribution to team achievements and results, as well as to accomplishing the company's strategic goals. It is important that the KPI system for calculating additional monetary remuneration is simple and understandable for the staff, and that the amount of additional remuneration is economically viable. The use of the KPI system in motivating team members has the following advantages: results orientation – a team member is rewarded for completing tasks that lead to achieving results; ability to manage the efforts of team members when external market factors change; fair assessment of a team member's contribution to overall success and fair distribution of risks in the event of adverse changes; the ability of each team member to organize their own work in accordance with their own system of motivation of mutual understanding: both on the part of the employees - what the company is ready to reward them for, and on the part of the company - what results it is ready to

reward for, and how large the remuneration will be (Klochkov, 2010).

All indicators of the team member's KPI system should be aimed at achieving the team's overall goal. In our research we assume that the team's overall goal lies in high-quality and timely execution of the task. In accordance with the overall goal, specific goals are set for team members based on the individual components of the complex KPI. We propose to define a team member's complex KPI by its individual components, which in turn include quantitative and qualitative performance indicators, table 2.

Thus, the complex KPI of an individual team member includes the Time KPI, Income KPI, KPI of business process optimization. In our opinion, a team member's complex KPI can be evaluated using the following system of indicators:

$$KPI_i = KPI_i^t + KPI_i^s + KPI_i^o$$

$$KPI_i^t = \frac{T_i^{pl}}{T_i^{fact}} \cdot \alpha$$

$$KPI_i^S = \frac{S_i^{fact}}{S_i^{pl}} \cdot \beta$$

$$KPI_i^{OBP} = \frac{BP_i^{pl}}{BP_i^{fact}} \cdot \gamma$$

where KPI_i – complex KPI of the i -th team member; KPI_i^t – time KPI of the i -th team member; KPI_i^S – income KPI of the i -th team member; KPI_i^{OBP} – KPI of business process optimization of the i -th team member; T_i^{pl} – planned amount of time for the i -th team member to perform a task (hours); T_i^{fact} – actual time spent on the task by the i -th team member (hours); α, β, γ – weight $KPI_i^t, KPI_i^S, KPI_i^{OBP}$ accordingly, $\alpha + \beta + \gamma = 1$; S_i^{pl} – the planned wage of the i -th team member, taking their level of professional

competence into account, is calculated as $S_i^{pl} = W^r \cdot LC_i$ (dollars/hour); S_i^{fact} – the actual wage of the i -th team member for an hour (dollars/hour), taking their level of professional competence, task complexity and creativity level into account, is calculated as $S_i^{fact} = W^r \cdot LC_i \cdot k^{com} \cdot k^{cr}$; W^r – base wage rate for an hour (dollars/hour); LC_i – coefficient of the level of professional competence of the i -th team member; k^{com} – complexity coefficient of the task performed; k^{cr} – coefficient of creativity demonstrated by a team member when performing the task; BP_i^{pl} – number of planned business processes in the task of the i -th team member according to the terms of reference; BP_i^{fact} – number of business processes in the task actually performed by the i -th team member taking their optimization into account.

Table 2. Team member's complex KPI and its components

Complex KPI of a team member	Assessment indicators	Goal according to KPI
Time KPI	Planned amount of time to perform a task	Reducing the amount of time spent to perform a task
	Actual time spent to perform a task	
Income KPI	Salary expenses according to the terms of reference (taking into account the level of professional competence of team members)	Increasing salary expenses taking into account task complexity and creativity
	Salary expenses taking into account task complexity and level of creativity when performing the task	
KPI of business process optimization	Number of planned business processes in the task	Optimizing business processes for completing a task by reducing the number of inefficient business processes
	Number of optimal actual business processes in the task	

Source: compiled by the authors

The planned wage reflects the level of professional competence of team members, since the complexity level of their task depends on it. According to theoretical approaches to effective distribution of work, the higher the team member's level of professional competence, the higher the complexity level of their tasks and the creativity level of their performance should be, but in practice this is not always the case. We also assume that during the execution of

tasks by team members, the assessment may turn out to have been done inaccurately, so the wage would have to be increased by the complexity coefficient of the corresponding task. The level of team members' creativity is important when the team is working on an intellectual product, and is evaluated based on the creative approach of team members to solving problems and finding non-standard solutions. The team manager uses independent experts to assess the complexity

of tasks and determine the members' level of creativity.

The number of necessary business processes for the team members' task is planned when developing the terms of reference based on statistical data, regulations, standards, etc. Optimization of activities can occur when performing a task as a result of identifying unnecessary or inefficient business processes or by improving work approaches. Additionally, when a team member is working on a task, the number of business processes can be optimized due to the creativity level of the team members and the complexity of the task.

We do not exclude the fact that this list can be supplemented by other indicators depending on a number of factors: the type of the team assessed, the specifics of the tasks performed to implement the project, the goals set for the team by the company owner or the project owner.

With the help of the team members' KPI, one can determine the amount of additional remuneration (bonus) for their effective work, provided that the team member's KPI is higher than 1. That is, the bonus is calculated based on the KPI of the team member as an addition to the salary. The bonus is calculated based on the results of the project. The team member's salary for the project is calculated using the formula:

$$k_i^B = KPI_i - 1$$

$$B_i = S_i^{fact} \cdot k_i^B$$

where k_i^B - coefficient of additional remuneration of the i -th team member; B_i - additional remuneration of the i -th team member.

Thus, team members will be more interested in performing the collective task quickly and efficiently, since their effectiveness will directly affect the amount of potential remuneration. It should be noted that the proposed approach to managing team effectiveness is relevant only for team members. For a team manager, it is appropriate to use an approach based on other criteria.

3. Experimental

Based on the proposed approach, we have analysed team effectiveness in developing a product advertising strategy commissioned by the limited liability company "Ecowoodprom", and have calculated the additional remuneration for team members depending on the results of their work.

The assessment of time KPIs of team members is shown in table 3. We assume that team members worked for different lengths of time to complete the project task.

Table 3. Assessment of time KPIs of team member

Team member	Planned time, hours	Actual time spent, hours	Index of actual time spent, %	Time KPI ($\alpha = 0,4$)
Team member 1	130	200	0,65	0,26
Team member 2	135	140	0,96	0,39
Team member 3	125	100	1,25	0,50
Team member 4	130	100	1,30	0,52
Team member 5	145	155	0,94	0,37
Team member 6	155	120	1,29	0,52
Team member 7	150	100	1,50	0,60

Team members 3, 4, 6 and 7 completed their tasks on time. Among them, team member 7 has the highest time KPI, since he spent the least amount of time on completing his task than planned.

Team members have different skills and abilities. Accordingly, the hourly wage differs depending on the team member's level of competence. In this study, the base wage rate is 15 dollars/hour. The level of

professional competence is determined by the norms established by the organization, based on professional experience, level of education, etc. of team members (assigning a coefficient from 1 to 3). Task complexity is evaluated on a scale from 1 to 10, each level

of complexity corresponds to a coefficient of the level of task complexity. The level of creativity is evaluated on a scale from 1 to 2. The evaluation of the team members' Income KPI is shown in table 4.

Table 4. Evaluation of the team members' Income KPI

Team member	Coefficient of the level of professional competence	Planned wage, dollars/hour	Coefficient of task complexity	Level of creativity	Actual wage received, dollars/hour	Index of actual income received, %	Income KPI ($\beta = 0,4$)
Team member 1	10	24,45	1,2	1,2	35,21	1,44	0,58
Team member 2	11	25,5	1,5	1	38,25	1,50	0,60
Team member 3	9	23,4	1,6	1,5	56,16	2,40	0,96
Team member 4	8	22,35	1,5	1,3	43,58	1,95	0,78
Team member 5	7	21,3	1,1	1,6	37,49	1,76	0,70
Team member 6	10	24,45	1,6	1,2	46,94	1,92	0,77
Team member 7	11	25,5	1,7	1	43,35	1,70	0,68

The highest value of Income KPI is observed in those team members who are characterized by a combination of a high level of task complexity and a high level of creativity (team members 3, 4, 6). Let us analyse whether it is possible to optimize the number

of business processes when performing a task by calculating the KPI of business process optimization. The assessment of the team members' KPIs of business process optimization is shown in table 5.

Table 5. Assessment of the team members' KPIs of business process optimization

Team member	Planned number of business processes in the task	Number of optimal actual business processes in the task	Business process optimization index, %	KPI of business process optimization ($\gamma=0,2$)
Team member 1	7	4	1,75	0,35
Team member 2	10	12	0,83	0,17
Team member 3	5	7	0,71	0,14
Team member 4	3	2	1,50	0,30
Team member 5	10	10	1,00	0,20
Team member 6	7	6	1,17	0,23
Team member 7	9	11	0,82	0,16

According to the results of assessing the KPI of business process optimization, it has been found out that team members 1, 4 and 6 had a smaller number of business processes when performing the planned tasks.

Based on the calculated KPIs, one can calculate the complex KPI of team members and the amount of additional remuneration based on it, table. 6.

Table 6. Calculation of additional remuneration (bonus) based on the KPI of team members

Team member	Complex KPI of a team member	Coefficient of additional remuneration (bonus)	Planned salary for the entire work period, dollars	Additional remuneration, dollars
Team member 1	1,19	0,19	4890,00	909,54
Team member 2	1,15	0,15	3570,00	544,00
Team member 3	1,60	0,60	2340,00	1410,69
Team member 4	1,60	0,60	2235,00	1341,00
Team member 5	1,28	0,28	3301,50	918,46
Team member 6	1,52	0,52	2934,00	1519,81
Team member 7	1,44	0,44	2550,00	1131,27

For a visual representation of the results, the assessments of the team members' complex KPI are shown in fig. 5. In general, the entire team worked effectively, as demonstrated by the value of their complex KPI (higher than

1). The highest complex KPIs are observed in team member 3 (1,6), team member 4 (1,6) and team member 6 (1,52). Accordingly, the amount of their remuneration for performance results is the highest.

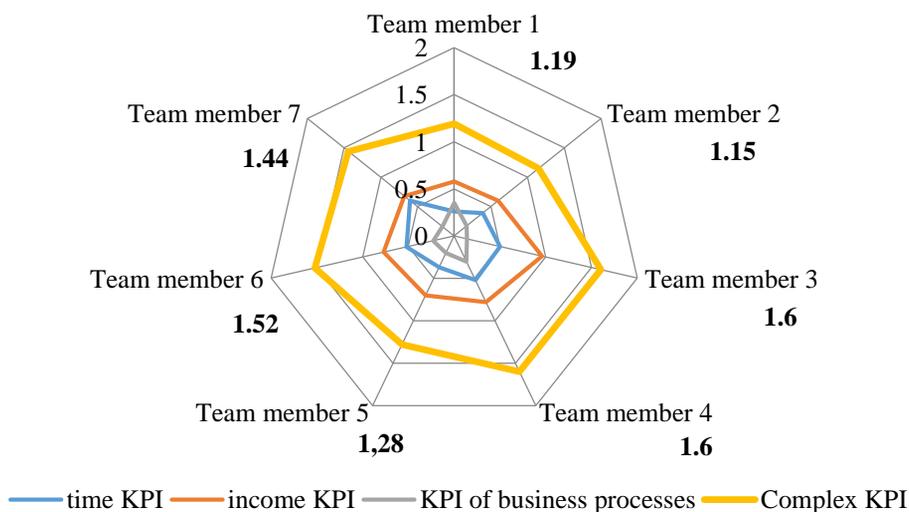


Figure 5. KPI of team members

The distribution of additional remuneration (bonuses) to team members according to the value of their complex KPIs is shown in Fig. 6.

The analysis of the calculation of additional remuneration (bonuses) of team members allows us to conclude that the higher the level of the complex KPI of a team member, the greater the amount of his additional remuneration. This confirms the research hypothesis suggested by us.

The proposed KPI system of team members is an attempt to synthesize approaches to assessing the effectiveness of teamwork in various fields of organizations' activity. It can be modified by adding other criteria and indicators that will allow to consider the specifics of the field of activity, the company's goals, the specifics of the tasks set, and the conditions of the external environment.

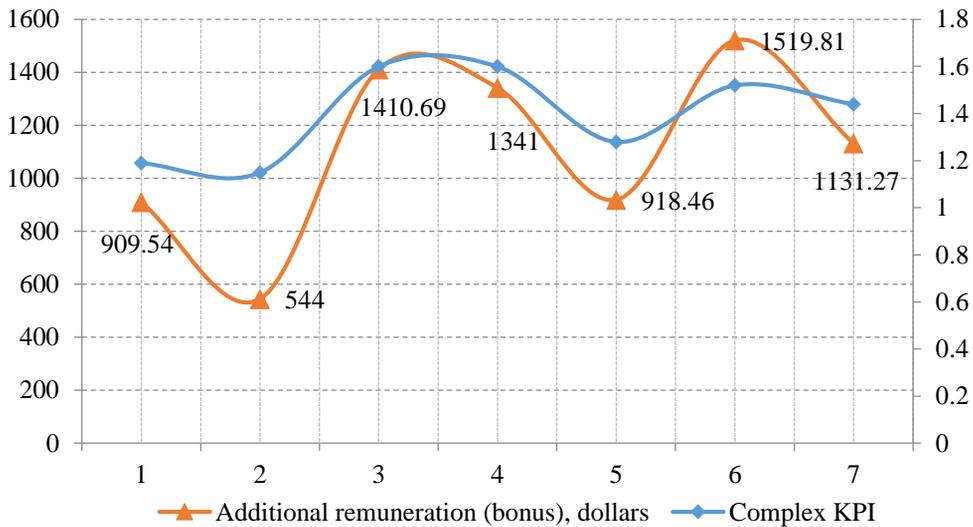


Figure 6. Distribution of additional remuneration according to the KPIs of team members

The proposed approach to managing team effectiveness allows us to improve the tools for incentivizing and motivating team members. This approach can also serve as a tool for identifying whether team members are in line with their assigned functions or roles in the team. Applying this approach will help to establish a close relationship between the tasks and responsibilities of team members and the company's strategic goals, which will certainly increase the effectiveness of management.

4. Conclusion

Key performance indicators that reflect the individual contribution of each team member to the final result are defined. It is established that the distribution of remuneration of team members depends on the results achieved by it. When determining additional remuneration, the suggested approach to managing team effectiveness based on the KPI assessment of each team member makes it possible to take into account the time spent by each team member to complete tasks, the level of professional knowledge, the

creativity level of team members, the complexity of tasks, etc. This approach can be used by a team manager to assess the work and to encourage his subordinates. Additional bonuses have been calculated for the team members for developing a product advertising strategy for the limited liability company "Ecowoodprom". The results of the study can be implemented in the practical activities of modern organizations when choosing tools for managing the effectiveness of teamwork, and form the basis for further developments in team management.

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