

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
FACULTY OF ECONOMICS AND MANAGEMENT**

Department of Management named after Professor L. I. Mykhailova

QUALIFICATION WORK

in the first (bachelor's) level of higher education

on the topic: **"Socio-psychological management methods in the company"**

Performed: recipient of higher education in the specialty
073 "Management"
Eyebiokin Gboyega Aduratomi

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Sumy - 2023

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department management named after Professor L.I. Mykhailova
Educational degree Bachelor
Specialty 073 "Management"

I approve:

Head of Department

A.I. Oriekhova

« ____ » _____ 2023

TASKS FOR QUALIFICATION WORK FOR A STUDENT

Eyebiokin Gboyega Aduratomi

(last name, first name, patronymic)

1. Topic of work: Socio-psychological management methods in the company

2. Base of practical research: DHL, Germany

Head of Work Halynska Anhelina Viktorivna, Ph.D. in Economics, Associate Professor

approved by a university order dated ____«____» _____ № _____

3. The deadline for the student to submit the completed project (work) «____» _____ 2023

4. Input data for work (project):

primary and consolidated documents, registers of synthetic and analytical accounting, statutory and constituent documents, financial, statistical reports of the investigated enterprise, legislation - regulatory acts on issues of activity

business entities, monographs, professional scientific articles and reports at international scientific and practical conferences on the use of methods of social and psychological management in the company.

5. Content of the calculation and explanatory note (list of issues to be developed):

investigate the theoretical and methodological basis for the use of socio-psychological management methods in a company,

Provide organizational and economic characteristics of DHL, Germany

describe the organization of the use of socio-psychological management methods at DHL, Germany;

assess the effectiveness of the use of socio-psychological management methods at DHL, Germany;

offer directions for improving social and psychological management methods in the company;

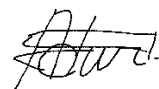
form conclusions

6. The date of issue of the task " ____ " _____ 2023 p.

SCHEDULE

№ s/n	The name of the stages of the diploma project (work)	Project Milestones Deadline	Note
1	Definition and approval of study topic, planning - work schedule	September 2022	executed
2	Selection and analysis of literature sources, preparation of the first theoretical section	October - December 2022	executed
3	Collection of analytical information, processing of study results and preparation of the second work section	December - February 2023	executed
4	Preparation of the third section of the qualification work	March - April 2023	executed
5	Preparation of conclusions, proposals and coordination with the manager	April 2023	executed
6	Preparation of the final version of the qualification work	April 2023	executed
7	Processing of manager's comments, verification of authenticity	April 29 - May 02, 2023	executed
8	Peer review of qualification work	April 28 - May 02, 2023	executed
9	Submission of qualification work to the department, Dean's Office	May 03, 2023	executed
10	Preparation of the report, presentation for qualification work and its preliminary protection	April 17 - May 12, 2023	executed
11	Protection of qualification work		executed

Student:



(signature)

E. G. Aduratomi

(last name and initials)

Project (Work) Manager:



(signature)

A. V. Halynska

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The authenticity check has been carried out.

N. M. Baranik

Qualification work admitted to protection

M. A. Lyshenko

АНОТАЦІЯ

Адуратомі Е. Г. Соціально-психологічні методи управління в компанії.

Кваліфікаційна робота зі спеціальності 073 «Менеджмент» ОП «Менеджмент організацій і адміністрування», СНАУ, Суми-2023 р. – Рукопис.

В кваліфікаційній роботі розглянуто соціально-психологічні методи управління в компанії; надано організаційно-економічну DHL Germany; охарактеризовано організацію використання соціально-психологічних методів управління в компанії DHL Germany; проведено оцінку результативності використання соціально-психологічних методів управління в компанії DHL Germany; запропоновані напрями удосконалення соціально-психологічних методів управління в компанії DHL Germany.

У роботі детально розглянуті теоретико-методологічні основи використання соціально-психологічних методів управління в компанії. На основі проведеного аналізу соціально-психологічних методів управління визначено сучасний стан корпоративного управління в компанії DHL Germany, а також зазначені об'єми внесків на соціальне забезпечення в DHL Germany за 2022 рік. Досліджена динаміка нещасних випадків в DHL Germany. Запропоновано напрями удосконалення соціально-психологічних методів управління в компанії DHL Germany на основі вивчення особистісних особливостей співробітників колективу компанії, а саме запровадження психологічного планування, яке є новим напрямком у роботі з персоналом з формування ефективного психологічного стану колективу. Воно включає в себе: постановку цілей розвитку та розроблення критеріїв ефективності виробничої діяльності, обґрунтування психологічних нормативів, створення методів планування соціально-психологічного клімату та досягнення кінцевих результатів.

Ключові слова: соціально-психологічні методи, соціальне забезпечення, психологія, управління, особистість, менеджмент, фінансовий аналіз, фінансові показники, ефективність, розвиток.

SUMMARY

Aduratomy E.G. Socio-psychological management methods in the company.

Qualification work in the specialty 073 "Management" OP "Management of organizations and administration," SNAU, Sumi-2023 - Manuscript.

The qualification work considers socio-psychological management methods in the company; provided by DHL Germany; described the organization of the use of socio-psychological management methods at DHL Germany; assessment of the effectiveness of the use of socio-psychological management methods at DHL Germany; proposed areas of improvement of social and psychological management methods at DHL Germany.

The work details the theoretical and methodological foundations of the use of socio-psychological management methods in the company. Based on the analysis of social and psychological management methods, the current state of corporate

governance in DHL Germany was determined, as well as the volume of social security contributions to DHL Germany for 2022. The dynamics of accidents at DHL Germany was investigated. Directions of improvement of social and psychological management methods in DHL Germany based on the study of personal characteristics of employees of the company's team are proposed, namely the introduction of psychological planning, which is a new direction in working with personnel to form an effective psychological state of the team. It includes: setting development goals and developing criteria for the effectiveness of production activities, justifying psychological standards, creating methods for planning the socio-psychological climate and achieving final results.

Key words: socio-psychological methods, social security, psychology, management, personality, management, financial analysis, financial indicators, efficiency, development.

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INTRODUCTION

Relevance. Modern trends in the socio-economic development of the world economy have made the use of socio-psychological methods in the management of the company and its personnel relevant and pragmatic, since competent management is one of the important aspects in the activities of any subject of entrepreneurial activity. And, therefore, the financial results of the company are also influenced by the level of professionalism of employees and skillful work with personnel.

In today's market economy, characterized by fierce competition in the market of goods, works and services, managers are constantly faced with the question of the company's survival. In such conditions, management personnel do not always fully pay attention to the labor team, but the success of any enterprise or company depends on the team, as well as its personnel, the relations that have developed within. One of the main tasks of the company is the ability of managers to effectively manage human resources using various management methods. Now socio-psychological management methods are becoming increasingly important, the introduction of which increases the efficiency of the company.

Social and psychological management methods aimed at ensuring positive social and psychological processes in the team in order to achieve the set goals in the conditions of maintaining the health of employees, maintaining a favorable moral and psychological climate in the team, compliance with legislation and regulatory requirements.

The problem with the study is that socio-psychological management practices lie at the crossroads of both the company's problems and achievements. In a certain sense, the development of socio-psychological methods leads to an increase in the efficiency of personnel. On the other hand, the company's problems associated with the insufficient use of socio-psychological management methods can be very diverse and manifest themselves in the form of consequences in other, on the outside, little-connected areas of the company's activity.

The methodological basis for writing this graduation qualification work was the work of such scientists as: Abutalibov R., Mammadov R.[2], Akhmetshin Elvir M. [3], Daniel H. Pink [8], Dilshodbek T. Toshpolatov [10], Doshi N., McGregor L [11], Erol E. [12], Hendry J. [13], Hodovaniuk T., Makhometa T, Tiahai I, Sukhlenko I., Ienina I., Kuznietsova O. [14], Kamil S., Mohammad M., Heydar H. [15], Lazorko O., Virna Z., Brytova H., Tolchieva H., Shastko I., Saienko V.[17], Oznur Y. [21], Sahib M., Rasim A., Seymour Q., Orxan İ., Mushviq Y. [24] and others. The scientific and practical research carried out by them became the basis for scientific research in the field of management and the use of socio-psychological management methods in the company.

The goal of the final qualification work is to study the effectiveness of the use of socio-psychological methods of personnel management in the company.

According to the set goal, the following **tasks** are defined:

- investigate the theoretical and methodological basis for the use of socio-psychological management methods in the company;
- provide the organizational and economic characteristics of DHL, Germany;
- consider the organization of the use of socio-psychological management methods at DHL, Germany;
- assess the effectiveness of the use of socio-psychological management methods at DHL, Germany;
- offer directions for improving social and psychological management methods at DHL, Germany.

The object of the study is the process of using socio-psychological management methods in the company.

The subject of the study is the peculiarities of the use of socio-psychological management methods at DHL, Germany.

The information base of the study was the current legislative and regulatory acts regulating the work of enterprises, periodicals, scientific works of leading scientists in the field of management, financial statements of the studied company KU

DHL, Germany for 2020-2022, information resources of the world computer information network Internet.

The scientific novelty of the study is the formulation and justification of the main provisions and results of the study, based on the definition of proposals for improving the effectiveness of the use of socio-psychological management methods at DHL, Germany.

Research methods. Theoretical methods: theoretical analysis of educational literature; empirical methods: observation and study of financial documentation, regulatory documents; economic and mathematical methods; statistical methods.

Approving results. Based on the results of the final qualification work, a thesis on the topic "Psychology of management at the enterprise" was published.

Structure of graduation qualification work. The graduation qualification work consists of an entry, three sections, conclusions and proposals, a list of sources used and attachments. The main text of the work is 46 pages, including 15 tables, 5 figures. The list of sources used contains 26 titles laid out on 3 pages. The work contains 7 appendices set out on 7 pages.

SECTION 1

THEORETICAL AND METHODOLOGICAL BASIS FOR USING SOCIO-PSYCHOLOGICAL MANAGEMENT METHODS IN THE COMPANY

Today, one of the main tasks of management is the effective organization of the work of subordinates. The art of management is increasingly in establishing communications, coordinating and directing the work of subordinates, in the ability to delegate the necessary powers to them, to grant the right to express and defend their own opinion, while maintaining the control function for the manager [2].

Now the search for ways to activate human potential within the company and taking into account the psychological characteristics of personnel are one of the decisive factors in improving the efficiency of any entrepreneurial structure. In this regard, it should be noted that when it comes to the professional and significant qualities of a manager, almost all profiles of a successful manager already published abroad among the most important do not mention such as knowledge of technology, economics, accounting, finance, statistics and other special disciplines that form the basis of classical management training. From this, one should not draw the rash conclusion that this list of disciplines is not needed by the leader. Simply, as long-term management practice has shown, even excellent ownership of them is not a guarantee of a successful manager.

Management psychology is a progressive form of management in new economic conditions. Today, there is an increased interest in management practice in various, especially psychological aspects of management. And this is understandable and natural [3].

Today we can confidently talk about the formation and development of the psychological stage of management and the obvious synthesis of most of the well-known psychological ideas in the framework of the new science - management psychology. Increasingly important in management activities is the concept of "leader." When the company's management is increasingly focused on managing people based

on their individuality, the challenges of leader and leadership, leader and leader become critical.

At the same time, management psychology is divided into four main industries:

1. Psychological patterns of management activities.
2. Psychological patterns of the activities of the subject of management - the head.
3. Psychological patterns of the managed subsystem and its subjects (subordinates).

4 Main features of the manager's interaction with subordinates [7, p. 205].

Management psychology is closely related to other sciences. These include, in particular, management theory, system theory, management, economics, etc., as well as some areas of psychological science. The latter include personality psychology, social psychology, labor psychology, general psychology, and the like. At the same time, the psychology of management has its own characteristics and differences.

In management psychology, both an individual employee, a social group, and a team act in the context of the company in which they are part and without which their analysis in terms of management is incomplete.

Studying the personality of the employee in the company, analyzing the influence of the company on the socio-psychological structure and the development of the team - these are the main topics of research in management psychology [7, p. 207].

In management psychology, unlike labor psychology, for example, it is not the problem of compliance of an employee with his profession that is relevant, not the problem of professional selection and professional orientation, but the problem of compliance of a company employee, the problem of selecting people for the company and their orientation regarding the characteristics of this company.

In management psychology, unlike social psychology, the object of study is not just the relations of people in a team or social group, but the relations of people in an organization, that is, in conditions when the actions of each participant in joint activities are set, prescribed, subordinate to the general order of work.

Thus, having its own object and subject of study, the psychology of management is closely related to various sciences, primarily psychological, sharing a common methodology with them and having its own characteristics and differences.

The classification of management methods provides that the social and psychological methods are based on the laws of two spheres. Psychology studies a person's behavior, changing their actions, and ways to identify conditions that affect effectiveness. Sociology expands the scope of the concept of an individual, uniting several people into a single team.

Socio-psychological management methods are modes of exposure based on the use of socio-psychological factors. The main task of applying these methods is the formation of a positive socio-psychological microclimate in the team, the formation of a favorable corporate culture that favorably affect labor productivity and the efficiency of the company's activities. Social methods of influence characterize a set of methods and techniques by which the manager affects the process of formation and development of production obstacles, noise (non-verbal communications) and communication processes.

They include:

- measures to manage the career of employees and regulate the qualifications of employees;
- improving the living standards of employees and improving housing conditions;
- improvement of working conditions and workplace design, labor protection of employees;
- provision of additional social services (payment for travel to the place of work, vouchers for rest or rehabilitation, maintenance of preschool institutions, etc.) [10].

Psychological methods characterize the regulation of relationships between employees by creating an optimal psychological climate in the company's division, as well as the influence on the behavior of an individual.

Psychological management methods include:

- methods of recruitment of small groups in order to counteract the emergence of informal organizations or groups;
- methods of labor humanization - use of color, music to exclude monotony of work operations, expansion of creative operations;
- methods of psychological motivation (moral encouragement, gratitude, praise, awarding with commemorative signs and gifts from the company, etc.);
- methods of professional selection and training of employees - selection of employees with the necessary psychological data (absence of conflict, sociability, purposefulness, efficiency, etc.);
- various rituals and rituals inherent in this company, forming a certain culture of relations, which has a positive effect on management processes [12, p. 125-127].

The use of these methods of influence enables the manager not only to form a more stable team of employees, but also to increase their satisfaction with labor due to the feeling of the value of their personality, significance for the company and the possibility of helping other people, establish an effective communication process and gain a charge of positive emotions from the achieved results of the company's activities. Social and psychological management methods require the availability of appropriate trained and flexible managers who can effectively apply various approaches in the management of human resources, create the necessary conditions for the self-realization of the personality, development and use of the creative abilities of employees, provided that the company's sustainable development in market relations is ensured.

The effectiveness of the influence of the head of the company on the socio-psychological climate in the team largely depends on the moral appearance of the head himself, his professional competence and culture, on the ability to competently and promptly organize the production process in the company.

So, socio-psychological management methods play an important role in modern companies and significantly affect their effectiveness and success.

Table 1.1 contains a list of the main reasons that confirm and characterize the feasibility of using such methods.

Table 1.1 - Rationale for the use of socio-psychological management methods in the company

Reasons	Description of expediency
Understanding and Managing People	Social and psychological methods make it possible to better understand the behavior and motivation of employees. It becomes easier for managers and managers of companies to identify the needs and expectations of personnel, as well as predict their response to various situations. This helps to optimize communication, create a favorable working atmosphere and motivate employees to achieve high results.
Improve teamwork	Socio-psychological methods make it possible to effectively manage group processes. They contribute to the formation of cohesive teams, the development of trust and cooperation between team members, as well as conflict resolution. Social psychology approaches help optimize the distribution of roles and tasks within a team, enhance employee communication skills, and contribute to effective problem solving.
Change Management	In today's rapidly changing business environment, companies are constantly facing changes and challenges. Socio-psychological methods make it possible to effectively manage the processes of change within the organization. They help to predict and mitigate possible negative emotional responses of employees to changes, create the conditions for successful adaptation and ensure the participation of personnel in the process of change.
Improved Customer Focus	Social and psychological methods also help to create a client-oriented culture in the company, where each employee realizes the importance of meeting the needs of customers and strives for their maximum satisfaction.
Leadership Skills Development	Social and psychological methods allow developing leadership skills among the company's managers and managers. They help improve the ability to influence others, motivate employees, effectively manage conflicts and create an inspiring work environment. This contributes to the development of high-performance and responsible managers who can successfully lead the company to achieve its goals.
Improved decision-making	Socio-psychological methods also help improve the company's decision-making process. They help to take into account the opinions and experience of employees, involve various levels of problems in solving problems and provide greater awareness of the situation. This allows more informed and effective decisions to be made, as well as increasing the level of trust and support of personnel in management.

Source: compiled by the author on the basis of [12, p. 120-128]

The socio-psychological climate is a significant characteristic of interpersonal relations in the company's team. This is the state of the team, which is characterized by the level of social perception and the event of satisfaction of its members with various aspects of communication and interaction.

It should also be noted that violation of the moral and psychological climate in the team is the cause of conflicts. The main factors destabilizing the moral and psychological climate in the team are:

- instability, uncertainty about the future;
- Complex vertical relationships
- dissatisfaction with material incentives;
- high levels of psychological tension and anxiety, severe stress fatigue;
- moral and psychological incompatibility of team members, as a result of non-compliance with moral standards by some of them [14, p. 682-683].

The social and psychological climate is influenced by the managerial activities of the manager, as well as the style of his leadership, his personal qualities. The leader must learn to control his emotions, know how to eliminate personal irritation, and the ways in which he can raise the mood of the team.

The success of the use of socio-psychological management methods is conditional on openness and trust in the relationship between management and employees, constant and reliable information about the production and economic situation at the enterprise, changes in the relevant market sectors, expected prospects, planned actions and their results. [17, p. 172].

An example of intangible motivation is also providing the company with training opportunities for its employees, holding various corporate holidays, long-term life insurance programs, and the like.

The main influence on the stimulation of personnel is the following characteristics of work:

- there must be a variety of skills required to complete the task;
- the need to understand the completeness of the tasks performed by the employee;
- a sense of importance, importance, responsibility of tasks;
- a high share of independence provided to the contractor;
- availability of feedback [17, pp. 172-173].

Table 1.2 presents the factors and forms of intangible motivation by the personnel.

Table 1.2 - Factors and forms of intangible motivation of personnel

Factor group direct influence	Incentive forms
Related to professional achievements	Posting photos on the company's website in the section "Successful employees" or "Production leaders," etc., video information about successful employees, posting information about achievements on the site, assigning in-house titles, presenting letters, announcing thanks, giving valuable gifts, letters of thanks, holding joint dinners (if a group is encouraged), organizing trips outside the city, corporate holidays, team games, etc.
Aimed at ensuring social protection of personnel	Cultural events, maintenance of tourist bases, recreation centers, health and sports complexes, preschool institutions, houses of culture and recreation, medical institutions, a full social package, additional pension provision, organization of country clubs, etc.
Strengthen Corporate Spirit to Increase Efficiency	Participation in management, in equity. A set of welcoming events: - Representing a team of new workers - anniversary dates; - birthdays; - significant events; - procedure of wires for a well-deserved rest; - open days, etc.
Aimed at personnel development	In-house rotations, in-house training (training during working hours), self-training, out-of-company training, coaching as a way to stimulate senior management personnel

Source: compiled by the author on the basis of [17]

A variety of skills provides for the performance of professional tasks using different abilities of the employee. Awareness of the completeness of work involves the employee's ability to perform work from beginning to end. The significance of the task is manifested in the influence that is performed by working on people around.

In modern market conditions, management methods are also developing, their scope is expanding, the effectiveness of economic incentives increases, which makes it possible to most fully combine the personal interests of each employee and

team with the interests of the company. The specific set and content of impact methods is determined by the specifics of the management system. The results of labor largely depend on a number of psychological factors. The ability to take these factors into account and purposefully influence individual employees helps the manager to form a team with common goals and objectives.

In general, the use of socio-psychological management methods in the company has great relevance in modern business. These methods help to better understand and manage workers, increase the efficiency of teamwork, change management, customer focus and development of leadership skills. They help to create a favorable working environment, increase employee motivation and achieve high results for the company as a whole.

SECTION 2

ANALYSIS AND ASSESSMENT OF THE USE OF SOCIO-PSYCHOLOGICAL MANAGEMENT METHODS AT DHL GERMANY

2.1 Organizational and Economic Characteristics of DHL Germany

DHL Germany is a German international company, one of the leaders in the global logistics market. DHL is part of the Deutsche Post DHL Group - a leader in postal services and logistics and includes the business units of DHL Express, DHL Post & Parcel, DHL eCommerce, DHL Global Forwarding, DHL Freight, D.

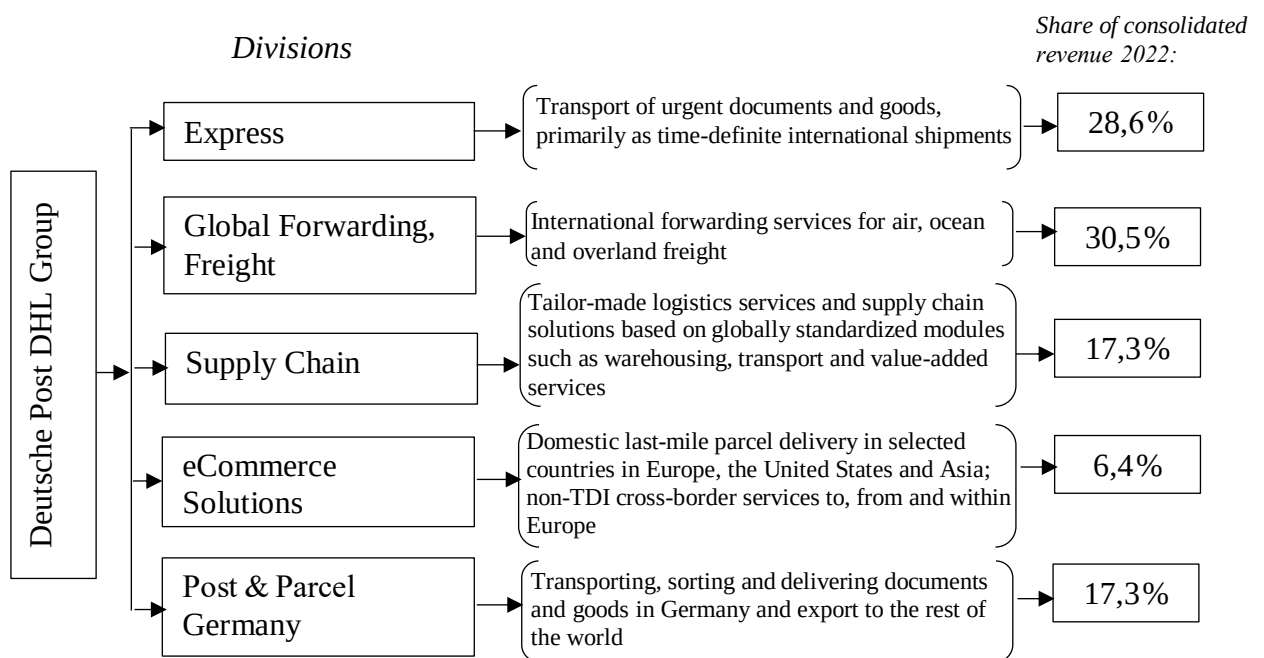


Figure 2.1 - Deutsche Post DHL Group Business Structure Chart with Shares of Consolidated Income as of 2022

Source: built by the author on the basis of [1]

The company was founded in 1969 to transport documents between San Francisco and Honolulu, but DHL soon expanded its activities to the whole world. The name of the company was formed by the first letters of the names of the founders - Andrian Dalsey, Larry Hillblom and Robert Lynn. It is currently part of the parent company Deutsche Post DHL. The company is headquartered in Bonn (Germany).

First of all, the company was interested in international delivery, however, opening representative offices in different countries of the world, gradually entered international markets (the opening of a delivery service within the United States took place in 1993).

DHL is engaged in international express delivery, cargo transportation by aviation, road, sea and rail; warehouse services covering from storage to packaging to repair; international mail delivery; transportation carried out in accordance with the special requirements of customers. DHL delivers cargo and documents to 220 countries worldwide (Figure 2.2).

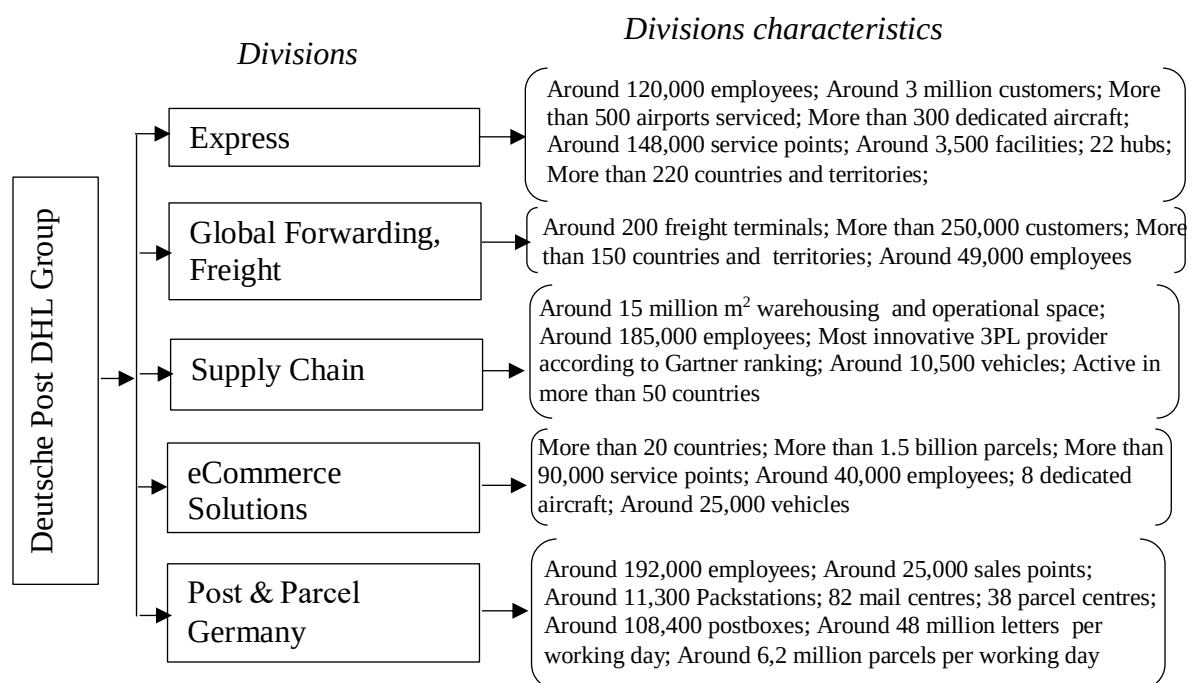


Figure 2.2 - Characteristics of the structural divisions of Deutsche Post DHL Group as of 2022

Source: built by the author on the basis of [9]

Express DHL is the world leader in express delivery and logistics. It provides courier and express services to business and private customers through a network covering more than 220 countries and territories and more than 500 airports in the world.

DHL Global Forwarding, Freight will offer the widest range of air, sea and land transportation services. Having a wide range of services that are provided at a certain

time, having its own specialists and a system of carriers, it offers flexible standard solutions regarding transportation and customs brokerage processing of goods. The company also offers flexible services for transportation by road, provided taking into account the needs of a specific client who needs domestic or international delivery of cargo as part of a team or direct delivery by road, delivery by a separate car or intermodal delivery.

Supply Chain develops and implements a consumer-tailored logistics chain (warehouse solutions, cargo storage) and information solutions for market leaders in more than 50 countries around the world.

Post & Parcel Germany is a global expert in the provision of postal services. A full range of solutions for international mail and artificial cargo is offered. Internal dispatches and distribution service in leading economic markets around the world. Direct means of communicating with customers in more than 200 countries.

DHL eCommerce provides services for the reception, delivery and return of international and domestic shipments, as well as solutions in the field of logistics and e-commerce.

The basis of DHL's business is door-to-door express delivery of shipments weighing up to 250 kg using its own transport network. The DHL Express division was founded in 1969. It is the world's largest international express air delivery network, with more than 148,000 service points in 220 countries and territories. DHL's share in the global express air delivery market today is 39%. DHL carries more than 140 million shipments annually, serving more than three million customers. The company employs more than 120,000 people, more than 22,000 vehicles are used for transportation. A fleet of 300 aircraft allows DHL to rank 1st in Europe among cargo airlines.

Having studied the financial results of the company's activities in dynamics over the past 5 years, the beginning - 2018, the end - 2022, we can say that the company has a positive trend of growth in its own profitability. Thus, during the study period, the company's income increased by 53.4%, or 32.886 million euros. The company's profitability level also increased from 5.1% at the beginning of the study period to 8.9% at the end of the study period, that is, by 3.8 puncto-percent. Such an indicator as net

funds from operating activities has a similar trend. This indicator during the study period increased by 89.2%. In general, the company has significantly improved financial results from production activities during the study period.

The financial results of DHL Germany over the past 5 years are presented in Table 2.1.

Table 2.1 - Financial performance of DHL Germany

Indicators	Ed. measurement	Years					In dynamics, 2022 to 2018	
		2018	2019	2020	2021	2022	Million.	%
Income	one million	61,550	63,341	66,716	81,747	94,436	32,886	53,4
Operating Income (EBIT)	one million	3,162	4,128	4,847	7,978	8,436	5,274	166,8
Profitability level	%	5,1	6,5	7,3	9,8	8,9		3,8
Profit after payment of assets (EAC)	one million	0,716	1,509	2,199	5,186	5,118	4,402	614,8
Consolidated net income for the period	one million	2,075	2,623	2,979	5,053	5,359	3,284	158,3
Net funds from operating activities	one million	5,796	6,049	7,699	9,993	10,965	5,169	89,2
Free cash flow	one million	1,059	867	2,535	4,092	3,067	2,008	189,6

Source: Compiled by author based on DHL Germany 2022 Annual Report

The company's shareholders are Lufthansa Cargo AG (25%), Japan Airlines (1%) and Deutsche Post AG (51%). The remaining 23% of the shares are held by individuals and DHL. Therefore, it is extremely important to increase the profitability of invested investments. This indicator is characterized by the profitability of the company's share. Importantly, stock returns depend on market factors, including stock supply and demand, macroeconomic conditions and other external factors. Investors analyze all these factors and metrics to decide whether a company's stock is profitable and worth investing in.

The return on DHL Germany shares over the course of the study is presented in Table 2.2.

Table 2.2 - DHL Germany Stock Return

Indicators	Ed. measurement	Years					In dynamics, 2022 to 2018	
		2018	2019	2020	2021	2022	€	%
Basic earnings per share	€	1,69	2,13	2,41	4,10	4,41	2,72	160,9
Cash flow per share	€	4,71	4,90	6,22	8,11	9,03	4,32	91,7
Dividends per share	€	1,15	1,15	1,35	1,80	1,85	0,7	60,9
Distribution of dividends	million	1,42	1,42	1,67	2,21	2,21	0,786	55,4
Number of shares as of December 31	millions	1,236	1,236	1,239	1,239	1,239	0,003	0,2
Closing price of the year	€	23,91	34,01	40,5	56,54	35,18	11,27	47,1

Source: Compiled by author based on DHL Germany 2022 Annual Report

The most important indicator for the company's management is the indicator of basic profit per share (BPOA). It is calculated by dividing the company's underlying earnings by the number of ordinary shares. Underlying profit is a company's profit derived from its core business, except for one-time and unusual income or expenses. It is a core component of the profits the company generates from its core business. Dividing basic earnings by the number of common shares allows you to determine the earnings per share. That gives investors a sense of how much profit a company generates per share. BPOA is an important indicator for assessing the profitability of the company and its potential for paying dividends to shareholders.

It should be noted that basic earnings per share for the study period are rising from 1.69 to 4.41 euros per share (by 2.72 euros or 169%).

Cash flow per share also rose during the study period from 4.71 euros, to 9.03 or 91.7%. Dividends per share also rose an average of 61%. During the study period, the number of shares is practically unchanged and as of 2022 amounts to 1.239 million shares. The share price for the study period also increased by 47.1% over the course of the study (from 23.91 euros in 2018 to 35.18 in 2022).

Over time, the growth of income, profit and basic profit per share is graphically shown by us in Fig. 2.3.

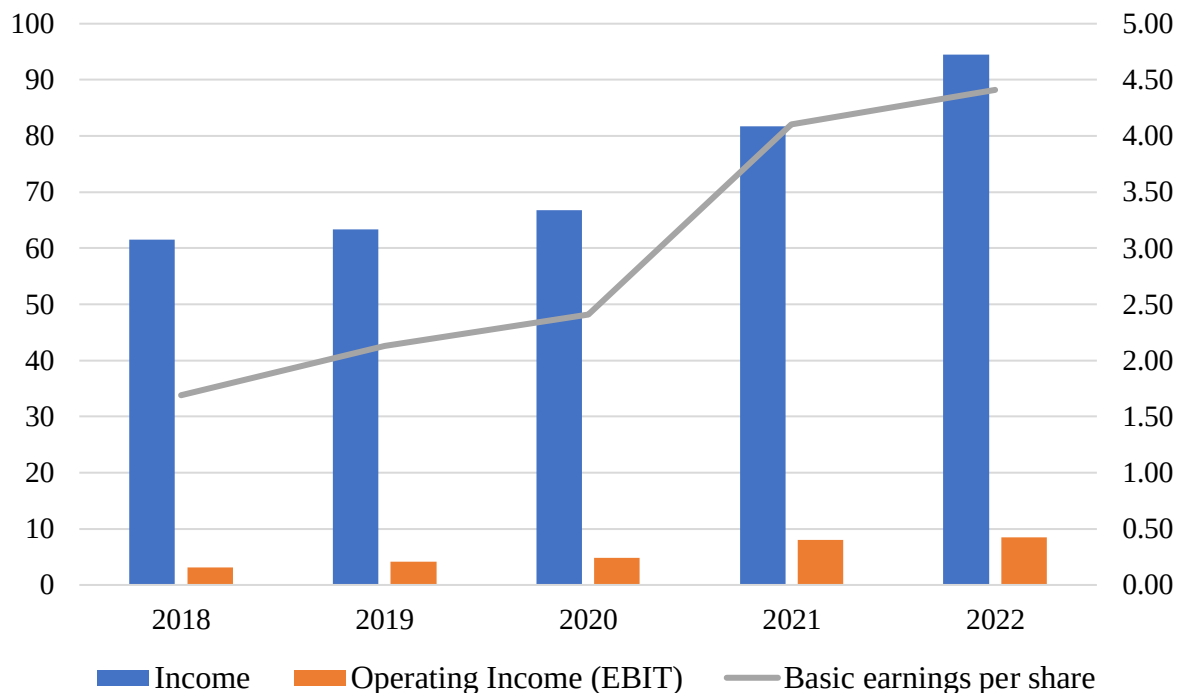


Figure 2.3 - Growth dynamics of income, profit and underlying profit of DHL Germany

Source: Built by author based on DHL Germany's 2022 annual report

A higher value of the BPOA usually indicates a better financial performance of the company, since each share has a larger share in the total profit.

As for the number of employees of the company, it should be noted that their number during the study period increased by almost 10%. So, during the study period in 2018, the company employed 547,459 people, and at the end of the study in 2022, 600,278 people worked.

Characterizing personnel costs, it should be noted that the total amount of expenses during the study period increased by 25%, (from 20.825 to 26.035 million euros). The involvement of employees in the management of the company also increased (during the study period from 76% to 83%). That is, the company's top management conducts an annual survey of its employees for labor satisfaction, safety, comfort of working conditions and other certain indicators. The share of women in the average and senior management of the company increased by 19%. Quite positive is

the tendency to reduce the injury of workers with loss of time, from 4.30 to 3.40 (or 20.9%). It should also be noted that the company under investigation was included in the ranking of enterprises in terms of cybersecurity quality, and its place in the world ranking is 700.

The dynamics of the number of employees and personnel costs is presented in Table 2.3.

Table 2.3 - Dynamics of the number of employees and personnel costs at DHL Germany

Indicators	Ed. measurement	Years					In dynamics, 2022 to 2018	
		2018	2019	2020	2021	2022	Million.	%
Number of employees	people	547,459	546,924	571,974	592,263	600,278	52,819	9,6
Personnel costs	million	20,825	21,61	22,234	23,879	26,035	5,21	25,0
Employee Engagement: Approval Rate in Annual Survey	%	76	77	83	84	83	7	9,2
Proportion of women in middle and senior management	%	22,10	22,20	23,20	25,10	26,30	4,2	19,0
Lost Time Injury Frequency (LTIFR)		4,30	4,20	3,90	3,90	3,40	-0,9	-20,9
Cybersecurity rating	points	–	–	–	–	700		

Source: Compiled by author based on DHL Germany 2022 Annual Report

For a further study of DHL Germany's financial revenues, we examine the dynamics of revenues across its functional divisions. These calculations are presented in Table 2.4.

Table 2.4 - Dynamics of DHL Germany's financial revenues by its functional divisions

Divisions	Years		In dynamics, 2022 to 2021	
	2021	2022	Million.	%
Express	24,217	27,592	3,375	13,94
Global Forwarding, Freight	22,833	30,212	7,379	32,32
Supply Chain	13,864	16,431	2,567	18,52
eCommerce Solutions	5,928	6,142	0,214	3,61
Post & Parcel Germany	17,445	16,779	-0,666	-3,82
Together:	84,287	97,156	12,869	15,27

Source: Compiled by author based on DHL Germany 2022 Annual Report

The study shows that the largest increase in financial revenues occurred in such a functional area of the company as Global forwarding. Over the course of this functional unit, financial revenues increased by 32.32%. The next highest growth in financial revenues is the functional unit Supply Chain, its financial revenues increased by 18.52%. Financial revenues from Express activities increased by 13%. There was a decrease in financial revenues for the Post & Parcel Germany functional unit by 3.82%. In general, companies during the study period saw an increase in financial revenues by 15.27%, which is a fairly significant indicator, especially taking into account the requirements and challenges associated with the global COVID-19 epidemic.

In general, the share of each division in the total financial revenues of DHL Germany is shown in Figure 2.4.

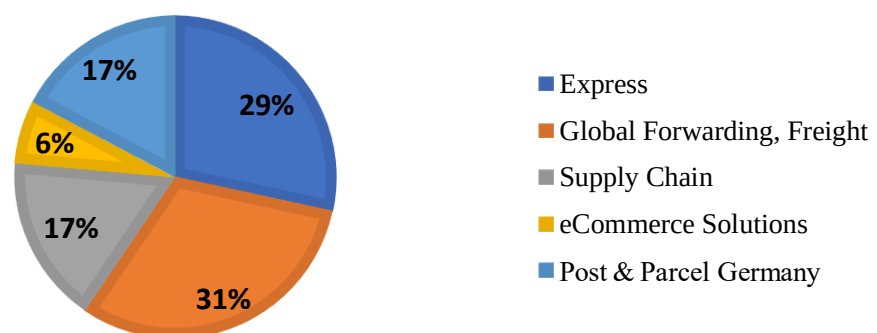


Figure 2.4 - Share of functional units in financial revenues of DHL Germany as of 2022.

Source: Compiled by author based on DHL Germany 2022 Annual Report

Any enterprise in the process of its production activities carries out the corresponding financial costs. Such costs are incurred for the renewal of fixed assets and the carrying out of ongoing and major repairs, the purchase of new equipment and production resources, depreciation of fixed assets, as well as other additional financial costs. If you pay attention to the existing fleet of aircraft, freight and road transport, as well as sea vessels, the indicated capital costs will be quite significant in the company under study.

We compare the capital expenditures, depreciation and depreciation losses of DHL Germany in Table 2.5.

So, comparing expenses in 2021 and 2022, we see that they tend to grow.

Table 2.5 - Capital expenditure, depreciation and loss on depreciation of DHL Germany

Divisions	Capital expenditures, together (EUR million)		Depreciation and depreciation losses (EUR million)		Ratio of total capital expenditures to depreciation and depreciation losses		Together	
	2021	2022	2021	2022	2021	2022	2021	2022
Express	2,953	3,388	1,511	1,69	1,95	2	4,464	5,078
Global Forwarding, Freight	347	440	245	318	1,42	1,38	592	758
Supply Chain	1,150	1,404	756	859	1,52	1,63	1,906	2,263
eCommerce Solutions	566	897	198	334	2,86	2,69	764	1231
Post & Parcel Germany	1,313	1,205	354	744	3,02	1,62	1,667	1,949

Source: Compiled by author based on DHL Germany 2022 Annual Report

So for the functional division of Express, expenses in 2021 amounted to 4.464 million euros, and in 2022 they amounted to 5.078 million euros. In the same way, expenses increased for all other functional divisions of the company.

The company's Free Cash Flow (FCF) is an important measure of financial performance and cash management. It represents the net cash flow that the company generates from its core business after deducting capital expenditures.

The following formula is used to calculate the company's free cash flow:

$FCF = \text{Operating income} - \text{Income tax} + \text{Depreciation} + \text{Working capital change} - \text{Capital costs}$

The calculation of DHL Germany free cash flow is presented in Table 2.6.

Table 2.6 - Calculation of DHL Germany free cash flow, EUR million

Indicators	2021	2022
Net cash from operating activities	9993,0	10965,0
Sale of property, plant and equipment and intangible assets	190,0	112,0
Acquisition of property, plant and equipment and intangible assets	-3,736	-3,912
Cash outflow from change in property, plant and equipment and intangible assets	-3,546	-3,800
Disposals of subsidiaries and other business units	13,0	69,0
Disposals of investments accounted for using the equity method and other investments	1,0	4,0
Acquisition of subsidiaries and other business units	0,0	-1,613
Acquisition of investments accounted for using the equity method and other investments	-2	0,0
Cash inflow/outflow from acquisitions/divestitures	12,0	-1,540
Proceeds from lease receivables	143,0	179,0
Interest from lease receivables	16,0	21,0
Repayment of lease liabilities	-2,051	-2,283
Interest on lease liabilities	-383	-452
Cash outflow for leases	-2,275	-2,535
Interest received (without leasing)	75,0	159,0
Interest paid (without leasing)	-167	-182
Net interest paid	-92	-23
Free cash flow	4,092	3,067

Source: Compiled by author based on DHL Germany 2022 Annual Report

Positive free cash flow indicates that DHL Germany generates enough cash from its core business to cover capital expenditures, dividend payments and possible investments. This is a sign of financial sustainability and the potential for its growth.

Free cash flow is also an important indicator for investors, since it allows you to estimate how much money a company can generate and how effectively it manages its finances.

It should be noted that operating profit is the company's profit from its core activities and does not include unusual or one-time income and expenses.

- Income tax reflects the amount of tax a company must pay on its profits.
- Amortization represents costs associated with depreciation and aging of the company's assets.
- The change in working capital reflects a change in cash related to the company's current assets and liabilities.
- Capital expenditures are funds that the company has invested in capital investments, such as acquiring new assets or expanding production.

The calculation shows that DHL Germany is a financially stable company, and therefore is attractive for potential investors.

2.2. Organization of social and psychological management methods at DHL Germany

The organization of the use of socio-psychological management methods in the company is an important aspect of creating an effective and healthy working environment in DHL Germany. These methods are based on understanding and applying the principles of social psychology to improve interpersonal relationships, communication, employee motivation and achieve high performance.

The use of social and psychological management methods in the company contributes to the creation of a healthy and productive working environment, improvement of interpersonal relations, increased motivation and efficiency of employees. This can lead to improved company performance, employee satisfaction and increased competitiveness.

We have studied the effective socio-psychological management methods that are used in DHL Germany (Table 2.7).

Table 2.7 - Social and psychological management methods of DHL Germany

Name	Characteristic
Communication and Information Exchange	Create an open and transparent communication system that allows employees to freely share information, express their opinions and ideas, and receive feedback
Conflict management	Develop strategies and skills to effectively resolve conflicts within a team or between employees. This includes building trust, finding trade-offs and considering different perspectives
Leadership development	Training company executives in emotional intelligence, motivation and teamwork. Supporting the development of leadership skills among employees can lead to increased motivation and efficiency of the team
Strengthening the team spirit	Application of methods, such as conducting joint trainings, developing cooperation, creating a strong team identity and supporting collective achievements
Motivation and encouragement	Use of psychological motivation methods such as goal setting, recognition of achievements, provision of opportunities for growth and development, and application of incentive reward systems
Creating a healthy work environment	Promoting the physical and emotional well-being of employees, ensuring a balance of work and personal
Developing an effective communication style	Training employees in effective communication skills, including active listening, the ability to express their thoughts and ideas clearly and clearly, the ability to establish an emotional connection and take into account differences in communication styles
Change Management	Understanding the psychological aspects of change and applying appropriate techniques to facilitate the process of change within the company. This includes taking into account resistance, providing awareness and support to employees, and creating a positive attitude towards change.
Developing Problem Solving Skills	Provide employees with tools and methods to analyze and solve problems, as well as develop critical thinking, creativity and innovation ability.
Stress management and well-being support	Providing employees with tools and resources to effectively manage stress, creating conditions for a work-life balance, and supporting physical and psychological well-being

Source: Compiled by author based on DHL Germany 2022 Annual Report

The dynamics of labor resources characterizes the change and development of human resources and employees in the company. It reflects the dynamic process associated with the inflow and outflow of employees, their training, development and progression within the company (Table 2.8).

Table 2.8 - Human resources dynamics of DHL Germany

	<u>2021</u>	2022	Deviation, +/-
Total number of employees at the end of the year	592 263	600 278	8 015
Annual average	574 047	589 109	15 062
Year-end full-time equivalents	548 042	554 975	6 933
of them: Express	114 134	114 151	17
Global Forwarding, Freight	43 840	48 053	4 213
Supply Chain	175 099	182 403	7 304
eCommerce Solutions	33 809	32 721	-1 088
Post & Parcel Germany	168 084	163 904	-4 180
Group functions	13 076	13 743	667
Annual average	528 079	542 917	14 838
Share of part-timers (%)	17	17	0
Average age of employees (years)	40	40	0
Percentage of working women (%)	34,7	34,4	0
Unplanned Turnover (%)	12	14	2

Source: Compiled by author based on DHL Germany 2022 Annual Report

Workforce dynamics includes the following aspects:

1. Hiring and hiring - the process of attracting and hiring new employees to an organization, including planning, selection, interviews and formal execution of employment contracts.

2. Employee outflow - turnover of employees of the company for various reasons, such as dismissal, pension, transition to another employer or change in professional interests.

3. Motivation and maintenance of employees - creating conditions that encourage employees to stay in the company and show high motivation and dedication to their work. This may include compensation systems, recognition of achievements, development of the work environment and corporate culture, etc.

From the study of the dynamics of the company's labor resources, it can be seen that as of 2022, the total number of employees is 600278 people. Compared to the previous year, the number of employees increased by 8015 employees.

The largest turnover occurs in the following structural units: Supply Chain grew by 7,304 employees, as well as Global Forwarding, Freight increased by 4,213 people,

a decrease occurred in such a unit as putting Post & Parcel Germany at 4,180 people, and in eCommerce Solutions 1,088 people. The average turnover rate for the year is 14,838 people, while the share of part-time employees over the past two years is unchanged at 17%. The average age of the company's employees is 40 years. The share of working women in the company is 34.4%. The company has an unplanned turnover of personnel. So, in 2022, this share is 14%, which is 2% more than in the previous 2021.

The share of each structural division of the company in the total number of employees of the company is shown in Figure 2.5.

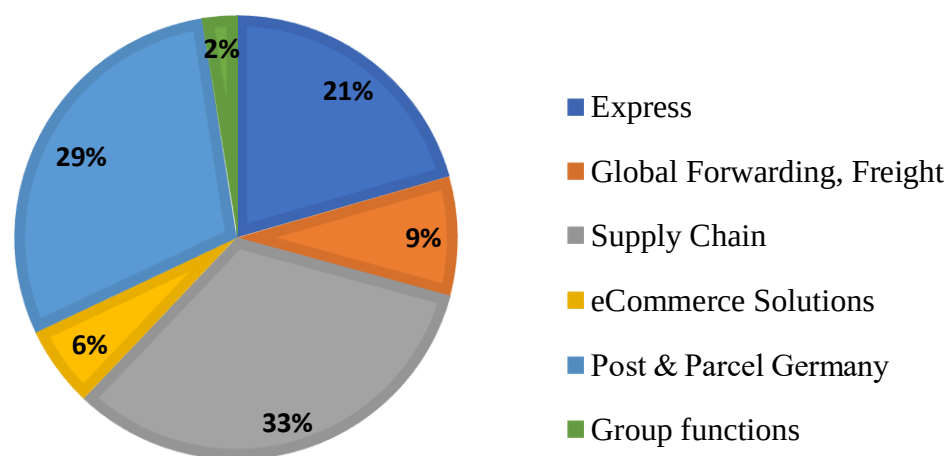


Figure 2.5 - Share of labor resources in structural divisions of DHL Germany

Source: Compiled by author based on DHL Germany 2022 Annual Report

The use of social and psychological management methods in DHL Germany is an extremely important task for the company's management. After all, the huge scale of the company, and this is more than six hundred thousand employees, who form a huge team.

DHL Germany includes the following methods:

- The company's ambition to be a better employer. The company is persistently striving to occupy prestigious positions in the list of the largest employers at the global level within its field of activity. The aim of the company is to attract highly skilled and loyal workers, as well as constantly develop them, offering them long-term prospects. The company guarantees the availability of jobs that actively contribute to

the protection of health, satisfaction and comfort with work, as well as constantly improving it.

- A unique corporate culture has been created. Since 2006, DHL Germany has had a Code of Conduct that is mandatory for every employee. Its goal is to create an atmosphere of interaction and cooperation in the company's team. In its aspirations, the management of the company adheres to the principles of diversity, fairness, inclusion and belonging to form a work environment free from the shadows of discrimination, where each personality is a valuable asset.

- Preserving the interests of employees. In addition to close and direct interaction with management and senior representatives, employees of the company have the opportunity to contact various advisory bodies, including employee committees, labor councils, trade unions and other structures that are steadily engaged in advocating and supporting the interests of the workforce. Looking at a more global perspective, it is worth noting that the company maintains an ongoing open dialogue on the international stage with leading trade union confederations such as UNI Global Union (UNI) and International Transport Workers' Federation (ITF). It is important to note that DHL Germany, which is the leading postal service provider in Europe, has the status of a member of the European Social Dialogue Committee, carried out under the auspices of the European Union Commission, within the postal sector. Since 2016, DHL Germany has been the head of this prestigious committee. The activity of this body provides for the continuous exchange of views and ideas between representatives of employers and representatives of trade unions present in the field of postal services of European member states. All relevant topics related to aspects of social orientation are raised in order to achieve the most effective consideration of social issues facing us.

- Employee engagement and motivation. Each year, the company conducts a large-scale group survey to examine the level of satisfaction and engagement of its employees. Such a tool helps to figure out which direction to move in order to become exactly the employer with whom everyone dreams of working. Thus, analyzing the results of the annual survey to identify one of the most important key points - "Employee Engagement," it should be noted that the last time 75% of employees

participated, who were ready to share their most valuable thoughts and give their own feedback for a year of work in their own position in the company. The company uses the survey results to create the most comfortable and impeccable working conditions for its employees.

- Diversity, equity, inclusion and belonging. DHL Germany is the most multinational company with more than 178 nationalities. The company considers the diversity of its employees a very significant advantage. Yes, diversity, inclusion and the inadmissibility of discrimination are key principles enshrined in the DHL Germany Code of Conduct. The company rejects any form of discrimination. When hiring new employees, attention is paid only to their qualifications and competence, absolutely not paying attention to their nationality or origin.

Over the last reporting period, the company has expanded its own diversity management efforts, focusing on equity and ownership issues. The DEIB Board (Diversity, Equity, Inclusion & Attachment) was created, which included senior leaders from various central and functional divisions. The Constituent Assembly of the Council was held in 2021. One of the main goals of the company in this direction is to increase the representation of women in leadership positions. By 2025, the company aims to have women in at least 30% of all middle and top leadership positions. At the same time, various approaches and programs are actively used that are specially designed to develop young women and help them move up the career ladder to senior and middle-level leadership positions. These include coaching, mentoring and the development of professional networks. Already in 2021, women held 25.9% of middle and senior leadership positions. Plans for 2023 include a further improvement of this figure to 27.7%. The company continues to actively work to create equal opportunities for women and ensure their success in leadership positions.

In Germany, the law requires employers to provide employment for people with disabilities at least 5% of the total number of employees. DHL Germany, the main postal company in Germany, employed 14,274 people with disabilities in 2021, of whom 20 were trainees. This represents 8.0% of the total number of employees of the Post & Parcel Germany functional unit.

The average age of employees at DHL Germany continues to be at 40. The company is taking action in response to demographic changes in Germany and in order to create a working environment that takes into account the needs of an aging workforce. To do this, the Generational Pact has been developed, which provides Deutsche Post AG employees aged 55 and over the opportunity to reduce working hours. The company continues to offer an early retirement program for civil servants with the condition of voluntary work (engagierter Vorruhestand). These initiatives continue to be relevant and effective.

2.3 Evaluation of the effectiveness of the use of socio-psychological management methods at DHL, Germany

Social and psychological management methods cover the understanding and consideration of factors related to the behavior and motivation of employees in the company. They are aimed at creating a favorable working environment, increasing employee satisfaction, stimulating their productivity and developing teamwork.

The results of the use of socio-psychological management methods at DHL Germany can include the following.

1. Improving occupational health and safety. The health and safety of employees in the workplace is an absolute priority for the company, and it attaches great importance to this issue. The Company regulates occupational health and safety issues and complies with all applicable regulations and standards in the industry. There is also a strong focus on training and informing employees about the importance of complying with safety regulations and taking appropriate precautions. Employees are provided with access to the necessary protective equipment, regular inspections of equipment and infrastructure, and preventive measures and trainings are carried out to raise awareness of health and safety. The company also maintains a culture of openness and communication so that its employees are free to express their concerns and suggestions for improving working conditions and ensuring safety. The effectiveness

of relevant policies and procedures is regularly assessed, appropriate adjustments are made to ensure the maximum safety and health of all employees.

Security is a continuous process, and DHL Germany is actively improving it. The goal in this work segment is to ensure high safety standards and prevent any incidents that may harm the health and well-being of their employees.

In 2022, DHL recorded a reduction in the Lost Time Injury Rate (LTIFR) to 3.4. This exceeds the company's target for LTIFR, which was 3.7. However, more fatal accidents were also recorded compared to the previous year.

Statistics of accidents related to the work of DHL Germany are presented in Table 2.9.

Table 2.9 - Accident dynamics at DHL Germany

Indicator	2021	2022
Lost Time Injury Frequency (LTIFR)	3,9	3,4
Express	1,8	1,6
Global Forwarding, Freight	0,7	0,8
Supply Chain	0,5	0,5
eCommerce Solutions	1,8	1,6
Post & Parcel Germany	11,7	10,9
Group functions	0,2	0,3
Work days lost during an accident	18,3	18,2
Number of workplace deaths, accidents	5	7
of them due to road accidents	4	5

Source: Compiled by author based on DHL Germany 2022 Annual Report

The largest number of accidents occurs in the functional division of Post & Parcel Germany. So, in 2022, their coefficient is 10.9, which is decreasing in dynamics compared to the previous 2021.

The company uses the Key Performance Indicator (KPI), the Lost Time Injury Rate (LTIFR), to measure performance in the occupational safety and safety segment. It is calculated based on the number of workplace accidents occurring within 200,000 working hours. This indicator reflects the absence of an employee for one working day due to an injury.

Unfortunately, there is an increase in the number of deaths in the workplace. So, in 2021 there were 5 of them (per 200,000 working hours), and in 2022 their number is already 7. The number of deaths in the workplace due to road accidents has also increased, from 4 in 2021 to 5 in 2022. The company needs to work to reduce these indicators, both the loss of work of working days due to road accidents and deaths at the workplace of coma, including due to road accidents.

The most common causes of accidents are slipping, stumbling, falling and dumping of objects. The company is looking into each incident to identify the root causes and take action to continuously improve safety. In addition, regular workshops are held and workplace inspections are carried out. Information signs are posted in high-risk locations to increase employee awareness. Accident prevention is a continuous process, and the company is constantly striving to improve it.

2. Anti-corruption and business policy. Corporate internal audit is a tool for assessing the effectiveness of the risk management, control, management processes and monitoring system, as well as compliance with company policies. To improve their efficiency, the company conducts independent regular and special audits in all its divisions, including at headquarters, which are carried out with the authority of the Board of Management. The audit results are discussed with the audit teams and measures to improve the situation with the functional units and their management are coordinated with them. The Board of Directors regularly receives information on the audit results. In addition, each year the Supervisory Board is provided with a summary that provides a brief summary of the state of corruption and business policy. The Company will continue to improve its management system and maintain high standards of ethics in all aspects of its operations.

3. DHL Germany corporate governance. An important aspect of the company's compliance with its values and standards is the disclosure of information necessary to combat corruption and bribery, according to the law. The company follows all international standards against corruption and is a participant in the Partnership against Corruption initiative of the World Economic Forum. Ensuring compliance with laws in the activities and interaction with employees is an important

task of all management bodies in DHL Germany. According to the goal, the participation of middle and higher level leaders in various forms of training is mandatory. DHL Germany is confident that managers should be well informed about the potential risks of corruption and bribery and take measures to prevent them. This approach is based on training in accordance with regulatory requirements, including a basic curriculum for combating corruption, compliance with competition requirements, the Code of Conduct, and data protection. All employees who have already completed training must update their certificate every two years. The company uses the percentage of active training certificates among mid-level and top-level managers as a key performance indicator and strives to continuously improve the management system to ensure integrity, transparency and compliance with all regulatory requirements

The Compliance Management System (CMS) is a powerful tool in the fight against corruption and bribery at DHL Germany. The Chief Compliance Officer is responsible for developing this system. The Code of Conduct and anti-corruption policy, as well as training on these issues, help the company's employees to recognize situations in which the integrity of the company can be put at risk by third parties. The investigation of violations is carried out internally as part of a standardized process. Information on relevant violations is collected and included in regular compliance reports submitted to the Board of Directors and the Financial and Audit Committee of the Supervisory Board. The Supervisory Board reports contain information on the investigations carried out. The company's absolute commitment to respect human rights is a clear indication of the involvement in compliance with the principles of the UN Global Compact and the International Labor Organization (ILO). These principles are interwoven into the Code of Conduct and disclosed in more detail in the Human Rights Policy Statement available on the company's website. They make clear requirements and commitments for all employees and managers, as well as suppliers and subcontractors, and contribute to a common understanding and implementation of the principles of the UN Global Compact. As part of its audits, the Corporate Internal Audit also carried out human rights audits and confirmed the adoption of appropriate further measures (Table 2.10).

Table 2.10 - State of Corporate Governance at DHL Germany

Material Theme	Indicator	Ed. measurement	Year		Goal for 2023
			2021	2022	
Complex: Executive Training (Code of Conduct, Anti-Corruption and Bribery, Competition Enforcement and Data Protection)	Level of training: Proportion of valid certificates of training in compliance with the number of medium and upper management	%	96	98	98
Respect for human rights	Internal human rights audits	number	19	33	–
	On-site audits in countries	countries	10	10	–
	The level of training in the middle and top management of the company	%	–	98	–
Supply Chain Standards	Supplier costs covered (Adopted Supplier Code of Conduct)	one billion		More than 2,700	

Source: Compiled by author based on DHL Germany 2022 Annual Report

During the reporting year, as many as 33 such inspections were carried out. The company attaches great importance to this important aspect of its own operations, and its goal is to ensure that human rights are respected at all stages of the supply chain.

Corporate Procurement focuses on selecting suppliers that meet high ethical, social and environmental standards. The supplier selection process is based on a standardized assessment that includes an analysis of various aspects, including respect for human rights and external criteria, such as Transparency International's Corruption Perception Index.

4. Tax strategy as a standard is adhered to around the world. The tax strategy is closely related to and strictly adheres to DHL Germany's overall strategy. The company adheres to the principle that the tax policy should be built in accordance with the needs and goals of the business. The company does not resort to aggressive tax plans and does not use artificial transactions to avoid paying taxes. Considering the presence of DHL Germany in more than 220 countries and territories, it also operates

in regions with lower tax rates compared to Germany. Such places play an important role in the development of business in these regions. At the same time, none of the subsidiaries were created in order to obtain tax advantages or use aggressive tax schemes.

Table 2.11 - Social Security Taxes and Contributions, EUR Million

Indicator	Year		Dynamics +/-
	2021	2022	
Total quantity	4,566	5,354	0,788
Income taxes paid	1,323	1,782	0,459
Other taxes for business	322	380	58
from which taxes on capital, real estate and vehicles	133	150	17
other operating taxes	189	230	41
Employer's social security contributions	2,921	3,192	0,271

Source: Compiled by author based on DHL Germany 2022 Annual Report

The application of tax law is not limited to simply complying with the letter of the law - the company also takes into account its spirit and main goals. The company operates in countries where there is a high degree of uncertainty. To reduce this uncertainty, she maintains an ongoing dialogue with tax authorities and tax advisers to achieve the greatest degree of legal certainty. This allows her to meet the requirements of the tax burden in the countries where she works, as much as possible, based on knowledge and confidence.

As part of the risk management system, the company also has a tax risk management system that helps to monitor and minimize tax risks as much as possible. In the reporting year, DHL Germany took into account taxes and contributions to social security in the total amount of 5.354 million euros, including 3.192 million euros are employer contributions to social security.

An important achievement of DHL Germany is its cybersecurity. The Company takes active measures to protect its own information, information of business partners and employees from unauthorized access, manipulation and misuse of data. The company's internal principles and processes are based on the international standard ISO 27002, which indicates a serious approach to cybersecurity. Data centers are also

certified according to the international standard ISO 27001. The importance of cybersecurity in the company is confirmed by the fact that the Director of Information Security (Group CISO) reports to a member of the Board of Directors for Global Employment Services. Participation in information security training is mandatory for all employees who have a computer workplace. In addition, all participants must update their certification every two years. In the reporting period, such employees received 97% of active training certificates among middle and senior managers. This year, the Board of Directors and the Supervisory Board decided to conduct an assessment of cybersecurity by the external rating agency BitSight. Starting in the next financial year, this rating will be a key indicator of efficiency and remuneration. BitSight's rating assesses the level of security and identifies potential security risks based on an automated assessment system that runs daily. At the end of 2022, DHL Germany's rating was 700 out of a possible 900 points.

It is important to note that the effectiveness of socio-psychological management methods can vary depending on the context and characteristics of the company.

SECTION 3

AREAS OF IMPROVEMENT OF SOCIAL AND PSYCHOLOGICAL MANAGEMENT METHODS IN DHL, GERMANY

Improving social and psychological management methods in the company is important for creating a favorable and productive working environment, attracting and retaining the necessary specialists, increasing customer satisfaction and stimulating innovation. These aspects, in turn, contribute to the growth and success of the company in the long term.

Areas of improvement of social and psychological management methods in the company may include DHL Germany such aspects (Table 3.1).

Table 3.1 - Areas of improvement of social and psychological management methods at DHL Germany

Event name	Description
Culture of organization	The development of a supportive and stimulating corporate culture is an important aspect of improving socio-psychological management methods. The Company strives to create an open, trusting and inclusive environment where employees feel valued, are free to express their thoughts and ideas, and receive support and recognition for their achievements
Communication	Improving communication processes is an important aspect of improving socio-psychological management methods. The company may strive for clear, open and effective communication between management and employees, as well as between employees themselves. This may include conducting communication skills training, establishing regular communication channels, and using various communication tools.
Leadership Skills Development	Strengthening leadership skills in managers is an important aspect of the development of socio-psychological management methods. The Company can provide opportunities for executive training and development, including training on effective management, team development and employee motivation
Change Management	Socio-psychological management techniques can be particularly useful in implementing changes in an organization. The company can develop strategies and plans to manage change, taking into account the psychological aspects of resisting change, stress and employee motivation. This may include training, communication, and employee engagement in the change process

Continuation of the table 3.1

Evaluation and Feedback	Regular evaluation of the effectiveness of socio-psychological management methods and feedback are important components of their improvement. The Company may assess the level of satisfaction of employees, measures of their effectiveness, communication processes and other aspects related to the use of socio-psychological methods. This allows you to identify strengths and weaknesses, as well as make adjustments and improvements based on the data obtained
Employee Training and Development	The company can invest in training and development of employees in the field of socio-psychological competencies. This may include trainings in communication, conflict management, motivation, emotional intelligence development and other aspects contributing to effective team management and development
Use of technologies and tools	The company can use modern technologies and tools to support socio-psychological management methods. For example, this could be the use of specialized software to manage communication, feedback, and employee performance assessment

Source: formed by the author

It is important to note that each company has its own characteristics and context, and the directions for improving socio-psychological management methods can be different on a case-by-case basis. Therefore, DHL should conduct an analysis of its current practices, employee needs and organizational culture in order to identify the most relevant and effective directions for improving its socio-psychological management methods.

Among the recommended activities is the study of personal characteristics of the employees of the company's team, namely psychological planning, which is a new direction in working with personnel to create an effective psychological state of the team. It includes: setting development goals and developing criteria for the effectiveness of production activities, justifying psychological standards, creating methods for planning the socio-psychological climate and achieving final results. The results of psychological planning will be: 1) the formation of divisions (groups) taking into account the psychological compatibility of employees (Appendix G);

2) creating a comfortable socio-psychological climate in the team (Woodcock test) (Appendix F);

- 3) formation of personal motivation of employees based on the philosophy of the company;
- 4) minimization of interpersonal conflicts;
- 5) development of models of professional promotion of employees based on psychological orientation;
- 6) growth of intellectual abilities and skill level of personnel;
- 7) the formation of an organizational culture based on the norms of behavior and images of "effective" employees.

Social efficiency will be manifested through the achievement of individual goals of employees and will characterize the satisfaction of management. Positive social consequences of the implementation of the measures will be formed outside the company (formation of a favorable image). All these indicators of social efficiency will ultimately have a positive impact on the efficiency of personnel and the company's activities as a whole.

As a result, the shortcomings of the personnel management system in terms of the methods used will be eliminated, the imbalance in the groups of personnel management methods used will be eliminated; qualification of specialists responsible for work with personnel will be brought in line with the scope of the tasks to be solved and will allow to achieve the level of human resources management required for the development of the company.

Thus, with the constant improvement of personnel management at the exit, the team receives full satisfaction of its needs, and the company - the implementation of its own, and making a profit.

We offer a solution for DHL Germany with call center employees. The quality of calls with customers is at an average level, negative reviews also happen. The company's website rated the quality of service "satisfactory" and in almost all such cases the problem was precisely in the call center. To rectify the situation, about 30 percent of ineffective employees were fired. To assemble a new team, we propose to introduce the "ideal employee profile" and the MMPI test into the hiring process.

Tool 1. Ideal employee profile. The head of the functional unit sets the task for the HR department - to hire new employees to the call center instead of 30 percent of the team who could not adapt to the new conditions and requirements. At this point, you will need a tool that will determine exactly which candidate can approach soft skills to work in the call center.

To do this, we used the ideal employee profile. To define it, you need to divide all existing operators into two groups. The first is to include those who have not been complained about by customers. In the second, they left those who collected the worst reviews. Analyze which qualities allow successful operators to show good results and which lead to negative customer reviews. As a result, it was determined that DHL Germany needs anxious, empathic and executive employees and is not suitable for demonstrative, as well as those who want to stand out. They need praise, recognition, public encouragement and, as a result, instant career advancement. At the same time, the ideal operator is a modest and quiet worker of the "invisible front." They also abandoned impulsive employees: they quickly became annoyed with customer questions (Table 3.2).

Table 3.2 - Ideal DHL Germany Call Center Employee Profile

Employee qualities	Characteristic
Indecision	Speaks about the desire of a person to help, satisfy the needs of the client, empathize, put the interests of the team and clients above their own
Isolation	Such employees have a circle of communication not wide, but deep. Their communication is more targeted, that is, communication on the case. They try to avoid empty conversations
Self-checking	Impulsive candidates struggle to be flexible and to be sensitive. Impulsive candidates burn out quickly when they have to solve the same problems over and over again
Self-sufficiency	Operators are fighters of an invisible front, their task is to solve the client's problems and quietly go into the shadows. Demonstrative, you need to shine, be in the spotlight, receive public praise and recognition of your uniqueness

Source: Author's Study

After displaying the ideal employee profile, you need to add a test for assessing

soft skills and personal qualities - MMPI - to the selection chain. He helps to identify the main character traits of a person, as well as establish his type of personality.

The MMPI tool helps evaluate the competencies of candidates without special psychological education. The test consists of 566 statements to which the candidate can give one of three answer options - "Right," "Wrong" and "I don't know." Test questions reveal the applicant's habits, behavior features, his attitude to various life phenomena and values, the specifics of interpersonal relationships, the orientation of interests, the level of activity and mood.

Applicants will pass the test electronically, and the service will be able to automatically draw up a portrait of the candidate's competencies and send it to the responsible employee of the HR department. In addition, using the test, it is possible to determine the behavioral risks of new employees of the company, the strong roles of the candidate in the team and motivation factors for each individual person. Before conducting the test, it is necessary to instruct the candidate who is waiting in the test in advance, warn how long it will take, what survey results can show. So you will help the applicant calm down and give the opportunity to mentally prepare for the test.

At DHL Germany, candidates receive MMPI via email. The candidate opens the letter and proceeds to pass the test. Due to the large number of questions, passing can take up to two hours, so it is worth making sure that the employee is comfortable and does not distract him.

Some companies allow you to take a test from home, but it cannot be guaranteed that the candidate passed the survey on his own. If it is decided to conduct a test in the office, then it is better to use a closed but well-ventilated room. If you neglect procedural points, the result can be biased. Let's say the candidate came to the interview tired after work. The recruiter "encourages" him with a stressful interview, and then immediately directs him to a psychometric assessment. Such results will not be reliable.

Test results are generated automatically by the program after the candidate answers the last question. They are automatically sent to the responsible employee by e-mail. In the document, the test results are presented in the form of 13 scales, which consist of opposing personality qualities. For example, flexibility/tenacity.

For the test on one of the scales, the candidate can score up to 100 points. If he scored less than 50, then he is inclined to the left side of the line, if more, then to the right. Separately, the test gives a description of the strongest qualities of the candidate. This will help the company better understand the character, motivation and inclination of the person tested.

For example, the nature of the respondent is distinguished by sociability, focus on interaction with others, social activities. It can be assumed that communication skills (and not just the desire to be in the team) are well developed. The respondent, most likely, will be happy to get acquainted with new people, establish contacts. His social circle is wide and diverse.

The Respondent is also inclined to participate in social events, to take initiative in projects that require active interaction with others. When communicating with others, the Respondent gives the impression of a friendly and open person. He feels good among a lot of people, enjoys it. Alone or with limited contacts, the Respondent's performance may decrease, he becomes bored and lonely, which can affect the efficiency of work.

The test results also set out the main motivators and destructors of the employee. The motivators indicate those aspects of the work that will move the candidate forward. The main demotivating and stress factors are included in the destructors. For example, the motivator of an employee may be the desire to see clear tasks in work, and non-standard situations in which an employee may be lost will become a destructor.

After the ideal profile and testing was introduced into the recruiting process, operator ratings from customers increased from 3 to 4 + points. Staff turnover also decreased. Now they do not complain about constant burnout and feel "in their place."

The effectiveness of the developed measures aimed at improving the methods of personnel management is obvious, this will allow the company's management to rationalize the management structure and increase the efficiency of the use of personnel resources of the enterprise. The efficiency of personnel management, the most complete implementation of the set goals and tasks largely depend on the choice of options for building the company's personnel management system, creating an

effective mechanism for its functioning, choosing the most optimal technologies and methods of working with people, as well as designing the organizational structure of management.

Thus, the proposed measures to improve personnel management methods will improve the performance of the company's employees by analyzing many factors affecting personnel. And also to make appropriate decisions to improve them.

CONCLUSIONS

In the process of completing the final qualification work, a study was conducted on the use of socio-psychological management methods in the company. In particular:

1. The theoretical and methodological foundations of the use of socio-psychological management methods in the company were investigated.

Socio-psychological management methods are modes of exposure based on the use of socio-psychological factors. The main task of applying these methods is the formation of a positive socio-psychological microclimate in the team, the formation of a favorable corporate culture that favorably affect labor productivity and the efficiency of the company's activities. Social methods of influence characterize a set of methods and techniques by which the manager affects the process of formation and development of production obstacles, noise (non-verbal communications) and communication processes.

Psychological methods characterize the regulation of relationships between employees by creating an optimal psychological climate in the company's division, as well as the influence on the behavior of an individual.

2. Organizational and economic characteristics of DHL, Germany is provided.

DHL Germany is a German international company, one of the leaders in the global logistics market. DHL is part of the Deutsche Post DHL Group - a leader in postal services and logistics and includes the business units of DHL Express, DHL Post & Parcel, DHL eCommerce, DHL Global Forwarding, DHL Freight, Dal

It has been established that DHL is engaged in international express delivery, transportation of goods by aviation, road, sea and rail; warehouse services covering from storage to packaging to repair; international mail delivery; transportation carried out in accordance with the special requirements of customers. DHL delivers cargo and documents to 220 countries around the world. Express DHL is the world leader in express delivery and logistics. It provides courier and express services to business and private customers through a network covering more than 220 countries and territories and more than 500 airports in the world.

It has been established that the basis of DHL's business is door-to-door express delivery of shipments weighing up to 250 kg using its own transport network. The DHL Express division was founded in 1969. It is the world's largest international express air delivery network, with more than 148,000 service points in 220 countries and territories. DHL's share in the global express air delivery market today is 39%. DHL carries more than 140 million shipments annually, serving more than three million customers. The company employs more than 120,000 people, more than 22,000 vehicles are used for transportation. A fleet of 300 aircraft allows DHL to rank 1st in Europe among cargo airlines.

Having studied the financial results of the company's activities in dynamics over the past 5 years, the beginning - 2018, the end - 2022, we can say that the company has a positive trend of growth in its own profitability. Thus, during the study period, the company's income increased by 53.4%, or 32.886 million euros. The company's profitability level also increased from 5.1% at the beginning of the study period to 8.9% at the end of the study period, that is, by 3.8 puncto-percent. Such an indicator as net funds from operating activities has a similar trend. This indicator during the study period increased by 89.2%. In general, the company has significantly improved financial results from production activities during the study period.

It is determined that basic earnings per share for the study period are growing from 1.69 to 4.41 euros per share (by 2.72 euros or 169%). Cash flow per share also rose during the study period from 4.71 euros, to 9.03 or 91.7%. Dividends per share also rose an average of 61%. During the study period, the number of shares is practically unchanged and as of 2022 amounts to 1.239 million shares. The share price for the study period also increased by 47.1% over the course of the study (from 23.91 euros in 2018 to 35.18 in 2022).

3. The organization of the use of socio-psychological management methods at DHL, Germany was considered.

The use of social and psychological management methods in the company contributes to the creation of a healthy and productive working environment, improvement of interpersonal relations, increased motivation and efficiency of

employees. This can lead to improved company performance, employee satisfaction and increased competitiveness.

It was established that the number of employees of the company during the research period increased by almost 10%. So, during the study period in 2018, the company employed 547,459 people, and at the end of the study in 2022, 600,278 people worked.

Characterizing personnel costs, it should be noted that the total amount of expenses during the study period increased by 25%, (from 20.825 to 26.035 million euros). The involvement of employees in the management of the company also increased (during the study period from 76% to 83%). That is, the company's top management conducts an annual survey of its employees for labor satisfaction, safety, comfort of working conditions and other certain indicators. The share of women in the average and senior management of the company increased by 19%. Quite positive is the tendency to reduce the injury of workers with loss of time, from 4.30 to 3.40 (or 20.9%). It should also be noted that the company under investigation was included in the ranking of enterprises in terms of cybersecurity quality, and its place in the world ranking is 700.

4. The effectiveness of the use of socio-psychological management methods at DHL, Germany was assessed.

In 2022, DHL recorded a reduction in the Lost Time Injury Rate (LTIFR) to 3.4. This exceeds the company's target for LTIFR, which was 3.7. However, more fatal accidents were also recorded compared to the previous year. Unfortunately, there is an increase in the number of deaths in the workplace. So, in 2021 there were 5 of them (per 200,000 working hours), and in 2022 their number is already 7. The number of deaths in the workplace due to road accidents has also increased, from 4 in 2021 to 5 in 2022. The company needs to work to reduce these indicators, both the loss of work of working days due to road accidents and deaths at the workplace of coma, including due to road accidents.

In the reporting year, DHL Germany took into account taxes and contributions to social security in the total amount of 5.354 million euros, including 3.192 million euros are employer contributions to social security.

5. Directions of improvement of social and psychological management methods at DHL, Germany are proposed.

Among the recommended activities is the study of personal characteristics of the employees of the company's team, namely psychological planning, which is a new direction in working with personnel to create an effective psychological state of the team. It includes: setting development goals and developing criteria for the effectiveness of production activities, justifying psychological standards, creating methods for planning the socio-psychological climate and achieving final results.

Social efficiency will be manifested through the achievement of individual goals of employees and will characterize the satisfaction of management. Positive social consequences of the implementation of the measures will be formed outside the company (formation of a favorable image). All these indicators of social efficiency will ultimately have a positive impact on the efficiency of personnel and the company's activities as a whole.

The effectiveness of the developed measures aimed at improving the methods of personnel management is obvious, this will allow the company's management to rationalize the management structure and increase the efficiency of the use of personnel resources of the enterprise.

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Key figures						
		2018	2019	2020 adjusted	2021	2022
Financial figures						
Revenue	€m	61,550	63,341	66,716	81,747	94,436
Profit from operating activities (EBIT)	€m	3,162	4,128	4,847	7,978	8,436
Return on sales ¹	%	5.1	6.5	7.3	9.8	8.9
EBIT after asset charge (EAC)	€m	716	1,509	2,199	5,186	5,118
Consolidated net profit for the period ²	€m	2,075	2,623	2,979	5,053	5,359
Net cash from operating activities	€m	5,796	6,049	7,699	9,993	10,965
Free cash flow	€m	1,059	867	2,535	4,092	3,067
Capex ³	€m	2,648	3,617	2,999	3,895	4,123
Equity ratio ⁴	%	27.5	27.6	25.5	30.7	34.7
Net debt ⁵	€m	12,303	13,367	12,928	12,772	15,856
Net gearing ⁶	%	47.0	48.2	47.9	39.6	40.1
Stock data						
Basic earnings per share ⁷	€	1.69	2.13	2.41	4.10	4.41
Diluted earnings per share ⁸	€	1.66	2.09	2.36	4.01	4.33
Cash flow per share ^{9,9}	€	4.71	4.90	6.22	8.11	9.03
Dividend per share	€	1.15	1.15	1.35	1.80	1.85 ¹⁰
Dividend distribution	€m	1,419	1,422	1,673	2,205	2,205 ^{10,11}
Number of shares as at 31 December	millions	1,236.5	1,236.5	1,239.1	1,239.1	1,239.1
Year-end closing price	€	23.91	34.01	40.50	56.54	35.18
ESG figures						
GHG emissions ¹²	million tonnes of CO ₂ e	35.63	33.20	33.64	39.36	36.46
Realised Decarbonisation Effects	kilotonnes of CO ₂ e	–	–	–	728	1,004
Energy consumption (Scopes 1 and 2)	million kWh	26,437	26,199	27,427	30,486	34,498
of which from renewable sources ¹³	million kWh	–	–	–	1,826	2,271
Number of employees ¹⁴	headcount	547,459	546,924	571,974	592,263	600,278
Staff costs	€m	20,825	21,610	22,234	23,879	26,035
Employee Engagement: Approval rate in the annual survey	%	76	77	83	84	83
Share of women in middle and upper management	%	22.1	22.2	23.2	25.1	26.3
Lost time injury frequency rate (LTIFR) ¹⁵		4.3	4.2	3.9	3.9	3.4
Share of valid compliance-relevant training certificates ¹⁶	%	–	–	–	96	98
Cybersecurity rating	points	–	–	–	–	700

Qualification matrix pursuant to C.1 of the German Corporate Governance Code

Skills and qualifications of the individual Supervisory Board members can be found in the following overview.

Qualification matrix											
	Dr Nikolaus von Bomhard	Dr Mario Daberkow	Ingrid Deltenre	Dr Heinrich Hiesinger	Prof. Dr Luise Hölscher	Simone Menne	Lawrence Rosen	Dr Stefan Schulte	Prof. Dr-Ing. Katja Windt	Stefan B. Wintels	
Member since/appointed until	2016/2025	2018/2023	2016/2025	2019/2024	2022/2026	2014/2024	2020/2025	2009/2024	2011/2023	2022/2026	
Independence ¹	●	●	●	●	●	●	●	●	●	●	
No overboarding ¹	●	●	●	●	●	●	●	●	●	●	
Gender	Male	Male	Female	Male	Female	Female	Male	Male	Female	Male	
Year of birth	1956	1969	1960	1960	1971	1960	1957	1960	1969	1966	
Nationality	German	German	Dutch/Swiss	German	German	German	US American	German	German	German	
International experience	●	●	●	●	●	●	●	●	●	●	
Educational background	Legal expert	Mathematician	Journalist and educational researcher	Engineer	Business administration	Business administration	Economist	Business administration	Engineer	Business administration	
Accounting	●	●			●	●	●	●		●	
Financial expert in accordance with Section 100(5) AktG	●	●			●	● ²	● ²	● ²		●	
Risk management	●	●	●	●		●	●	●	●	●	
Logistics						●	●	●	●	●	
Strategy	●	●	●	●	●	●	●	●	●	●	
Sustainability	●			●	●	●		●	●	●	
Corporate governance / controlling		●	●	●	●	●	●	●	●	●	
Digitalisation, IT		●	●	●	●		●	●	●	●	
Cybersecurity and IT security		●		●	●	●	●		●	●	
Human resources	●		●	●	●				●	●	

¹ In accordance with the German Corporate Governance Code. ² Expert in the fields of accounting and financial statement auditing within the meaning of Sections 100(5) and 107(4) AktG.

Application F**Woodcock test**

F. I. A. evaluated	_____
Age (full years)	_____
Position	_____
Division.	_____
Date of completion	_____

Instruction

Read the statements describing your team and circle the sequence numbers of those you agree with. If you think that the statement does not fit well with the truth, then leave the answer box blank.

Don't waste a lot of time thinking through each statement: a few seconds is enough. Remember that the results will only make sense if you are sincere.

Test task

1. Our team is experiencing wealth in leadership
2. Decisions seem to be coercive towards us
3. People are not encouraged to speak out frankly.
4. In a difficult situation, everyone takes on their own interests
5. Communication needs to be improved.
6. Decisions are made at an inadequate hierarchy level
7. Some managers are disingenuous with themselves
8. We rarely question the main content or benefit of our meetings
9. Insufficient development opportunities have been created
10. We often quarrel with other units
11. Team members do not communicate sufficiently with each other.
12. Clearly, the organization expects from our team
13. The accepted order is rarely questioned
14. It's not really clear to anyone where we're going.
15. People don't say what they really think.
16. People have the position "my hut from the edge."
17. In the team, the conflict is destructive
18. Decisions are based on inadequate information
19. Some managers aren't trusted
20. We don't learn from our mistakes
21. Managers don't help their subordinates learn
22. Relationships with other groups are cool.
23. We are not considering our position within the organization.
24. Our team is "politically" receptive.
25. We often find that we lack the right qualifications
26. We are all very busy, but it seems that we do not have time everywhere
27. Controversial issues hide under the carpet.
28. It would help if people had more desire to admit their mistakes.
29. There is mistrust and hostility.

30. People are not allowed to make decisions.
31. Little loyalty to the team
32. Outside opinions are not welcome
33. It would be necessary to have a large rotation of work.
34. We rarely work together with other teams.
35. We were unable to ensure cooperation with other teams and subdivisions
36. The ability to work in a team is a selection criterion upon admission to this organization.
37. No one is forging ties with other groups.
38. We don't spend the necessary time planning for the future
39. Sensitive issues are avoided.
40. It happens that someone "put a knife in the back."
41. We don't really work together.
42. Inappropriate people make decisions
43. Managers are weak and not ready to fight and demand attention to their point of view.
44. I am not getting enough feedback
45. Non-conforming types of skills develop
46. Help will not come from other parts of the organization
47. There is a strong misunderstanding between our team and the unions that are putting pressure on us
48. This organization rewards teamwork coherence.
49. We don't pay enough attention to relationships
50. We have no clear idea of what is expected of us.
51. Honesty is not a feature of our team
52. I don't feel the support of my colleagues.
53. Qualifications and information not well distributed
54. There are strong personalities who go their own way.
55. Self-esteem frowned upon
56. We need to spend more time discussing working methods.
57. Managers don't take personal development seriously
58. Other parts of the organization don't understand us.
59. We fail to bring our message to the outside world
60. People on the team have good connections with other members of the organization
61. We often reach solutions too quickly.
62. The course of action in which personality is valued has little to do with what is achieved
63. Too many secrets
64. Conflicts are avoided.
65. Disagreements are corrupting
66. Commitment to solutions is a number.
67. Our managers believe that stricter oversight improves the outcome.
68. Too many bans on our team
69. Obviously, there are better opportunities in another division.

- 70. We spend a lot of energy defending our borders
- 71. Team members don't understand what they expect.
- 72. The culture of the organization encourages well-coordinated work in the team
- 73. We don't pay enough attention to new ideas
- 74. The priorities are unclear.
- 75. People are not sufficiently involved in decision-making
- 76. There are too many accusations and reproaches.
- 77. Not always listened to
- 78. We do not fully use the skills we have
- 79. Managers believe that people are essentially lazy.
- 80. We spend a lot of time doing and we don't spend enough time thinking.
- 81. The individual's desire for growth is discouraged
- 82. We are not trying to understand the point of view of other teams
- 83. We are unable to listen to our customers
- 84. The team works in accordance with the goals of the organization

Thanks for the answers.

Application G

Test Team Potential

F. I. A. evaluated

Age (full years)

Position

Division.

Date of completion

Instruction

Please answer the following questions. To do this, circle or otherwise mark the answer option that you think is appropriate.

Answer options:

1 - completely characteristic of my group;

0.5 - sometimes characteristic of my group;

0 - absolutely uncharacteristic of my group.

Test task

1	Our team can resolve internal and external conflicts itself.	0	0,5	1
2	Our roles change flexibly for new goals and objectives.	0	0,5	1
3	Our team members sincerely strive for a quick and effective resolution of work issues.	0	0,5	1
4	Team members hear and understand each other.	0	0,5	1
5	We have established effective communication with other working groups.	0	0,5	1
6	We receive a team reward for our effective work.	0	0,5	1
7	Our team members appreciate, want to receive and give each other constructive feedback.	0	0,5	1
8	Team members come to each other's rescue in difficult situations.	0	0,5	1
9	Our team has a system of proper control over their own actions.	0	0,5	1
10	Our roles, relationships and team structure are absolutely clear to all.	0	0,5	1
Total.				

Thank you.