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Employee motivation system: current situation and ways of improvement

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Abstract. *There is described peculiarities of employee motivation program in Russian Federation. Different systems and payment forms are analyzed. Moreover, there is analyzed different styles of corporate management, which affects employee motivation as well.*

Keywords: *employee motivation, labor market, compensation systems, forms of compensation systems, employee productivity, efficiency criteria's, management styles, corporate governance.*

Мотивация персонала: текущие реалии и пути совершенствования

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Аннотация. *В данной статье описываются различные подходы к определению риска и методам управления ими. Так же описываются основные характеристики риска, которые могут быть использованы для его идентификации. Кроме того, в статье выделяются четыре основных возможных варианта поведения в различных рискованных ситуациях для эффективного риск-менеджмента.*

Ключевые слова: *мотивация персонала, рынок труда, системы оплаты труда, формы оплаты труда, продуктивность сотрудников, критерии эффективности, стили менеджмента, корпоративное управление.*

According to the author of the book "Motivation in the style of the action", Klaus Kobjell "Good content is a hygienic factor, something like an aftershave cream" [4, p. 13]. The pay system plays an important role in shaping the motivational mechanism of the enterprise, as wages take the first dominant position despite the growth of intangible factors that influence employee motivation. This is documented by numerous sociological studies. According to the annual survey on "Motivation of the personnel in the Russian labor market", carried out by a large international company Kelly To as before, wages (76%) are the most important factors motivating employees of companies to work effectively [2, p. 166], What is the pay system? There are many definitions of this term in scientific literature. However, it should be noted that the essence of this category is reflected in the Labor Code of the Russian Federation: Wages (wages) - wages depending on the qualifications of the employee, the complexity, quantity, quality and conditions of the work performed, and compensation (additional payments) Allowances) compensatory character, including for working under abnormal conditions, working in special climatic conditions and in areas affected by radioactive contamination, and other compensatory payments) and incentive organization of payments (incentive incentives and premiums, bonuses and other incentive payments), As the main source of income for households, wages are important for shaping the labor force, improving its quality, competitiveness and mobility in the labor market. Therefore, compensation must not only be enough to meet the minimum needs, but also to provide quality social services. It is very important to consider the needs of the employees and guide the employee according to the organization's goals using a financial mechanism.

In the past, there were two systems of pay for workers: piecework and time-based pay. The time-based pay system is a method by which the results of an employee's work are assessed in terms of hours worked. Piecework is a pay system that takes into account the work done. Of course, both systems have both advantages and disadvantages. It should be noted that the use of a system in its pure form may not reflect the characteristics of the company and the industry in which it operates. In addition, the possibility of opportunistic behavior of workers without an effective system of control and motivation must be taken into account. Withdrawal of workers in the work process can be systematic and manifest in various forms, depending on the pay system and its correlation with the work results. In time-based accounting, opportunistic behavior manifests itself in the use of working time to perform tasks that are not directly related to official tasks. With piecework wages, opportunism affects the quality of the goods or services produced.

The modern pay system should fulfill the following criteria:

- 1) The remuneration system must be flexible, it must be adapted to changes in the economic situation.
- 2) The complexity of remuneration, ie wages, should include a fixed (basic) and a variable part, which depends on the performance of a particular employee and which is the strongest mechanism for motivating the staff.
- 3) Wages should depend on individual and collective outcomes and should not be separate from them.
- 4) The criteria for the evaluation of work and remuneration should be consistent with the objectives of the organization.
- 5) Regularly inform employees about the criteria for evaluating the work and linking these criteria to the payment system.

The right choice of wage forms and systems, taking into account the characteristics, objectives and specifications of a given company and the correspondence of the wage size to the work done, therefore plays an important role in improving the quality of work.

All foreign compensation models are subdivided into Western European models, which contain a number of characteristics that are characteristic of the remuneration systems of various European countries, Americans and Japanese. These models were formed under the influence of the characteristics of the economies in these countries. On this basis, two compensation models can be distinguished, focusing on individual and group jobs and the type of work [5, p. 63].

The American (individualistic) model is characterized by a combination of time-based pay system and Staggering off, The employees receive a time wage whose minimum hourly rate is regulated by law. The US pay system is designed so that fixed wages can only grow and almost never sink [3, p. 24]. In large transnational companies, which are represented on the Russian market, also the American wage system is implemented.

The Japanese model is of great interest to researchers as it is believed to be one of the main reasons for the "Japanese economic miracle". The motivational and compensation system in Japan is characterized by a system of lifelong attitudes, collectivism and a strong entrepreneurial spirit, which minimized staff costs by reducing turnover. The variable part of the salary is provided by bonus programs, the bonus payout system and its nature may vary, but its main objective is to increase loyalty to the business.

Thus, in Western European countries, different types of payment and work incentive systems are used and combined, depending primarily on the specifics of the country. The ideologies of the American and Japanese systems are thus based on two opposing concepts - collectivism and individualism.

In terms of domestic management style, in 2017 a study by Kelly performed Services which employed some 165,000 workers, including almost 13,000 from Russia, showed that employees of Russian companies are more susceptible to individualism in their work patterns than in other countries. Respondents were

asked how they see the ideal workplace. It turned out that Russians more often than their foreign counterparts prefer individual work with a clearly defined area of responsibility and as few colleagues as possible. Teamwork, where colleagues work together and a common language is found, is in Italy (80% of respondents) Denmark (70%), Norway (69%), Belgium (68%) and Portugal (67%) are the most widespread. This study shows that local leaders need to create team spirit and a friendly atmosphere in the team, as the result of the whole unit is a synthesis of the contribution of an isolated employee [6].

Russia currently uses various forms of piecework and time-based pay systems. The basis of these forms is, in particular, the tariff system, which takes into account the level of qualification of workers, the complexity and working conditions, and other indicators. From the point of view of Russian legislation, wages in Russia include basic salary, the variable part of wages (allowances, allowances) and intangible remuneration (insurance, official recognition of merit and others).

Based on the above, we can draw the following conclusions:

1) There are currently many classifications of pay systems that often turn out to be an obstacle to the implementation of the company's choice.

2) The existing wage systems do not always take into account the realities and needs of the economy and individual companies.

3) In our opinion, the compensation system should take into account the characteristics of the company, its organizational and legal form, the level of employee skills, the organization of work in the company and other factors that may influence the assessment of employee performance.

The key feature of modern pay systems is therefore their flexibility, which allows them to adapt to the needs of a particular company. This system will increase employees' interest in the qualitative results of their work, continuous professional development and acquisition of new skills, knowledge, skills and abilities to ensure the effective operation of the company and the country's economy as a whole.

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