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STAFF MOTIVATION IN THE TIMES OF CRISIS

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Резюме – В данной работе рассматриваются способы стимулирования и мотивации сотрудников в условиях кризиса, структуру мотивации и влияющие на нее факторы, необходимость удержания ключевых сотрудников, важность создания корпоративной культуры, а также методы материальной и нематериальной мотивации.

Resume – This article describes the ways of stimulating and motivating employees in a crisis, the structure of motivation and factors that affect it, the need to retain key employees, the importance of creating a corporate culture, as well as methods of material and non-material motivation.

Introduction. The research topic is significant in the work of personnel in organizations. The organization will be successful if its employees are interested in it. Their effectiveness depends on the internal and external environment, but the main role is played by the internal environment. In order for the organization to achieve its goals and benefit, employees must perform their work efficiently. However, the efforts of employees may differ: some are characterized by efficiency and responsibility, while others strive to simplify their responsibilities as much as possible, regardless of the quality of their work and whether the necessary result will be achieved for the growth of the organization. Motivation in management is very important, because it makes the employee work with maximum efficiency, which guarantees the effectiveness of the organization. It is necessary to motivate staff during a crisis in order to retain key employees, without whom it will be difficult to overcome the crisis.

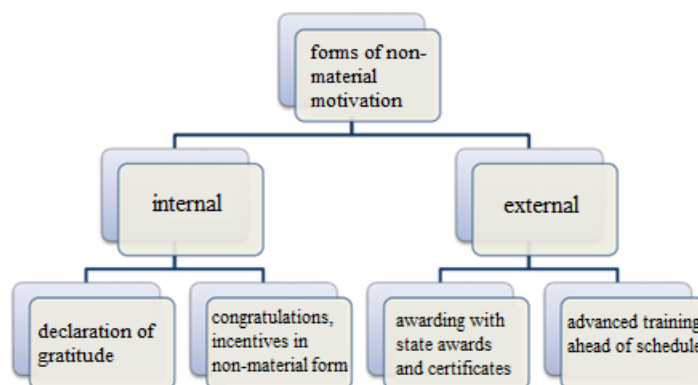
Main part. Motivation is the process of inducing, encouraging oneself or others to purposeful behavior or perform certain actions aimed at achieving

one's own goals or the goals of the organization. The structure of motivation and the factors that influence it are shown in the picture:



Picture 1 – Motivation as an element of the personnel management system
Source: Own elaboration

The picture shows that motivation plays a central role in personnel management, it is a tool for influencing the employee. But in order for it to work, the employee must have a direct interest [1]. There are material and non-material incentive systems. Non-material motivation is based on the psychological impact on the person, without resorting to the payment of material resources. For such motivation it is necessary to take into account the personal qualities of a person. The main goal of non-material motivation is to achieve the employee's interest in the work. This increases the efficiency and productivity of the organization. Such methods are necessary to increase the self-esteem of employees, their attachment to the organization, but they do not worsen the financial condition of the enterprise. Forms of non-material motivation (Picture 2):



Picture 2 – System of non-material motivation
Source: Own elaboration

Material motivation involves additional payments to employees. But it is not a fact that an employee who has received material resources will work better and more effectively [3]. However, in a crisis, financial motivation is not possible, so it is important to be able to motivate employees without additional payments. Economic crisis – a sharp deterioration of the country's economic condi-

tion, manifested in: significant decline in production; bankruptcy of enterprises; the fall of the gross national product; rising unemployment. As a result of all this, the living standards of the population are reduced.

The crisis not only causes financial damage, but also losses of highly qualified and efficient employees, without which it becomes even more difficult to cope with it. Therefore, the most important task of management in a crisis is to retain such employees. Since key personnel do not face dismissal, and even if they are dismissed, they find a new position very quickly. It is not so easy to keep such employees, unlike other employees who hold on to their jobs and are afraid of losing them. Therefore, a competent personnel policy is extremely important, although many organizations believe that in a crisis, all employees are afraid of losing their jobs, so they do not give the necessary motivation, but this is an erroneous opinion, because of which such organizations lose the best employees and only worsen their condition [2].

During a crisis, non-material motivation will be of great importance, but since it is difficult to interest an employee in literacy at such a time, it is necessary to motivate them in a different way. It is the corporate culture that will be the main tool of motivation. The Manager should be open with his employees, give them the right to make decisions with him, thus increasing their obligations to the company. In this case, the person is aware of their importance and involvement in the fate of the organization, which motivates them to work even better. It is also important to create team spirit using team building methods. It is necessary to hold meetings as often as possible, showing reports on the work done and anti-crisis measures taken. Thanks to this, the employee will see the result of collaboration, which will further motivate him [4].

Conclusion. Motivation implies knowledge of the psychological and physiological needs of a person, so the manager needs to analyze the motives of employees, then he will know and understand how to better influence the employee. Thanks to this, the Manager can influence the effectiveness of the organization. A motive is the cause of a person's actions. Motivation and incentive influence employees to perform actions. Incentives improve the performance of people in an organization, which makes people act in its best interests. During a crisis, you must not forget about the most important resource of the company – its employees. Thanks to their efforts the company will be able to get out of a bad situation.

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FRESH LOOK ON LEADERSHIP

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Резюме – Бизнес беспомощен и бесперспективен без людей. Роль лидера в бизнесе трудно переоценить. Данная статья рассматривает востребованные черты характера и навыки необходимые современным лидерам и необходимость тщательного отбора и тестирования управляющего персонала.

Resume – Businesses do not exist or accomplish anything without people. This is where leadership comes into play. This article considers traits of character and skills, which are in great demand in modern leadership and emphasises careful selection of people employed to manage staff in the modern market.

Introduction. The leader's personality, his or her talent for leadership whether congenital or acquired is on the agenda today like never ever before. The world famous Gallup agency, which is seriously addressing the issue of executive selection, insists on the need for an Assessment Center for companies and their HR departments. Plenty of professional publications in 2020 were devoted to this issue, namely, the efficient leader selection, which proves the relevance of the task. Most researchers agree that the talent and abilities of the leader are, firstly, innate, and, secondly, identical for any professions: from teachers to businesspersons. Some management gurus note that only 10 % of people have the necessary talent to lead a team. This number is unexpected and indicates existing challenge.

Main part. Large organization which hire management staff should have a clear guidance regarding basic leadership qualities to look for. They should and they do develop innumerable tests to identify them. And as business is getting global nowadays, these qualities should be internationally transferable and easily fit into any culture. They should be chosen carefully to provide efficiency and growth to your specific company as well. But in general they can be as follows:

Integrity. Integrity is the fundamental leadership attribute is the fundamental leader's attribute that keeps everything else secure and afloat. Without integrity, things break down fast. Kroger CEO Dave Dillon remarked once, "Integrity allows you to assume important characteristics about how things work". As a result it fosters trust which leads to higher productivity.