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**«Инновационное предпринимательство:
перезагрузка 3.0»**

**Сборник материалов
ежегодной научно-практической
конференции студентов и магистрантов
14 апреля 2017**

Алматы, 2017

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Finance and accounting in conditions of uncertainty: opportunities and risks

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MODERN PROBLEMS OF RETAINING TALENTED EMPLOYEES IN THE COMPANIES

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In the business sphere and big companies is really important to keep and work together with talented workers. But often companies ignore skills and talent abilities of the employees. Some business spheres like banking system and consulting companies are doing their job with the high quality but employees might not use their talented skills. Modern companies start changing their strategy of recruiting process by hiring talented and educated candidates. In my personal opinion when company staff consist of high experienced and talented workers the final output and result of working process will be more efficient. All employees are interested in initiates of career goals. If employee doesn't confident about his future career and performance in the company – he might find different job. The relationships between employees and CEO are important. If company's directors would be attentive to details of employee's interest, and eventually give them more responsible job – employees would be more satisfied and interested in their job. When people are motivated and believe in the best meaning of their job, they will work with high level of quality and make a good feedback. When employees are satisfied with their job, they will want to come back to work every day. Working conditions are also important for employee's expectations. The opportunities go abroad for a business trips, benefits from work activity, chances to visit special business trainings, flexible schedule for vacations are motivating factors for workers. Good management system and right company culture can inspire employees. The board of directors should give more freedom in the working process of employees if they want to retain their workers. Then employees could increase their productivity by using more resources from their experience. When you doing something that you like, and something that you successful in, the process might become a hobby. While talented employees will satisfy with their job and work conditions they could became a part of the company for a long-term. Employees with high professional skills could improve and innovate working process with brand new ideas. Team of high educated, talented and professional employees might implement new strategy for company's goals. The participation of active and talented employees will improve corporative culture, company strategy and focus for the future development. In my view in our day's companies should create value in the company's culture to keep their most professional and talented workers. The employees should realize that they can't find the same value of chain in different companies. If employees would realize that they making this world much better by working in this organization, they will feel necessary importance of their characters in the company's corporative culture. With this reason all workers will use more resources to make their job in the high quality. This factor will motivate employees to become more active and responsible in daily job. They won't be worried about safe work conditions and search different opportunities to build career in another company. The motivators factors will keep interest on the future career performance in one company. In addition to achieve this career performance, employees would improve their working process with a new techniques and methods. Due to new challenges employees will adapt to working changes and improve their working style. Also if company's directors would give more perspectives in job to workers, employees start to trust relationships between them. After the opportunities to get more responsible work and gain new experience, employees would have a reasons to make this connection with directors stronger. Employees would know that their work means something for company's directors, and directors are attentive to the details of their working process. The next point is to improve relationships with talented employee is «delegation and supervision» [1, p 13]. If employee have a high professional skills and he's doing job with high performance is the reason to get a chance to try his abilities in more responsible work from CEO. The delegation process would be useful for both sides: CEO and employee. For talented employee it would be great opportunity to prove for CEO his efficiency and productivity and for CEO it means less work. In this working environment employee might feel himself more confident than he felt before. The delegation is learning process and at the same time is continuous improvement. All employees could become more active in purpose to get opportunity learning new skills from company's directors. In general workers provide only 50-60% of their productive in the daily job. These research means that in some companies are involved only the half the capacity of workers. And in efficient company working staff using more and more potential resources in order to achieve common organization's goals. In my opinion the mission of CEO is to motivate and develop the professional growth of employees. Eventually in companies is increasing only the value of human resources. Company's directors often tend to underestimate or ignore the true abilities of their employees. But the only way to see the true potential of employees is to giving them different job or mission that exceeds anything that they have done before. The important steps in this delegate process are giving freedom to employees in the working process, allowing them to making mistakes and draw conclusions. When company's directors start uses and trust to the true potential and talented capabilities of their employees, the efficiency from company's productivity reach the highest quality. Also for companies is important to keep talented and professional employees for improving their corporate competitiveness. For a long-term corporate strategy high-skilled and talented employee could take position in making future decisions. Companies could provide opportunities to improve professional skills by visiting special courses and business trainings. Also one of the important benefit from company's service would be company car for each active and talented employee for their productive work in one

month. All these factors will motivate every employee to stay and work at the only one organization, develop with the company, making this company better, improving the strategy.

In our days the general process of learning and human interaction with the environment has changed. The world's development of technology is also useful for company's structure. Right now the modern machines are starting replacing people in manufacturing process. Today a lot of office programs are using special business tools for daily job. The efficiency of organizations depends on productivity of an employees. The future performance of employee's career will depend on quality of their job. There are many ways to become more successful in the job. In my opinion most common principles that employees are using to improve their professional knowledge are: business trainings that companies could provide in their service, learning courses of new languages to become more competitive in the market, and improving IT skills. New ways of learning had become much easier due to modern technologies and internet sources. Some of working conditions are also important for the future employee's career and development. The benefits from the company's service are motivating employees to be more competitive to each other, what means that all employees will improving true potential and professional abilities. Due to internet sources people can save enough time in the daily process. With a modern media environment employee might reach a new level of communications in the working sphere, for example direct connection between departments from different countries during conferences. For every employee it's also important to realize that learning and improvement process is continuing for years. In successful companies employees understand that every day they need to increase their productivity by using more resources, they realize how important to improve their professionals skills during the year. Because if you can't finish your job well – then someone else will do it for you. It's similar to professional abilities: if candidate for a working place in prestige company doesn't have enough professional skills same as his rival – then company probably will hire that candidate with a more abilities and professional skills for this job. In our days information become important resource, people are used to always making research of information. With new technologies as smartphones and modern laptops people can make their job easier and more comfortable. The online payment systems that companies are usually using to make transactions for different operations are essential for business deals in modern days. If employee would be high educated (know a lot of knowledge, science, practical principles of solving cases) and had enough professional skills (have necessary skills for using program software), he will have great opportunity to build career in prestige company. Knowledge of office program software is also increasing chances for employees to implement true potential and find their place in the company. The internet sources make process of learning new material more attractive what makes studying easier for remembering main details. For example, for employees who spent most part of their time in the work and at the same time they are planning to learn new languages it would much easier to start tutorials in YouTube than spent money and time for expensive courses. Today in the age of technology it's only a question of interest about using such important internet resources for goods and learning knowledge. But not everyone using this opportunity today. «More than seven in 10 employed people are now active social networkers as Social Networking has become the Number One use of the internet. There are more than two billion social connections generating more than three billion expressions per day. Overall, we know that 94% of people use social networking to learn, 78% to share knowledge and 49% to access needed expertise. The effect? The human condition is being radically amplified.» [2]. Inside of organizational culture one of the best methods that employers are using to develop their employee's future performance is mentoring and mentee. «Mentoring or at minimum connecting with a variety of people in all industries and age groups has never been more important» [3]. Mentor transfers specific knowledge and experience to mentee (as young employee). The process of mentoring includes parts from human resources of organizations and employee's behavior. «Mentoring helps employees acquire necessary knowledge, skills, and expertise is essential for any organization. Mentoring is an effective approach to organize, create, capture, and distribute knowledge. It supports short- and longer-term situational as well as topical learning between individuals and groups.» [4]. Mentoring helps employees accept all challenges that they meeting with in the working process. The role of mentor is unique and important in the company, mentors are doing responsible job by coaching an employees. Find a mentor for unexperienced employee is the best way to teach him the principles of the work and learn corporate culture in the short-period of time. Employees would be motivated work with the mentor due to right behavior methods. In general mentors has more experience and knowledge than mentee, mentors know the right way and strategy of achieving the goals, and they will help to mentee reach same level of knowledge and succeed in their daily job. In my opinion this type of communications and developing professional experience inside of company would be more comfortable for employees. Moreover, employee would be satisfied with the learning process, and more motivated to gain professional knowledge, due to example of mentor who has already succeed in the organization. Mentor might inspire employees in the learning process by his practical experience in the company.

The future development of company depends on productivity of employees and strategy for next generation of leaders. With the years main conditions on the business market are changing. The corporative strategy that was useful for last years won't reach high levels of company's productivity same as first output. For successful development and future performance of company, employees should use more resources to improve the quality of their daily job. Company's directors should identify employees who have more professional abilities inside of company. The right management of the company should define all resources and true potential of employees that company have for the long-term. The human resource management is important for all stages of company's activities. Today a lot of managers might lose their career because of mistakes in the planning process. The decisions that employees make every day determines the future direction of the company. The process of making right decisions depends on the professional skills of employee. If employee don't have right abilities and nature potential to doing his job with high quality, then

company's directors have to find more professional employee for this job. The process of identifying talents inside a company could increase the productivity from all departments, and save much time during working process for employees. The modern management process includes some parts from military strategy. The literature work of Niccolo Machiavelli "The Prince" contains the right principles of controlling huge governance without any lossless in a long-term [5]. Even in times of Renaissance politics understood main importance of management process and right strategy. Niccolo Machiavelli written wonderful book about the emperor's decisions, and how they will affect in the future. This book became the Machiavelli's legacy for the next generations. In chapter #10 Machiavelli defines a developed and successful kingdom or principalities, as a kingdom that could defending itself independently. The meaning of this chapter is that king have enough people in an army with a lot of skills and natural abilities, that makes the army stronger. The kings is trust to abilities of his warriors. Due to the clear strategy and the ability to identify the right skills of people, the kingdom (or principalities) could raise an army of the required sizes and withstand the battle with any enemy. Machiavelli also recommended for all kings to pay attention to their subordinates, to work with them on their weaknesses, discuss and improve the kingdom's strategy. The ending of chapter#10 summarizes conclusion: if the king will strengthen his kingdom, and carefully take care of citizens, so then the neighborhoods won't attack their state. The same conditions of «surviving» exist in the business market in modern days where we can compare business companies in the competitive marker same as «kingdoms at the battlefields». Today the main steps that company's managers should follow to build strong company's culture and good relationships with employees are focused on the employee's true potential, and their abilities. Modern conditions of the business market require companies to select talented employees right now. The Japan's model of company's structure has some difference from other cultures. One of the most successful way to build strong relationship with employees is use *Participatory management model* (or harmony method). [6, p 61]. The Japan's manufacturing process is one of the most successful in the whole world. A lot of people are interested in Japan's economy. The «Mission of business» book was written by founder of «Matsushita Electric» (or in our days the company called Panasonic). Konosuke Matsushita explain the main principles of right management process and steps to build successful company, by giving examples of his own business organization. The most correct word to describe the relationship inside and organization culture of Japanese organizations - is harmony. This method means that CEO or top managers should ask for advice from subordinates, employees, and not just dictate to them what they need to do. The best way to reach harmony in organization's relationships is daily communications, from top levels of management to lower levels. When the top and low levels of management don't have conflicts and some missing parts of information so then company reach "collective wisdom". Harmony and collective wisdom creates inside of company an atmosphere where employees are open for productive exchange of ideas and observations. When employees are feeling comfortable and safe they won't be afraid using their natural abilities and talents in the working process. Moreover, when employees satisfied with working conditions and feeling harmony they won't make wrong decisions. Due to harmony the possibility of misunderstanding tends to zero. Harmony means trust in relationships between CEO and employees. In Japan's business especially important business sellers, they are representing a valuable experience of communication with customers. To make successful deal the head of the company should explain to seller how is important his opinion. Matsushita built the system and hierarchy so that each seller could apply directly to the higher authorities with the idea or proposal. Then the system acquires harmony. As the result of right management policy and trust the sales and output of «Matsushita Electric» was highly increased. Employees were developing their talents and abilities with a purpose to become more effective and successful in their job. «Matsushita Electric» gives us great example when employees were motivated to become more talented by harmony relationship with co-workers and Participatory management model. Also Matsushita teaches importance of Positive model of management, where the main principle is to focus only on positive elements of organization. Most of employees has negative elements and weaknesses, but CEO must apply to the strengths and talents of company's employees, which characteristics each employee are also have. Then communication inside of company will be based on the level: your strengths = strengths of another. Head of company should search only the best characteristics in every person and refer to talents and natural abilities. Due to Change Management theory any organization might use Lewin's Model of change, which one include the three main steps of identifying issues and conflicts in organizations. These three main steps are: 1) Unfreezing, 2) Movement and 3) Refreezing. All three steps are important for change process in the companies. Any of these steps are run the necessary organizational development process in the long-term. So if the upper management level of company will use the Lewin's model of change for developing organizational structure the HR department or any of managers might identify new talented employees in the workplace. With the first step of «Unfreezing» managers might create special working conditions for identifying hidden talent skills of employee. Then with the second step «Movement» managers of departments could set a program of change in the working process of this employee in the purpose for using more natural and talent resources. And finally with the third step «Refreezing» employee would get used for planned change process and then feel absolutely comfortable with working conditions, this employee will use more natural resources in routine work process and develop the future of the company.

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