

*Матвеева Алла Ивановна, профессор,
кандидат экономических наук, Уральский государственный
экономический университет, Екатеринбург*
*Коньков Иван Александрович, аспирант, Уральский государственный
экономический университет, Екатеринбург*

СОВЕРШЕНСТВОВАНИЕ СИСТЕМЫ МОТИВАЦИИ ПЕРСОНАЛА МЕЖДУНАРОДНОЙ КОМПАНИИ

***Аннотация:** В условиях глобализации и быстро меняющегося рынка труда эффективная система мотивации персонала становится ключевым фактором успеха международных компаний. В данной статье рассматриваются основные аспекты и подходы к совершенствованию системы мотивации, а также их влияние на производительность и удовлетворенность сотрудников.*

***Ключевые слова:** мотивация персонала, эффективная система мотивации персонала, международная компания.*

IMPROVING THE STAFF MOTIVATION SYSTEM OF AN INTERNATIONAL COMPANY

***Abstract:** In the context of globalization and a rapidly changing labor market, an effective staff motivation system is becoming a key success factor for international companies. This article examines the main aspects and approaches to improving the motivation system, as well as their impact on employee productivity and satisfaction.*

***Keywords:** staff motivation, effective staff motivation system, international company.*

Modern international companies face many challenges related to personnel management. One of the most significant factors affecting competitiveness is employee motivation. An effective motivation system not only helps to increase labor

productivity, but also reduces staff turnover, improves corporate culture and strengthens employee loyalty.

Motivation is the process that initiates, guides, and supports purposeful behavior. Within the framework of motivation theory, several key models are identified:

1. Maslow's Theory of Needs: This model assumes that human needs can be classified by levels — from basic (physiological) to higher (self-actualization). It is important for an international company to take into account cultural differences in the perception of these needs.[1]

2. Herzberg's two-factor theory: According to this theory, the factors contributing to job satisfaction (hygienic and motivating) must be balanced to achieve maximum efficiency.[2]

Despite the existence of various theories, many international companies face problems in implementing effective motivation systems:

1. Cultural differences
2. Changes in the work environment
3. Individual preferences

To increase the effectiveness of the motivation system in an international company, the following approaches can be considered:

1. Individualization of motivation
2. Integration of intangible incentives
3. Cross-cultural management
4. The use of technology
5. Flexibility of the reward system

It is impossible to effectively manage staff without a motivation system that determines the relationship between employees and the company. Domestic managers consider decent wages based on fixed tariff rates and salaries to be the only incentive for productive work. However, the foreign experience of staff motivation refutes such a one-sided, simplified approach. Of course, blind copying the practice of Western European or Japanese countries is not the best solution, but some elements of the motivation and encouragement system are quite applicable in Russia.

Russian employers most often equate the salary level with the employee's level of involvement in the work process. Of course, the "price of the issue" comes first, there are only a few volunteers and enthusiasts who are ready to work for the idea. But it is also short-sighted to simplify the idea to the point that an employee comes to work only because of a salary. A seemingly simple technique: paying employees for a gym membership or organizing foreign language courses in the office – works great to strengthen motivation and increase the loyalty of the team.

Methods and methods of motivation in foreign companies are more diverse than in Russian ones. The Western approach combines financial, tangible and intangible incentives. Experience shows that the attitude of staff towards responsibilities is a mirror image of the employer's attitude towards staff. A "favorite" employee works more efficiently, and the ability to work of the staff is the key to a successful business.[3]

The most striking models of staff motivation are developed and successfully implemented by companies in Japan, Germany, Great Britain, France, and Sweden. Let's figure out which motivation system is most effective, what foreign leaders focus on and how to apply best practices in Russian realities.

Let's consider the Japanese model of staff motivation. The growth of labor productivity in Japan is outpacing the growth of living standards and wages. However, the Japanese experience is applicable only in a society with a strongly developed sense of civic responsibility and self-awareness, where common interests are above individual needs and there is a pronounced willingness to make personal sacrifices for the common good.

"Firstly, you serve the emperor (country), secondly, your employer, and thirdly– your family. And only then can you think about yourself."[4]

This is a brief formulation of the basic principle of motivation of the Japanese, which has been preserved since the days of feudalism and serves as the basis for corporate motivation systems in modern Japan.

The main quality of an employee in the Land of the Rising Sun is dedication to the company, which often borders on sacrifice and ignoring their own needs. How does this manifest itself?

The Japanese consider themselves a necessary link in a unified system and take personal responsibility for the fate of the company they work for.

For the Japanese, the concepts of "profession", "job", "enterprise" are identical. In response to a question about a profession, a Japanese person would rather name a company than an occupation, for example, instead of "I work as an engineer" – "I work for Kubota." [5]

The Japanese system is characterized by a minimum number of missed working days. High responsibility leads to the fact that even if an employee is unwell, he does not ask for a day off and does not go on sick leave, but will continue to work.

Overtime is the norm for the Japanese. They stay at work without prior arrangement and without objection. This, of course, will not cause joy, but it will also not be a reason to complain about the boss and sort things out: "So it's necessary."

Taking a full vacation for a Japanese employee means showing disloyal attitude towards the company. Therefore, the Japanese take only part of the prescribed rest.

When a Japanese person identifies with the whole company, this is not only an echo of the feudal system, but also the result of a modern approach to motivation and personnel management.

The Japanese motivation system as a whole is aimed at team building, strengthening a positive attitude and strengthening the employee's connection with the company. The Russian model of staff motivation has its own characteristics, which were formed under the influence of cultural, social and economic factors. Unlike Western approaches, which often focus on individual achievements and material rewards, in Russia employee motivation may include more collectivist elements and take into account the specifics of national psychology. The Russian model of staff motivation is multifaceted and requires an integrated approach that takes into account both traditional values and modern trends.

An effective motivation system should be adapted to the specifics of the company and its employees, taking into account their needs and expectations. Improving the staff motivation system is an integral part of the strategic management of an international company. Success in this area depends on the ability to adapt approaches to motivation to take into account cultural characteristics, individual preferences and changes in the work environment.

An effective motivation system not only increases labor productivity, but also contributes to the creation of a positive corporate culture, which is the key to the long-term success of the company in the international arena.

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