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УПРАВЛЯТЬ ВРЕМЕНЕМ**

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МЕҢГЕРУ, УАҚЫТТЫ ИГЕРУ**

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**Сборник статей слушателей
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Stimulation as part of training

Currently, human resource of management is a complex system of theories, rules and laws. Studying these aspects is very important when choosing the tactics and strategy of the organization management. Staff in any organization is its integral part, and any organization can not exist without people, and as a consequence of this - to produce something, to achieve its goals in business. Human resources management is primarily based on the principles of the organization employees' engagement to work on it, to achieve certain goals. That is why learning the principles and techniques of effective motivation is urgent today. Motivation is the process of encouraging people to work to achieve goals. Influence of motivation on behavior depends on many factors, it is very individual and can vary under the influence of motivation and feedback to human activities[1].

Previously, employers choose their employees from a large number of candidates, but now more the workers choose the most suitable working conditions for them selves, and the most suitable companies. It is evident especially if they are qualified specialists, the lack of which is already observed in the market. And it is not enough to have high wages and good benefits package alone. They choose the company that can meet best their emotional needs: respect, recognition, status, comfort and so on. It is observed that the higher the social status of the person is, the more attention he pays to satisfy his/here motional needs. And the final decision on the choice of the company lies, as a rule, in the emotional sphere. The same can be said about those who are already working in the company. It must be acknowledged that people decide to continue working in the company or not, on the basis of emotions solely. The employees are main with the company, if the manager can create a «comfortable» atmosphere. And the solution is extremely emotional.

One of the main tasks of any manager is to engage fully the entire potential of the employees into the work. That is the objective of all the work on the staff motivation. Increased productivity and, consequently, profitability — this is the result of implementing competent motivation system. And it is impossible to do without control of emotional sphere. If a manager wants to be truly effective, he/she must be able to manage emotions as his/her own one, and the same of employees as well. And a competent manager before asking the question: "How to receive a greater impact

from subordinates?" should ask him/herself: "How to change their emotions in the right direction for the cause?".

The business world is changing rapidly. The labor market is changing as well. The possibility of any company development is its ability to find and retain skilled and talented employees. Incentives, of course, play a big role. But an increasing role is played by emotional factors (psychological). And their role will increase more and more. Ignoring this in HR management will be, at least, unwise. Only a comprehensive system of motivation with the obligatory account of the emotional component will ensure full commitment from employees at work, their maximum efficiency and productivity.

It is important to understand that the organization can afford to use only those measures of motivational influence, the use of which would bring a real profit to it. Cost of additional incentives for employees should not exceed that of return, which the company will receive from their use. You can design gigantic programs of labor stimulating, but they do not bring any effect if not properly addressed.

However, there is a motivational factor, the use of which is mandatory for any company that seeks to achieve success. As a rule, in modern studies human resources motivation is first of all deemed to be the means of consideration to encourage the employee for more productive labor. Creating the company image is a serious motivating factor, and the factor that affects the motivation of the employee a priori, that is, before he/she is taken to the office, and it has an impact for the duration of his/her service in the company[2]. Whatever the basic human needs would be, the ability to work in a well-known company that promotes the goals being crisp, clear, and well-known far beyond its border and receiving social approval, will to a certain extent cause the man's being proud of the opportunity to belong to the company, and feeling him/her self as a part of it.

Thus, the creation of a «team spirit» is the most important element of any program for staff motivation.

Another factor that undoubtedly affects the efficiency of employees, is the atmosphere inside the company. Here, the managers need to understand that under no circumstances they should not save on the working conditions of workers and on creation of a favorable psychological climate in the company. These conditions alone do not bring

economic benefits in pure form. However, if the company does not care about it, its employees feel a sense of physical or mental discomfort that certainly reduces their productivity. Therefore it is important to keep in mind that the creation of an enabling environment in the company is also a serious problem of motivation [3].

The above conditions are necessary to create an atmosphere of interest in working in the company. Without their implementation you cannot expect to attract and retain highly skilled professionals, and a high return on the part of workers. However, the presence of these elements is not enough to create an effective motivational strategy of the company.

An essential tool of human resources management for many of the leading professionals and managers is considered to be the creation of corporate programs for labor motivation, that is, in other words, implementation of a social package or compensation systems.

Currently, many workers, while getting a job, are interested not only in wages, but also in the social package, which is offered by the organization.

Thus, the motivation becomes more multifaceted, which means that its organization requires a systemic approach. Special attention shall be paid at the close connection of the subject of personnel motivation with the subject of personnel development. It's difficult to disagree that the human aspiration for self-improvement (including that in the professional area) can motivate him/her much stronger than any economic rewards. Thus, the subject of professional development touches upon two critical aspects of management in this way.

Professional development at an enterprise is a practically continuous process that can consist in both new concepts, for example, the «teaching enterprise» concept, and in standard approaches, for example, various seminars, and study at professional development institutes for senior personnel and skill conversion of workers.

Managers often consider the professional and technical aspects of their work to be the most important for them. When these functions «complicate» with supplementary duties such as personnel development, their real work is often affected. However, during the last decade, the idea that managers and executives shall facilitate their staff's growth and development, strengthened and became the key duty of these persons. Their participation in personnel development is important for the following reasons. Managing people means positive influence on them — this is one of the best ways to support their development. The majority of problems reduce to the «human factor». If we remember and analyze the existing problems

we will find out that they are often directly associated with unsatisfactory communication, imperfection of knowledge or skills, immature attitude towards work. By paying attention to personnel training and skills improvement you can overcome a number of problems. Day release training is often ineffective, and it is the managers' task to draw parallels with the current work. Indeed, if the ideas and approaches recommended at training contradict those used in the company, the personnel feel disappointment when getting down to their work again. The participation is supposed to reduce the probability of a conflict and disappointment, when the personnel apply the newly acquired knowledge and skill at their workplaces.

Successful organizations create a special atmosphere facilitating personnel growth and development; there are standing programs of personnel development, i.e. it is not a one-time event. In addition to the official training programs, there are opportunities for informal study. For example, researches held in Motorola Company show a close interconnection between formal and informal study at the workplace. The researchers have calculated that every hour of formal study equals four hours of informal study, in particular, practice, verification of the obtained information, search for interconnection between theory and practice. Notwithstanding the vital necessity, some managers are not willing to spend time on personnel development[4].

Why are the problems of personnel development so pointed today? First, it is connected with continuous business development. Earlier, the goal of many domestic companies was to survive, capture business segments, but today, there are questions of business stabilization and increase of operating efficiency. The supplied goods and services continuously complicate because of technological development. The main intangible asset of a company that increases its competitiveness is personnel, which, unfortunately is not always able to quickly adapt to the changing and hardening requirements and alterations.

When managers of organizations apply to business education institutions to find educational seminars and various educational programs, it means that they are not satisfied with the working process at their enterprises, so to say, dissatisfaction with the existing order. The absence of experience and corresponding skills in some staff members are not always the reasons of their unsatisfactory work, therefore the management must understand what they dislike in the work of those staff members, how the desired condition shall look like, and how it is reached. The desirable results cannot always be reached if certain categories of personnel and subjects of instruction are

chosen; in this case, the management can be dissatisfied with the instruction. In such situations the manager shall analyze the adequacy for the job. Forexample:

- If these are the problems of the company as a whole (for example, in view of the growth and increase of the personnel number, the company became unmanageable, the existing organizational structure does not allow reaching the set strategic goals), education is needed for the management staff. In this situation, «Training seminar on strategic planning and organizational structure optimization» is recommended.
- If the company has already gone through certain structural changes and functional rearrangements, and encountered uncooperation between many structural divisions, training of line managers and key personnel of departments in «Operational management» would be advisable.
- If the problem is that some staff members lack certain skills, they can be sent to such training courses as «Customer relations», «Effective presentation», or «Business communication skills». But before that, I would recommend you to understand why those skills are missing. It can be connected with the absence of the staff member's capabilities — then maybe you don't need to train him/her, but better give that staff member a task that corresponds to his/her capabilities. It can also be connected with the staff member's motivation — for some people, education is already a motive for successful activity, but some people have no desire to study. In this case, training would also be ineffective. In any case, it is wise to design the training program

on the basis of the results of the appraisal conducted within the company, and preferably, motivation diagnostics [5].

Also, today the problem is connected with the company's financial resources, i.e. not every company can allocate money for personnel development. In our market, the small and medium-sized businesses that also lack money resources prevail. I can suggest the following ways of solving this problem:

Conclusion of an agreement, under which the company director pays for the professional development courses and upon completion of training, the staff member shall not be able to quit for a certain period of time.

The organization partially pays for the professional development courses.

Mainly, the emphasis is placed on development of economy, accounting and record-keeping. However, many courses of focused specialists' development are missing.

Today, the quality of goods and services are the main indices of the success of the Republic of Kazakhstan, and it requires skilled personnel. That's why both public and private organizations and enterprises shall pay a lot of attention to personnel development.

To avoid loss of potential profit, a manager shall get maximum commitment from his/her reports. To effectively control such a valuable resource as people, the manager needs to determine certain parameters of work delegated to the people, changing which he/she can influence the psychological condition of executors, thereby motivating or demotivating them. The properly designed work shall create inner motivation, a feeling of personal contribution to the released products. A human is a social being, which means that the feeling of inclusiveness can cause deep satisfaction that also allows realizing oneself as a personality.

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