

**Ministry of Education
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**The methodologies to motivate
professional development in
marketing sphere**

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Abstract

The structure of the thesis is represented by an introduction, three chapters, a conclusion.

In the introduction, the choice of the topic and its relevance are justified, the goals and objectives of the research are formulated, its subject and object are defined.

In the first chapter "Theoretical justification of the motivational development of personnel", the evolution of theoretical management concepts as the basis for the formation of the theory of personnel management is studied; the personnel management system and its components are justified; the main provisions of motivational theories are revealed; the essence, content and tools of motivational development of the personnel are concretized.

In the second chapter "Methodological foundations of motivational development of personnel", the methodological foundations of personnel management are disclosed; a methodology for motivating staff was developed; principles and functions are defined, methods of motivational development of personnel are systematized.

In the third chapter, "The concept of motivational development of personnel and the direction of its implementation", the concept is substantiated and its main structure-forming elements are revealed; directions and a set of recommendations for improving: the socialization of workers in the organization for the purpose of forming a work collective; management of the development of the labor potential of the organization; Professional development of personnel and conditions for his career growth.

The conclusion summarizes the main conclusions and recommendations on the implementation of the results of the completed thesis.

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1. INTRODUCTION

Actuality of the study. During the period of market reforms in the world of work, fundamental changes have taken place: forced labor has been abolished, alternative employment opportunities for the population have been created, labor legislation has been developed, the labor market infrastructure has been developed, social protection mechanisms for workers have been developed, and state guarantees for the realization of their rights have been ensured. In general, the prevailing macroeconomic conditions for the development of labor activity of the population should be recognized as favorable.

However, the degree of this activity does not meet the state's task of building an innovative economy. At the microeconomic level, staff development is still seen not as a goal, but as a means to solve economic problems. In many ways, this is due to the underestimation of the role of motivational development of personnel, the imperfection of tools to influence this development, which reduce the effectiveness of personnel management in the implementation of the management function of motivation.

This problem has special significance for trade organizations, the number of which is growing at a rapid pace. But at the same time, the management of personnel of trade organizations is oriented not so much to development as to the use of available labor potential. The above circumstances actualize the problem of the scientific substantiation of the motivational development of personnel with a view to improving the effectiveness of the management impact on the dynamics of the labor potential of the organization and ensuring its positive orientation.

The purpose of the research is to formulate and solve a scientific problem related to the theoretical and methodological justification, to improve the methodological tools of the study, to develop the concept of

motivational development of personnel and the directions of its practical implementation.

The realization of the research objective required the scientific development and solution of the following main tasks:

- study of the evolution of theoretical management concepts as the basis for the formation of the theory of personnel management;

- research of the personnel management system and its components;

- study of the main provisions of motivational theories;

- concretization of the essence, content and tools of motivational development of personnel;

- systematization of the methodological foundations of personnel management and development of a methodology for motivating staff;

- substantiation of principles, functions and methods of motivational development of personnel;

- an overview of the methodological toolkit for investigating motivational development of personnel;

- development of methodological support for the study of motivational development of personnel;

- research of environment and factors of motivational development of personnel of trade organizations;

- development of the concept of motivational development of personnel and the definition of its main structure-forming elements;

- substantiation of directions of practical realization of the concept of motivational development of personnel.

The subject of the study is motivational development of personnel.

The object is the personnel of trade organizations of Azerbaijan as a whole.

1.1. LITERATURE REVIEW

General problems of personnel management have been studied by many domestic and foreign scientists. Among them, it is worth mentioning the works of such authors as M.G. Avilova, G. Armstrong, D.A. Ashirov, Y.N. Baryshnikov, A.O. Blinov, E.A. Bogdanova, M.I. Bukhalkov, Vesnin V.R., Volgin A.P., Gerasimov B.N., Glaz Y.A., Gordienko Y.F., Egorshin A.P., Zhuravlev P.V., Ivantsevich E.M., Kibanov A. Y., Komisarova T.A., Korgova M.A., Krotova N.V., Lukicheva L.I., Makarova I.K., Makrinova E.I., Marenkov N.L., Martin M., Odegov Y.G., Reznik S.D., Rozdolskaya I.V., Samygin I.V., Serbinovsky B.Y., Serebryakova H.A., Sokolova M.I., Spivak V.A., Travin V.V., Fedorova N.V., Fedoseev V.N., Khodyrevskaya V.N., Shekshnya C.B., Shipunov V.G. and etc.

The problems of motivation, needs, factors of their formation and evaluation were reflected in the scientific works of such researchers as Balashova Y.K., Bower A.C., Belaya N.V., Van der Linden M., Vetluzhsky E.H., Herzberg F., Eye B.N., Dryakhlov N.I., Zhdankin H.A., Zakharov N.L., Ilyin E.P., Kabanov V.A., Kaz M.I., Kovaleva I.V., Kokorev V.P., Kulazhenkova M.A., Lukassen Y., Magura M.I., Malashenko VP, Maslow A., Ritchie III., Samoukina NV, Stevenson N., Ustinova E.M., Utkin E.A. , Frankkin R., Eggert M. and others.

Separate aspects of the problem of motivational development of personnel are disclosed in the works of Antsupov A.Y., Borisova E.A., Gutgartts R.D., Zhiltsova Y.S., Zanko D.I., Ivanova V.N. , Kabachenko T.S., Cooper D., Milman V.E., Mitrokhina O.N., Mornel P., Murashova M.V., Nazimova I.N., Nykredina G.D., Petrovskaya I.A., Ponamarenko B.G., Prokusheva E.F., Sidorenko E.V. and etc.

Recognizing the importance of the work performed for the theory of labor economics, it should be noted that the theoretical and

methodological aspects of the motivational development of personnel have not been adequately worked out. In connection with the emergence of new working conditions for wage workers, the expansion of labor content, the development of technology, the increasing complexity of labor functions performed by employees, the level of employers' demands for professional characteristics of personnel.

The practice of personnel management requires the development of new instruments of influence on employees motivating them to develop, expanding methodological tools in the field of research of motivational development of personnel. Organizations need a conceptual justification for the areas of motivational development of personnel and the development of application-oriented recommendations corresponding to these areas, the implementation of which will improve the efficiency of personnel management through the development of the personnel themselves.

The totality of the listed problems determined the choice of the research topic, the statement of its purpose and the formulation of tasks.

The genesis of the theories of personnel management is objectively predetermined by the evolution of administrative science as a whole, the foundations of which originated in the early civilizations - Ancient China, the Roman Empire.

In the historico-genetic aspect, researchers (Armstrong, 2004:832) distinguish five managerial revolutions that radically changed the role and significance of management as a phenomenon of society's life activity under the influence of a change in technological structures:

religious and commercial (the fifth millennium BC) - the formation of a special layer of priests-businessmen who carried out trade operations, business correspondence and commercial settlements;

- secular-administrative (second millennium BC) - the emergence of a set of laws governing the state of the Babylonian king Hammurabi (1792-1750 BC), regulating social relations between different social groups of the population;

- production and construction (the first millennium BC) - the combination of state management methods with control over activities in the sphere of production and construction during the reign of Nebuchadnezzar II (605-562 BC);

- Capitalist (XVII - XVIII centuries.) - the birth of capitalism, separation of management from property (capital), the emergence of management as a professional activity;

- bureaucratic (late XIX - early XX centuries) - the formation of large hierarchical structures, the division of managerial work, the introduction of norms and standards, the establishment of official duties and responsibilities of management workers (Balashova and Koval, 2002: 834).

At each stage of the evolution of management, three basic postulates remained relatively stable: the task, the person, and managerial activity. But, depending on the dominance of these postulates in theoretical managerial thought, new representations of the management itself arose, new interpretations of this category appeared that focused attention on the main aspects of management.

We believe that if management is viewed as a social phenomenon that manifests itself in the sphere of people's interaction, it is obvious that, unlike management, management goes beyond the organization of formal education, includes a broader range of subjects of managerial influence, including society and the state.

The subject of this impact in management is the administration (management bodies) of the organization, and the content content of

management is limited to the sphere of the organization's activity as an entrepreneurial structure having clearly defined formal boundaries.

In support of our point of view, we can cite E.E. Rumiantseva that "some management issues are well developed (for example, financial, banking management), and some are still open, both in the scientific plan and in practice (personnel management, crisis management). Moreover, there are no universal recipes for the development of enterprises, even if the theoretical issues of management have received sufficient study. Each enterprise has its own specifics, and the success of the activity of a particular enterprise depends on the art of management " (Bauer, 2007).

The theory of personal qualities in personnel management is based on the need to prioritize the characteristics inherent in the personality of the individual (employee, leader) and his behavior, which is determined by the following main groups of factors: the natural properties of the individual, his individual psychological characteristics; a system of needs, motives, interests; personal control system (Bobyleva, 2002).

The main premise of this theory is the assertion that a person who does not possess the necessary qualities cannot become a leader. These qualities include: professionalism, innovation, creative approach to work; self-confidence and dedication; non-standard thinking, ingenuity, initiative and the ability to generate ideas; psychological ability to influence people; sociability; emotional balance and stress-stability; adaptability to changes; internal need for self-development and self-organization; The theory of personal qualities in personnel management is based on the need to prioritize the characteristics inherent in the personality of the individual (employee, leader) and his behavior, which is determined by the following main groups of factors: the natural properties of the individual, his individual psychological characteristics;

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2. THEORETICAL ANALYSIS

2.1. METHODOLOGICAL BASIS OF MOTIVATIONAL DEVELOPMENT OF PERSONNEL

2.1.1. Methodological basis of personnel management

It is generally accepted that the methodological basis of governance is broadly defined by a system of categories and concepts, principles and methods, functions and tasks of management, which are influenced by objective laws and laws generated by the environment of the organization's vital activity as a formal structural formation that unites workers to create a product , work, services), significant for the organization and society.

The basis of management is the dialectical method of cognition, which allows us to consider management problems in their inextricable interconnection, movement and development, taking into account the retrospective of the emergence of these problems for the development of the direction of their solution in a strategic perspective.

The main subject of research in this case is an employee who carries out productive activities in the process of collective labor. The effectiveness of this work is determined not only by its functional content, but also by the behavioral aspects, the psychological interdependence of the totality of workers as a social group (community) formed within the organization to solve problems and achieve the goals of its functioning.

We emphasize that the staff is a set of individuals with individual needs, interests, motives, values, etc. parameters of the formation of

motivation, and therefore from the standpoint of psychology is a kind of abstract category.

The specifics in the knowledge of the specifics of the manifestation of an individual person as an "element" of personnel can be, in our opinion, introduced only if the management of a person (employee) takes into account his psychological manifestations in the process of group interaction of people within the organization.

Accounting for these manifestations in different approaches to personnel management has the same different degree of reflection, which is determined by the composition and content of the management tasks being implemented, the priority of elected methods and management tools and the dominant areas of personnel management.

It is known that at the present time in the theory of personnel management many approaches have been developed, of which the most significant are the economic, organic, humanistic, complex, systemic, process, functional, situational, structural, functional, institutional, activity, classical, behavioral, axiological-synergetic approaches.

In the framework of the economic approach to personnel management (Volgin, 2002:256) the leading place is occupied by the technical (instrumental, aimed at mastering the workers' work methods), and not the managerial training of workers. Organization here means the orderliness of the relationship between clearly distinguished parts of the whole, having a certain order, is a set of mechanical relationships and should, like a mechanism, act on the basis of algorithms efficiently, reliably and predictably. Despite the seeming simplicity of the organization's representation in the economic approach, its use in practice has certain difficulties, as D.A. Ashirov applied to the "efficiency conditions he singled out: a clear task for execution; a fairly

stable environment; production of the same product; a person agrees to be a part of the machine and behaves as planned " (Egorshin, 2001:720).

The organic approach (Kabanov,2008) deduces the management of personnel beyond the traditional functions of the organization of labor and wages. Personnel function of the registration and control becomes a developmental and extends to the search and selection of employees, career planning significant for the organization of employees, evaluation of employees of the administrative apparatus, improving their skills. The organization is perceived as a living system that exists in the environment. Within this approach, two basic metaphors are used to promote a new view of organizational reality. The first metaphor comes from identifying the organization with a human person with goals, needs, motivations and a life cycle. The second metaphor describes organizational reality by analogy with the functioning of the human brain ("organization as a brain that processes information") and characterizes it as a collection of parts connected by lines of control, communication and control.

The humanistic approach to personnel management (Kibanov, 2002) is a theoretical justification for a well-known compromise between the two areas of personnel management - personnel management (the paradigm of human relations) and human resource management. In this approach, the transformation of workers into enterprise owners translates the "employer-employee" relationship to a new level, in which other shareholders, government authorities, consumers are included in the relationship of mutual responsibility. This mutual responsibility ensures the growing effectiveness of the organization. In addition, the humanistic approach presupposes a high degree of participation of workers in all matters of the organization's life activity on the basis of the development of social and labor relations with the leading role of social partnership,

support and strengthening of the organizational culture that creates an atmosphere of cooperation, rather than competition between parties to the labor process.

As shown by our research, the essence of the humanistic approach to personnel management is usually considered in the interconnection of goals and principles of management.

An integrated approach to personnel management presupposes the consideration of organizational, economic, socio-psychological, legal, technical, pedagogical and other aspects in their totality and interrelations with the determining role of social and economic factors (Lazareva,2003:128).

The system approach reflects the consideration of the interrelationships between the individual aspects of personnel management and is expressed in the development of the ultimate goals, determining the ways to achieve them, creating an appropriate management mechanism that provides integrated planning, organization and stimulation of work with personnel (Makarova,2007).

The process approach provides for the management of the work and personnel of the organization as a set of processes of interrelated actions, work, operations, receptions. This approach assumes that management is carried out in time, and the coordination of workers' actions in a temporary aspect creates the conditions for effective achievement of the set goals and tasks, identifying and eliminating losses, activating the reserves of working time, increasing labor productivity. The process approach allows to establish the most rational sequence of labor operations and personnel management, fixed in the form of production technologies and personnel management technologies, and, therefore, allows to regulate and manage not only the

quality of labor (products, work, services) results, but also the quality of labor processes and management (Maslow, 2003).

The functional approach presupposes the identification of homogeneous actions and tasks that the staff decides upon achievement; objectives of the organization and cyclical repetition of the management, production and sale of products. This allows us to formulate and describe in detail individual functions (Mitrokhina,2006:149).

The situational approach to personnel management (as well as the system approach) does not have clearly defined procedures, principles and mechanisms for its use. Within the framework of this approach, the organization is understood as an open system that is in constant interaction with the external environment and adapting to it. "The main reasons for what is happening inside the organization, should be sought outside it - in the situation in which it really functions ... The situation is defined as a specific system of circumstances and conditions that most strongly affect the organization at a given time (Ovchinnikova, 2001).

It should be emphasized that the situational approach does not disprove the traditional principles of management, but argues that the optimal methods and methods used in the process of personnel management to realize the organization's goals cannot be general, should vary depending on the situation. With this in mind, the key provisions of the situational approach consist in an adequate interpretation of the managerial situation, highlighting its main factors (external and internal situational variables), assessing the effects of management impact on situational variables.

In other words, the main feature of the situational approach, unlike the other approaches to HR management discussed above, is that it refutes the existence of a "better" mode of management, assumes that the

effectiveness of management is relative and determined by the specific management situation.

The structural and functional approach explores the structural varieties (forms, types, types, models) of phenomena, processes, factors and trends, and specifics of the realization of their social functions by these structural varieties (Polyakov, 2002).

The institutional approach allows us to explore the systemic manifestations that arise in the social community of any level, through the prism of its institutional features - social institutions, relations, norms and values, emergent properties, status-role structure, social functions (Popov, 2003).

The activity approach provides an opportunity to study systemic manifestations through the implementation of certain types of "activity both in the internal environment of the social system, then in the external one, by defining the hierarchy of goals and ways to achieve them"

The classical approach allows us to investigate social organizations, based on the balance of material and human factors in social organization (Ryazanov, 2000:6).

The behavioral approach regards the social system as a prerequisite for the development of the individual. According to this approach, the main factor of interaction between individuals in the organization is the socially significant motivation and interest of the individual in the results of his work (Samoukina, 2006:224).

And, finally, the axiological-synergetic approach explores the system of organizational management by using the potentials of individual elements and components, organizations and social actors (Tedeeva and Ustinova, 2008:185).

Characterized, as well as other approaches to personnel management, as is known, are realized in the practice of management with the help of a system of principles.

The most "movable" element of the methodology of personnel management are the functions, to determine the composition of which, classification by classification characteristics, the degree of detail of the researchers are suitable from a variety of positions.

2.1.2. Principles and functions of motivational development of personnel

For the development of personnel in a long-term perspective, management should be organized in such a way that the workforce independently motivates its members to work, developing their motivation for recognition and communication.

In this case, the principles for motivating the personnel will be determined based on the main provisions of the adaptive-organizational approach, which was shown in Figure 10 by the corresponding relationship between the approach and principles.

In addition, it seems to us appropriate to divide the principles of motivating staff into two subgroups: the principles for the formation of a motivation system and the principles for the development of a motivation system.

As the basic principles of motivating the staff, the principles of the motivation system formation are: clarity of the formulation of goals and objectives of motivation; uniqueness of the criteria for assessing labor and its relationship to remuneration; publicity and availability of feedback; presence of stimulating working conditions; the unity of moral

and material motivators; accounting for personal qualities of employees; priority of positive motivators.

The principle of clarity of the formulation of goals and objectives of motivation assumes that no matter how effective the forms, types and mechanisms of motivation, they will not bring the expected results if the employee does not have clearly stated goals and objectives of his activity and is not informed of the expected results.

The essence of the principle of unambiguity of the criteria for the evaluation of labor and its relation to remuneration is that the employee must clearly represent what kind of reward he will receive for certain results of his work activity. This principle is based on justice as a universal category on the basis of which the distribution of the organization's income is proportional to the specific labor contribution of its employees, in accordance with the organizational mechanisms used to stimulate labor.

The principle of openness and availability of feedback is that the awareness of employees about the results not only of their work activity but also of other members of the work collective is a motivator of competition, economic competition, develops the motive for involvement, strengthens responsibility for the results of collective work, helps to eliminate possible conflict situations on the fairness of remuneration and its distribution.

According to the principle of the existence of incentive working conditions, they are motivating if the organization takes care of its employees, participates in solving their personal problems, which generally increases the attractiveness of work in this organization in comparison with alternative employment places. (Troshikhin and Ukolova, 2008:42).

The principle of unity of moral and material motivators presupposes the optimization of the combination of moral and material incentives for the worker's labor activity.

The essence of the principle of accounting for the personal qualities of the employee is that the most motivating influence on him is provided by personal factors of motivation, determined by the nature of perception, abilities, value system and other parameters of the labor potential of the employee.

According to the principle of priority of positive motivators, their use in comparison with negative motivators should be preferable.

It is due to the fact that in the case of the prevalence of punishments, fines, reproaches and other negative motivators, the socio-psychological climate in the organization is deteriorating, workers are striving to minimize responsibility for decisions and actions, to conceal objective information and, ultimately, they need to . Looking for a new job.

As noted above, the principles for the formation of a motivation system are the basic principles for the development of the staff motivation system. (Fedorova and Minchenkova,2005:416).

By motivation in this case, we mean the managerial process of implementing the motivation function, the content of which is determined by the totality of executive motivation: the activity of the personnel ("attracting" the efforts of the manager when organizing the motivational impact on the staff) and the motivation of the manager.

To the principles of development of the motivation system, we refer to the principles: a comprehensive orientation to the needs of staff; Alternative impact on the motivational sphere of the individual; coordination "of motivational impacts on personnel, balance of interests of personnel, and organization, the relative stability of the motivational

complex, the accounting of cause and effect dependence of motives and incentives, the obligation to take into account the interpersonal relations of workers in the process of collective work. (Yakhontova, 2002).

The principle of comprehensive orientation to the needs of personnel requires that when motivating, not only the material needs of workers, but also all other types and types of needs that are inherent to them are taken into account, conditioned by the psychological structure of motivation.

The content of the principle of the alternative impact on the motivational sphere of the individual is determined by the fact that the variety of types of needs of even one employee, not to mention their totality, i.e. personnel, determines the extreme complexity of the motives formed on the basis of needs. Therefore, the directions and ways of influencing the motivational sphere, the tools used for this purpose, motivational development of the personnel, must be alternative, activating various categories of needs.

The principle of coherence of motivational impacts on personnel assumes that any type of labor behavior, any form of labor activity, is based on a set of very different motives, often conflicting. Consequently, an effective system of motivating staff can only be if the motivational influences applied by the organization are coordinated among themselves and are oriented towards different types of motives and types of labor behavior of employees. (Richard and Homan, 2000).

The essence of the principle of balancing the interests of an employee and an organization is as follows. The interdependence of the parties of motivation as a managerial process (personnel and organization) forces each of them to maximize the productivity of labor. But if the interests of one side of the motivational process are realized without taking into account the interests of the other party, not only the

suppression of interests but also the inevitable weakening of the motivation to achieve the maximization of labor results, not only in the side whose interests are suppressed, but also in both sides of the motivational process.

The principle of relative stability of the motivational complex requires consideration of the dynamics of the motives, the organization of constant managerial monitoring of the quantity, quality of labor and relations that are formed between the members of the work collective. The dynamism of the motives of the workers necessitates a consistent "inclusion" of incentives of different levels and varying degrees of tension. The stability of the motivational complex is restored either by reorienting the stimuli to other motives, or by "including" incentives that are oriented toward changing the priorities of motivation, i.e. purposeful management influences aimed at organizational changes, including in the area of incentives for staff. (Avilova,2008:282).

The principle of taking into account the cause-effect dependence of motives and incentives presupposes the interdependence of motives directly related to labor activity and the motives associated with organization as the place for carrying out this activity.

In the first case, the cause-effect dependence of motives and stimuli is determined by the creation of favorable working conditions, enrichment of its content, labor and rest modes, the reduction of labor intensity, etc., which serves as incentives for labor activity, corresponds to the motives of the staff and facilitates the satisfaction of labor.

In the second case, the motives associated with the organization as the place of employment are due to the social needs of the staff, i. self-realization, achievement, recognition, etc., associated with incentives such as career planning, status positions of employees, the possibility of professional growth, etc., focused on the development of personnel.

The principle of accounting for the cause-effect dependence of motives and incentives in this case is manifested in the long-term unity of organizational values and personal motives of each particular employee. Ensuring this unity allows us to overcome the threshold of indifference to the stimulus by maneuvering incentives in the process of motivating the staff.

And, finally, the principle of compulsory accounting of interpersonal relations of workers in the process of collective work assumes that motivation is based on mutual evaluations of the qualities of employees that form the attitude of other members of the work collective to it through an individual share in the total volume of labor activity, the measure of employee participation in it.

Concluding the presentation of the principles of motivating staff, we emphasize that their composition is determined by the specifics of the subject of our study and does not pretend to lack an alternative.

In the management of personnel, as is known, there are other ways to systematize the principles of motivation, based on other grounds.

The difference in the composition of principles among different researchers does not affect the almost unanimous point of view regarding the functions of motivation: administrative, stimulating, regulating, psychological, prognostic.

2.1.3. Methodology for motivating staff

Motivation is one of the most important factors in the development of the personality, the emergence of its new needs, stimulating the individual to self-improvement in order to meet these needs, including through participation in collective work in the organization as a formal structural education.

In the process of this participation, the staff as a whole and each employee are individually exposed to managerial influence, i.e. not internal, but to external motivators, the composition and direction of impact of which are determined by the selected organization tools of motivational development of personnel.

It would seem that these basic provisions for the development of a methodology for motivating staff can be seen as obvious and do not need special evidence.

However, as our study showed, when developing the methodological aspects of motivation, researchers proceed, as a rule, from two basic aspects of motivation, understanding the motivation as:

- a psychological process beginning with a physiological and psychological shortage or need that activates behavior or creates an incentive aimed at achieving a specific goal or reward;

- as the definition and creation of conditions, the causes that lead to effective work, taking into account the needs, psychology, behavior of individuals or their groups " (Alekhina and Pavlutsky, 2001:24).

The content of this quotation, in our opinion, clearly reflects the psychological aspect of the formation of motivation, recognizing the importance of which as a whole, we believe that accounting for this aspect alone is not enough to understand the phenomenon of motivation and expand its methodological representation.

Our methodological position in this area is that the motivation traditionally attributed to the classical functions of management can simultaneously be seen as a factor in the organization of management aimed at the development of the object of motivation (staff, employee) with an external, targeted impact on it.

The effectiveness of such managerial influence will be determined by how fully internal (personal) ones will be taken into account. factors

of the formation of motivation, the content of which will show specific areas of the use of tools of motivational development in the process of personnel management.

Hence, the interrelation of the motivation and motivational development of the personnel acts as a cause-and-effect relationship, i.e. staff motivation can be considered as a factor (cause, condition) for motivational management of personnel in general and its development, in particular.

At the same time, the motivation from the management function is transformed into a managerial process of motivation, which has a pronounced activity character and reflects the activity of the managerial impact on the formation of staff motivation for development.

Motivation of the personnel in this sense is not an exception to the general rule, and therefore, in order to ensure the objectivity of the methodology, we have based some of the approaches that explain the motivational process and the content of management impact on the organization's personnel. (Antsupov and Kovalev 2006).

The content of these approaches will be revealed in accordance with the sequence of their origin in the theory of motivation, which is reflected in Figure 10 by the directions of the arrows that interrelate the approaches with each other.

The administrative-technological (classical) approach is based on two key components: well-developed technologies divided into small-scale labor operations with their exact designation of the execution time; administrative and organizational activities related to the management of the labor and all other objects on which the planned efficiency of labor depends.

As the object of management is not a person, and the work that he has done, in management practice, in fact, the only incentive is used -

wages, additional incentives are represented by various administrative negative influences for the employee's failure to fulfill the planned scope of work.

The resource-deficit approach is based on three factors: the low value of man in general; the residual principle of financing the social sphere; orientation towards the development of public consumption funds. (Armstrong 2004:832).

In this approach, human resources are considered as inexhaustible, and the main motivator of labor is the fear of everything and all mechanisms and structures of state power (in particular, there is a special legal mechanism for punishment for labor inactivity, ie "parasitism").

The residual principle of financing the social sphere does not allow to differentiate personal and family consumption, the standard of living is "average", it is believed that a substantial increase in it can not be a consequence of the growth of labor incomes, while the receipt of unearned income is also punishable by the state.

Therefore, the activity and professionalism of employees are low, and the motivation system is inefficient.

The orientation towards the development of public consumption funds (unearned access to means of material incentives) reduces the effectiveness of motivational mechanisms, approves the priority of organizational behavior (subordinated to subjective management factors) and reduces the role of the employee's personal contribution and abilities in shaping the results of labor. Public consumption funds are formed on the basis of the equalizing principle of distribution, and their distribution is based on the "caste" principle, i.e. by social groups.

The program-sectoral approach was based on the predominant development of heavy industry in relation to the easy, corresponding to

this sharp differentiation of wages and the composition of benefits to employees, their commodity supply with food and consumer goods.

A similar sectoral gap in the motivation systems took place in comparison of heavy industries with defense industries, the latter had more highly developed systems of material motivation of workers.

In addition, within the framework of this approach, in the motivation system, there were its separate types of motivation, specifically aimed at attracting, retaining and effectively using personnel for large federal research-and-production or defense capital-intensive diversified programs (space exploration, melioration, virgin lands development, etc.). (Balashova and Koval, 2002).

The funds allocated for the implementation of these programs were virtually unlimited, allowing the creation of bonus systems that were larger than wage systems. But at the same time, material-social and moral-psychological incentives, a system of state awards, special housing provision, etc. were also widely used.

The main part of the incentives was used for employees of the highest level of the administrative hierarchy, as well as for the direct executors of the programs. Therefore, their qualifications, initiative, discipline, etc. were noticeably higher than the corresponding labor parameters of workers in the "serving" industries (light industry, trade, catering, services, etc.).

The patriarchal-paternalistic approach presupposes a personified arrangement of specialists in the use of incentives for their carriers (sources). Each stimulus is identified with a specific person or element of the organizational structure, the use of incentives depends on the existing relationships of staff with management (owner).

The presence of direct personal contact allows us to assess the results of the personal labor contribution of workers in a specific

production situation, and the assessment of the contribution is strongly influenced by the personal factor of the "stimulus carrier", its authority, professionalism, business qualities, etc. Therefore, any incentive bears in itself a learning principle, and the evaluation of work and learning are combined into a single process according to the scheme "personal result of work - stimulus - training".

Moral and psychological incentives are directly included in the process of professional and business communication between the manager and the staff, direct evaluation of labor, expressed in the approval or censure of employees, becomes for the latter an important factor in self-organization and the development of professional knowledge, skills.

The cybernetic approach explains the basis of the motivational behavior of all living organisms (man, organization) for the purposes of maintaining and developing life. Solving this problem, living organisms exhibit complex adaptive behavior, which can be called purposeful.

Motivation in this case acts as an active driving force that stimulates the finding of such a solution that is inadequate to the needs in the situation in question and to which certain stages of the control algorithm or influence on motivation. The cybernetic approach explains the basis of the motivational behavior of all living organisms (man, organization) for the purposes of maintaining and developing life. Solving this problem, living organisms exhibit complex adaptive behavior, which can be called purposeful. Motivation in this case acts as an active driving force that stimulates the finding of such a solution that is inadequate to the needs in the situation in question and to which certain stages of the control algorithm or influence on motivation.

Thus, the cybernetic approach articulates the main goal of management: to build on the basis of studying the structures and

mechanisms of motivation of such systems, such organization of their work, such interaction of elements within these systems and such interaction with the external environment, so that the results of functioning of these systems would be the best, e. would lead most quickly to a given goal of functioning with a minimum of resources.

Anthropocentric approach to the center of all motivational factors puts the person with his needs, and the incentives used are focused on satisfying these needs. The main goal of motivating the staff in this approach is to develop all the abilities of a person as a social subject, in particular those that are necessary for high labor activity and productivity of labor. This approach regards the organization as a self-learning system, each employee of which has a certain intellectual resource and abilities for self-learning and self-development. The level and quality of life of employees depend on the degree of realization of these abilities, and the time off from work is considered not as "labor inactivity" but as employment by other non-labor-related activities that ensure the performance of various social or developmental employee functions. In other words, incentives to work are viewed as peculiar "objects" of a certain quality of life.

And, finally, the adaptive-organizational approach explains the distribution of the system of motivating influences in the main stages of the worker's work activity: from the moment of primary employment and professional adaptation to the final stage of the professional career, i.e. retirement. This approach, one of the key moments of motivation determines the fact of a person's employment, forming his first impression of the organization and determining the effectiveness of the process of primary adaptation in the work collective. (Bauer, 2007).

This effectiveness is due to the clarity and certainty of professional, social career, status, etc. perspectives of the worker, acting as long-term motivators of his labor activity.

2.2. METHODOLOGICAL TOOL FOR THE STUDY OF MOTIVATIONAL DEVELOPMENT OF PERSONNEL

2.2.1. A review of the methodological tool for the study of motivational development of personnel

The methodological aspect of the subject of our research, in view of the multifactorial nature of the formation of the motivational development of the staff, is particularly complex.

On the one hand, the methodological apparatus for researching, evaluating, analyzing personnel in terms of its dynamics, structure, quality, and labor results is sufficiently developed. On the other hand, existing methods and methodological approaches are characterized by a narrow field of practical application, focused mainly on the retrospective of the formation of the parameters of staff assessment, but not on the process of its development.

The elements of the assessment of the motivational aspect of staff development presented in separate methodologies and methodological approaches are not systemic in nature, they are difficult to distinguish from the content of the techniques, and, therefore, are characterized by certain difficulties in their practical use.

These circumstances necessitated the study of the methodological tools for investigating the motivational development of personnel. The results of this study will serve as the basis for developing an author's version of the methodological toolkit in the field under study, which we will outline in the following issues of this chapter of the thesis.

Here we note that the composition of the methodological tools studied is presented by methods and methodological approaches to

assessing the factors of formation and realization of the motivational development of personnel. These factors are a system of different in nature conditions for the formation of the personnel, their work, motives for it, the content of the organization's personnel work, the relationships of the work collective and many others that affect the employee's motivation for collective work, his development as a person, and stimulating to maximize the effective use of his available labor potential.

It does not require proof that the development of the labor potential of the organization depends on the factors of the production environment, the quantitative and qualitative assessment of the impact on the working capacity, health and vital activity of the employee finds expression in the indicator of the severity of labor. (Bobyleva,2002).

To assess the Institute of Labor, a methodology based on the separation of the functional states of the organism (normal, borderline (between norm and pathology) and pathological), with the identification of characteristic features of it is developed. These signs are physiological, the severity scale of the works, divided according to the medical-physiological classification into six categories of severity:

- the first - work performed in conditions close to physiological comfort, in which mental, physical and neuro-emotional loads fully correspond to the physiological capabilities of the employee;

- the second - work performed under favorable conditions that do not cause significant changes in psychophysical functions;

- the third - the work proceeding under not quite favorable conditions, accompanied by the raised muscular, mental and nervously-emotional loading;

- the fourth - works taking place in unfavorable conditions, causing deeper border (pathological) reactions in the body of practically healthy people;

- the fifth - the work, characterized by the presence of extreme working conditions, under the influence of which at the end of the working period (shifts, weeks), reactions corresponding to the pathological functional state of the organism in practically healthy people are formed;

- Sixth - work, taking place in particularly unfavorable conditions, causing a rapid development of pathological reactions of the body, often accompanied by violations of vital organs.

A methodical approach to assessing the effectiveness of the functioning of the internal labor market of the organization, proposed by Y.G. Odegovym, G.G. Rudenko and N.K. Lunevoy, is based on a system of indicators characterizing the purpose of the assessment, dividing them into indicators of staffing, the qualitative composition of personnel, and the effectiveness of the use of personnel (Verkhoglazenko, 2002).

- This system of indicators seems to us worthy of attention, since it includes separate indicators for assessing the effectiveness of motivational mechanisms for staff development, for example:

- the coefficient of fluidity, showing the dissatisfaction of workers with labor in the organization, and, consequently, negatively characterizing the results of employee socialization;

- coefficient of staffing, showing the degree of attractiveness of the organization for employees, and, consequently, positively characterizing the results of socialization;

- structural indicator of the share of workers with different levels of education, showing the prerequisites for their professional development and the need for training;

- calculated indicators of the use of annual and intra-shift working hours, increase in the volume of production due to increased

efficiency of labor utilization, showing the degree of utilization of the labor potential of the organization;

- average speed of official promotion, characterizing the performance of career growth of employees, etc.

However, this system of indicators, in our opinion, needs to expand and systematize the assessment parameters by areas of use of tools for motivating staff development.

As shown by our study, to assess the psychological factors of motivational development of personnel by different authors, no less numerous methods and methodological approaches have been developed than for assessing economic and social factors..

This technology involves building the basic modules "my attitude" and "attitude towards me" of a modular socotest and a set of additional modules: "the quality of performance of job duties (professional qualities)", "moral qualities", "efficiency", "organizational abilities", "intellectual quality ", " physical qualities ", " the interests of the group - personal interests ", " helps in work (study) - interferes in work (study) ".

In our opinion, all the above modules, with the exception of the last two, can equally be used in assessing the labor potential. But since in the basic modules there is a clearly expressed aspect of the evaluation of the interpersonal interaction of members of the work collective, we considered it appropriate to classify the techniques developed by A.Y. Antsupov and V.V. Kovalev, to a number of techniques, concretizing the manifestation of psychological factors of motivation. The complex of these methods is presented:

- a methodology for assessing the rank distribution of employees of the structural unit;

- a methodology for assessing status-role positions in a group;

- a methodology for assessing interpersonal relationships in a group;
- a methodology for assessing conflict relations in a group;
- Methodics of definition of individual-group parameters of interpersonal relations;
- a methodology for studying the dynamics of relations;
- the methodology for optimizing interpersonal relations in structural units by the personnel service;
- methods of optimization of management of labor collectives;
- a methodology for increasing the effectiveness of managers in the management of labor collectives. (Volgin, 2002:256).

The methodological apparatus of research and evaluation of economic, social and psychological factors of motivational development of personnel differs in the variety of approaches used to develop and substantiate methodologies and methodological approaches, each of which contains separate elements that can be used for research purposes. However, the vast majority of methodologies and methodological approaches are characterized by a static evaluation, reflect a retrospective aspect of the study of motivational factors. The staff of the organization in this case is considered in the methodologies as some stable "givenness", motivated to work in the present period, with an emphasis on the aspect of the use of personnel (its labor potential) for the organization.

2.2.2. Method of research of factors and results of socialization of workers in the organization

In the process of studying literary sources, we came to the conclusion that socialization as such, including when using it as an

instrument for motivating staff development, is subject to a much larger set of factors than direct labor activity.

These factors have the most diverse nature of origin, varying degrees of manifestation, which is associated with economic, social, psychological, etc. the conditions of the organization of labor, the stage of development of the work collective, the established organizational culture and many other reasons.

This circumstance is recognized by researchers not only of the labor economy, but also of other areas of scientific knowledge associated with it. And, as we revealed in the research process, when developing methodological aspects of socialization, researchers mainly study its psychological factors, leaving behind other aspects that determine the content of the socialization process and the effectiveness of its implementation within the organization.

When forming the initial hypothesis of researching the factors and results of socialization of workers in the organization, we proceed from the premise that this process, represented by three consecutive stages (employment, adaptation, interaction), does not imply the same sequence of their passage by each worker who is employed in this organization.

This is due, first of all, to the manifestation of the psychological factors of the employee's motivation to become entrenched in the organization, which fully unfolds at the adaptation stage.

If the employment stage these factors affect the process and the result of socialization only part of the applicant of interaction to work with the employer, at the stage of adaptation, where the employee enters into a complex system of interpersonal relationships with other members of the labor collective, psychological factors are manifested in full, and their the cumulative impact on the employee can lead him to take a decision on the termination of work in this organization.

We emphasize that the initiator of such a decision can be both the employee himself and the employer, but regardless of this, the socialization process is interrupted due to the dismissal of the employee.

The stage of interaction, as the highest stage of the process of socialization of the worker in the organization, is accompanied by an even more significant influence of the psychological factors of motivation, but in this case the worker "accepted" by the work collective shares the system of labor values and labor regulations existing in the organization, and, therefore, is motivated on the positive result of interaction with other workers and the formation of a stable-positive system of relationships.

This system is based on emotionally positive social contacts, preventing the emergence of conflicts or facilitating their rapid resolution.

It is known that the conflictual nature of interpersonal relations is characteristic of any organization, regardless of the degree of cohesion of its employees, and, hence, process of socialization of an employee in an organization. (Egorshin, 2001:720).

In support of our point of view, we note the following. The real conflictual relations of the employees presuppose an open confrontation between the parties to the conflict, conditioned by their negative emotions towards each other. But these emotions cannot be openly expressed by the workers, in this case the conflictual nature of the relationship is conditioned by the pre-conflict situation. Moreover, the perception of conflict by employees is strictly individual, which is related to the subjectivity of the employee's assessment of himself and other workers, and vice versa.

Taking into account the above, the conflictual nature of interpersonal relationships among employees, in our opinion, can be

considered as one of the factor parameters of the process of employee socialization in the organization, determining its results, reflected by the intensity of staff movement and employee satisfaction with the organization.

Hence, the goal of developing a methodology for investigating the factors and results of employee socialization in an organization is the creation of a methodological tool that, by assessing the conflict characteristics of interpersonal relations among employees, which is one of the reasons for the intensity of staff movement, determine employee satisfaction with an organization that reflects the effectiveness of their socialization process.

In accordance with this goal, by areas of practical use of the methodology we define two areas of personnel management:

- study of the conflictual nature of interpersonal relationships among workers;
- an assessment of the dynamics of the movement of personnel in order to develop recommendations for ensuring the stability of the staff of the organization.

We emphasize that in this case "stability" is relative, since any organization is characterized by the natural retirement of employees and the completion of their work for reasons of an age nature. In the notion of "stability", we invest the absence of excessive turnover of staff, due to the negative results of socialization of the employee in the organization.

If there are insurmountable conditions for conflict resolution, the employee is forced to quit, and the motive for this dismissal may be the so-called "own desire", although the true reasons for dismissal may lie in a completely different plane and be caused by conflictual relationships with members of the work collective.

The task of preventing these causes and the appearance of motivation of employees for dismissal is one of the traditional functional duties of the personnel management service, but as practice shows, the study of these causes is conducted in a very small number of organizations. This does not allow timely detection of the state and dynamics of interpersonal relationships between employees and limits the possibilities for motivating these opportunities.

The most difficult stage in the development of methodological aspects of these relationships, as is known, is their representation in the form of quantitative parameters. (Kabanov, 2008).

As a rule, the state of interpersonal relations is revealed on the basis of various types of sociological surveys of workers, methods of peer review, and the like, used to determine the qualitative parameters of the formation and development of interpersonal relationships.

Without denying their importance for the study of the factors and results of the socialization of workers in the organization, we believe that the methodological support of this research should be as close as possible to quantitative methods that avoid subjectivity of the results of its evaluation.

Proceeding from this, as the methodological basis for the development of private indicators of evaluation in the subject area of the research (the fourth stage of the development of the methodology), we determine the synthesized use of the method of constructing a modular socotest (for assessing the factors of socialization of workers in the organization) and the coefficient method (for evaluating the result of the employee's socialization organization).

The final stage of the methodology of investigating the factors and results of employee socialization in the organization, we identified the

definition of algorithms for calculating integral (group) and generalizing indicators.

Note that the single (single) calculation of the generalizing indicator of the assessment of factors and the results of socialization of workers in the organization will be of little significance, since both qualitative (parameters of conflict) and quantitative (parameters of socialization effectiveness) reflect already established interpersonal relationships between staff and its movement in the organization.

We are convinced that such an assessment should be systematic and be an element of the systemic work of the personnel management service. This will allow us to assess the factors and results of the socialization of workers in the dynamics, to identify trends in their changes, and, consequently, to provide timely management influence on the strengthening of positive factors of relationships (attitudes of sympathy and friendship) and the weakening of negative (conflict relations). (Kibanov, 2002:304).

Once again, we emphasize that the effectiveness of the socialization of workers in the organization is formed under the influence not only of the psychological aspects of the formation of interpersonal relationships. To the same extent, it depends on the availability, use and development of labor potentials of employees, which together constitute the labor potential of the organization.

Therefore, following the logic of the interrelation between the tools of motivational staff development, in the next issue of the thesis work we will outline the author's version of the methodology for assessing the factor dynamics of the labor potential of the organization.

2.2.3. Methodical approach to assessing the level of professional development and career development opportunities for employees

The organizational, technical and socioeconomic changes that are taking place in the labor sphere are caused by the fundamental transformations of modern Russian society.

The implementation of these reforms led to the reform of the technological mode of production based on large-scale computerization and information, the growing role of scientific and technical support as a factor of economic growth, the strengthening of the social orientation of economic development, the formation of a new quality of social and labor relations, the emergence of new management technologies in the world of work and many others processes that create objective prerequisites for the growth of labor productivity, the development of labor potential workers, their work activity, entrepreneurship and business initiative.

The solution of these problems requires qualitative improvement of systems and methods of personnel management in order to make full use of professional and managerial potential of employees, rational organization of their work and maximization of its results. Such improvement presupposes the formation of new, higher, complex in composition and content requirements for the level of professional development of workers.

It can be acknowledged that the circumstances outlined by now have become universally accepted among theorists and practitioners of personnel management, but the recognition of the importance of professional development is necessary, but not sufficient condition for the development of specific areas that support this development.

In turn, the development of areas for professional development of employees is impossible without an assessment of its existing level, which in each particular organization will have its own specifics, conditioned by types of professional work activity, the qualification level of employees and the trends of their change.

Conducting such an assessment raises the problem of expanding the methodological tool that provides it, which necessitated the development of a methodological approach to assessing the level of professional development and career development opportunities for workers. (Lazareva, 2003:128).

The logic of developing a methodical approach determines the formulation of the task of assessing the level of professional development and career development opportunities for employees, which is as follows.

Professional (defined by educational, qualifying, age components of the labor potential, as well as work experience) and official (defined by the opportunities for career growth) development of employees are closely interrelated.

On the one hand, career growth of workers is impossible without their professional development, the latter being accompanied by the use of new knowledge, skills, skills of workers in the practice of their work, motivation to expand their abilities (ie, to develop professional capacity) and their fullest possible use in the process of collective work. From this point of view, professional development is the development of the professional potential of workers and acts as a prerequisite for their promotion. career growth.

On the other hand, the very possibility of career growth is an important motivator for the professional development of employees, since the motivation to achieve a higher position in the organization

management hierarchy inevitably forces the employee to develop their professional potential, with the same condition of compulsory practical implementation of new professional knowledge, skills and skills in the work process. From this point of view, the opportunity for career growth lies in the development of the career potential of workers and serves as an instrument for enhancing their professional development.

It follows from this that the evaluation of the level, professional development and career development opportunities of employees should have clearly formulated goals and criteria, its implementation, should imply the possibility of separation of the factors of influence on the basis of their constancy, should be based on a combination of quantitative and qualitative assessment methods for increasing reliability its results.

For the practical implementation of this task, the basic method for assessing the level of professional development and career development opportunities for employees (the second stage of developing a methodical approach), we determined the method of business valuation of personnel.

The essence of this method was disclosed in issue 2.4 of the thesis, but it should be stressed once again that this method refers to the "integrated" methods of personnel research, since it assumes a comprehensive use in this process of a wide range of other methods that relate to the method of business evaluation of personnel as a private to the general.

The importance of the method of business evaluation of personnel for assessing the level of professional development and opportunities for career development of employees, in our view, cannot be overestimated.

According to some researchers, 90% of American firms are destroyed due to mistakes made by managers; in Russia, 85% of

organizations are liquidated due to "internal" reasons caused by problems in personnel management. (Makarova, 2007).

With such a statement, in our opinion, one can fully agree, assuming that any economic (or other) activity of an organization, any managerial decision is realized with the obligatory participation of a person as a professional person pursuing his own interests and having his own system of motives to performance of professional activities.

The study of these interests and the identification of motives are traditional directions for the practical implementation of the method of business evaluation of personnel, which serves as an additional argument for justifying this method as a basis for assessing the level of professional development and career development opportunities for workers.

In support of our position, one of the existing interpretations of business evaluation of personnel as a purposeful process of establishing the correspondence of the qualitative characteristics of personnel (abilities, motivations and properties) to the requirements of a position or workplace can be cited (Antsupov and Kovalev 2006).

It follows from the quotation that business evaluation of personnel is impossible without parallel use of expert methods in terms of assessing the qualitative parameters of personnel. However, in order to increase the reliability of the results of the assessment, we believe that they should be supplemented by quantitative methods that allow on the basis of the analysis of the personnel and the social reporting of the organization to calculate certain indicators characterizing the parameters of professional and official development of personnel.

In addition, the reliability of the business evaluation of personnel can be improved if, in the process of shaping its results, a general summary of the opinions of the members of the work collective having

structural relationships with the estimated employee, the opinions of subordinates (in assessing the professional development of managers), the opinions of HR specialists and the experts involved, and also the self-assessment of the employee.

The traditional content of a business valuation of staff allows us to formulate goals and determine the motivational value of assessing the level of professional development of employees and career opportunities, which reveals the next stage of the proposed methodological approach.

We believe that, as such goals, in relation to the stated research task, there may be:

- definition of the employee's position in the organizational structure and establishment of his functional role in the organization;
- Identification of problems in the professional development of the employee, and the development of specific areas for their solution;
- Determination of the degree of conformity of the employee's professional qualities to specified job criteria;
- organization of feedback with the employee on professional development and career development;
- ensuring the objectivity and adequacy of the employee's assessment of his own level of professional development and the availability of career opportunities.

The motivational significance of the implementation of these evaluation objectives for the development of staff is that it allows to ensure objectivity in determining the strengths and weaknesses of each employee in his professional activity, to form realistic plans for professional training, to create a flexible system of staff motivation for development, approach, allocate, based on the real abilities of employees, those of them that can be included in the organization's

personnel reserve, in t m including personnel reserve management positions.

Assessment of the level of professional development and career development opportunities for employees requires the definition of appropriate criteria (the fourth stage of the methodological approach).

It seems to us that, regardless of the specific nature of the type of professional activity, the content and conditions of work, qualifications, education and similar personal factors of the labor potential of workers, it is possible to single out a number of general criteria for professional development that creates conditions for career growth.

Among such criteria we define: the ability to plan your own work and its results; professional competence; awareness of responsibility for the results of work; social contact and sociability; ability to innovate; innovativeness of the approach to solving tasks of labor activity; diligence, efficiency, organization, etc.

3. THE CONCEPT OF MOTIVATIONAL DEVELOPMENT OF PERSONNEL AND THE DIRECTION OF ITS IMPLEMENTATION

3.1. Substantiation of the concept of motivational development of personnel and its main structure-forming elements

Large-scale transformations are taking place in the labor sphere. On the one hand, they are due to the strengthening of the social orientation of economic development and the definition of its main goal of improving the quality of life of the population; on the other, are caused by the country's involvement in the global economic crisis and the manifestation of its negative consequences.

In accordance with these transformations, the tools of personnel management are modified, new motivators for labor activity appear, the role of employment itself immeasurably increases as a factor of great importance for the able-bodied population, having the necessary professional abilities and the desire to implement them in the process of socially useful work.

The development of the staff at the same time is both a cause and a consequence of strengthening the regulation of social and labor relations carried out by all their participants, from the state to the specific employee.

Hence it follows that the problem of motivational development of personnel goes beyond the framework of an individual organization and is determined by the state of the labor market and social and labor relations that have developed in society as a whole.

In our opinion, it is possible to provide targeted motivational influence on an employee through the management of personnel only within the framework of an organization whose labor collective member is this employee.

The reason is that no matter how perfect the conditions created by the external environment for activating the reproduction of labor potential, the realization of this potential occurs in the organizational environment, and, therefore, strengthening the motivational impact on the development of personnel, the organization thereby intensifies its participation in the development of labor resources of society as a whole.

In this case, the purpose of concept development is defined as the scientific justification for the integrated management tool to strengthen the organization's motivational impact on personnel in order to activate the process of developing its labor potential realized in the organizational environment on the basis of the practical use of modern management technologies.

From the above-mentioned goal of concept development it follows that in the system of personnel management tools it can be considered as a "conceptual integrator" combining the tools used by the organization to motivate staff development.

This is due to the fact that all the tools we have identified (the socialization of workers in the organization, the development of the labor potential of the organization, the professional development of workers, the creation of conditions for career growth of workers) imply their systematic use within the concept, and in a strictly defined sequence determined by the subject area of use of these tools.

It is this circumstance that allows us to choose as a methodological basis for the development of the concept of social technological development of the personnel management process that

allows to ensure the organization-regulated reproduction of social processes in the work collective through the presentation of the personnel management process in the form of discrete sequential procedures.

From the point of view of the problem of motivational development of personnel, the choice of a methodological basis for concept development is justified by the fact that the object of social technologicalization is not a system of instrumental or technical tools and tools (as is characteristic of production technologies), but personnel motivated for development represented by a set of workers who act as subjects of collective work.

The choice of the methodological basis for the development of the concept of motivational development of personnel requires the development of a standard procedure for social technological development of the managerial process in order to strengthen the motivational impact of the organization on the development of personnel.

The choice of the methodological basis for the development of the theory of the motivational development of personnel requires the development of a standard procedure for the social technological development of the managerial process in order to strengthen the motivational impact of the organization on the development of personnel.

In accordance with the logic of development of the proposed concept, it integrates in itself three social technologies that correspond to the directions of its practical implementation while improving the motivational development of personnel.

Conditions for the implementation of the concept of motivational development of personnel is the development of crisis phenomena in the

labor market, caused by the expansion of the scale of the economic crisis. The decline in industrial production in the economy resulted in an inevitable consequence of a reduction in the supply of jobs in the labor market and a corresponding increase in demand for them. The massive liberation of workers, caused by the reduction in business scale and the bankruptcy of enterprises, led to an increase in unemployment, the development of its hidden forms, a sharp decline in the standard of living of the population due to the elimination of sources of labor income due to dismissal. (Popov,2003).

In addition, many organizations in order to save wages have reduced the wages of their employees, again, there are delays in paying it. A significant part of the employees, who are formally in the status of employment, do not actually receive wages, as they are on forced leave "without maintenance" on the initiative of the administration, or receive a salary in a limited amount due to part-time work (week, day).

All these, as well as other crisis phenomena that emerged on the labor market, in their combined manifestation, actualized the role of the study of labor motivation factors and required the development of areas for motivational development of the personnel of organizations.

These directions in the logic of development of the concept proposed by us should provide an opportunity for its practical implementation in the process of personnel management and therefore we will expand them in more detail further in the thesis.

Here, summarizing the above, we note that, by our assumption, the practical implementation of the proposed concept should be accompanied by the creation in the organizational environment of conditions conducive to the qualitative growth of human capital in the part that is used by personnel in the process of collective labor activity within a certain formalized structure, those. organization.

From the above provisions it follows that for the effective management of personnel that provides the opportunity for its development, the organization should use such management tools that will be adequate to modern management technologies that provide a comprehensive impact on personnel in all areas of management, including in the motivation field.

Hence the motivational development of personnel is predetermined by the need to solve the following problems.

On the one hand, the development of personnel should be oriented towards the development goals of the organization, ensure its needs in personnel by quantitative and qualitative parameters.

On the other hand, staff development should be oriented towards the personnel themselves, i.e. employees of the organization, ensure that their interests, professional and qualification characteristics and other components of the workers' own labor potential are taken into account in order to maintain the high quality of working life and the desire for self-development and self-improvement.

The content of the proposed by us concept is predetermined by a comprehensive study of the selected research problem, including the development of its theoretical and methodological foundations and the justification for the allocation of tools that ensure the motivational development of personnel: the socialization of workers in the organization, the development of its labor potential, the professional development of workers, creating conditions for their career growth.

Development of the concept of motivational development of personnel is impossible without the development of a methodological tool for its research and should be based on an objective information and analytical basis.

3.2. Improving the management of the development of the labor potential of the organization

One of the main, generally recognized by all researchers directions of the personnel policy of the organization is the development of personnel. The search for directions of the solution of this enduring task is devoted to a lot of scientific researches containing various kinds of recommendations for the development of personnel that justify the mechanisms of personnel management in order to bring it in line with the goals and objectives of the organization's activities. The fact that staff development can and should be subject to managerial influence has long been recognized, and does not cause discussion either in theory or in practice.

In our dissertation research, the personnel of the organization is seen as the carrier of labor potential, and, consequently, managing personnel development, the organization simultaneously manages the development of labor potential. It should be emphasized that in both these processes, a specific feature of management is that both the personnel and the labor potential of the organization "belong" to it on the right of limited use, determined by the time of the labor activity of workers in the organization.

Labor potential is inseparable from the identity of its bearer, therefore the task of managing it is not only to build this capacity for the strategic needs of the organization, but also to create conditions for increasing efficiency and extending the period of its use. The latter circumstance, as we have already proved in the theoretical chapter of the dissertation work, is an essential motivator of the labor activity of workers and, in fact, is represented by a combination of manifestation of the three conditions:

- the development of the employee, his knowledge, skills, abilities, abilities that he can use in the organization (growth of the labor potential of the employee);

- the development of personnel under the influence, content, working conditions and organizational environment (development of the labor potential of the organization);

- the development of the organization itself, ensured by the increase in the productivity of labor, by increasing its creative component, by expanding the spheres of application of the professional abilities of workers, etc., manifested as a natural consequence of the development of the labor potential of the worker and organization.

From the above there are two important conclusions for our study that justify the need to develop recommendations for improving the management of the development of the labor potential of the organization from the perspective of using it as a tool for motivating staff development:

- the development process should be viewed in a strategic perspective, and, therefore, use for this purpose strategic human resources management tools;

- the development process should be viewed from the point of view of its independent motivational influence on the personnel of the organization, which makes it incite to the growth of the scale of using the available labor potential in the period of labor activity in this organization.

The cardinal change, renewal and building up of the labor potential should be considered as the main task of implementing the HR strategy of the organization, as its most important intellectual and professional resource, ensuring the effective socio-economic development of the organization. The main direction of implementation

of personnel strategy should be the creation of guarantees for the development of personal labor potentials of employees, the freedom to use their professional abilities, creating conditions for professional training and improving the skills of employees who have a motivation for development. Hence it follows that the presentation of the system of motivation for development should be comprehensive and allow the organization to choose alternative motivation tools for the main components of its formation, with a clearly defined expected result from the use of these tools.

The development of the labor potential of workers can and should be subject to managerial influence, since the very motivation for development is formed not only under the influence of internal factors (determined by the system of personal motives of an employee and the state of his labor potential), but also external factors (determined by the direction, the area of personnel management and organizational- The environment in which the labor potential of the organization is used).

Therefore, in order to ensure the purposefulness of 'developing the labor potential of workers, in our opinion, an unified, universal mechanism for managing motivation for development is needed, formalizing the order and content of management actions that meet the goal of developing labor potential in the organizational environment.

The practical solution of the stated research task, in our opinion, can be provided by the algorithm for managing the motivation for development, represented by the sequence of the following actions:

- study of the motivational environment of the organization, the study of the needs and motives of employees implemented in the process of collective labor activity;

- obtaining primary information on the state of the labor potential of the organization, trends and problems of its development;

- analysis of the information received, reconciling it according to the criterion of development of labor potential with base values (the organization's needs in personnel meeting the objectives of the organization's strategic development), evaluation of the results;
- development (correction) of the system of incentives and mechanisms of motivational influence on the labor potential of the organization;
- selection (correction) of the mechanism for monitoring the implementation of the process of management impact on the personnel of the organization in order to ensure the development of its labor potential. (Samoukina, 2006:224).

The need to formulate an individual leadership strategy for the organization as a direction for the development of its labor potential is determined by the content of personnel management tasks solved with the help of this strategy.

It is obvious that the implementation of the strategy of individual leadership of an organization requires activation of the managerial impact on the motivation of employees for collective labor activity.

Therefore, the second of the directions providing a practical solution to this goal, we have determined the purposeful management of the motivational complexes of workers in the spheres of the origin of motives for work. Motivational complex, i.e. the unity of interrelated incentives and motives, is characterized by a number of specific properties, the manifestation of which specifies areas of managerial influence.

The third of the areas of development of the labor potential of the organization we determined the development of the motivation of the "master" on the basis of expanding the participation of workers in property.

The modern practice of developing social and labor relations shows that at enterprises of private ownership, the number of which prevails among all economic entities of the economy, the most material incentive is expressed (workers have the motive of "earnings"), but the motives for participation in the management of the organization, her property, income, profit, etc. practically not developed. At enterprises of state and municipal forms of ownership, the differentiation between the motives of earnings and the motives for participation is even more pronounced.

In other words, the motivation of the "hired worker" suppresses the motivation of the "master", and hence the workers do not have the desire to develop their potential and increase the efficiency of its use within the organization, since the stronger the motive of earnings, the weaker the owner's motive and the manifestation of other (intangible factors) motivation. It follows that organizations in the development of labor potential should make wider use of the practice of complicity of workers in property, which in recent years has been one of the most important motivators for the effective labor activity of workers and the development of the labor potential of the organization. (Tedeeva and Ustinova, 2008:185).

In its cumulative manifestation, the development of the motivation of the "master" on the basis of expanding the participation of workers in property and the creation of conditions for the growth of the intellectual property of its workers expand the scope of their ownership of property. In the first case, this possession is partial, in the second it is complete, but in spite of this difference, the development of property relations (industrial, intellectual) allows an organization to overcome the alienation of the wage worker from working conditions, allows the employee to exert some influence on the content of labor, its social form and management.

The dynamics of the intellectual component of the labor potential of the organization is in a state of causal relationship with the professional development of employees and their career growth, and this relationship has both direct and reverse character. On the one hand, the state of intellectual potential is directly determined by the level of professional development of the employee, on the other hand, it is the intellectual potential that is the factor of the formation of motivation for professional development and the corresponding desire for career (official) growth.

Due to the special importance of the latter for the development of the labor potential of the organization, we will consider the directions for their improvement in more detail in the next issue of the thesis.

3.3. Perfection of professional development of the personnel and conditions of its career growth

Career (or official) growth is for every worker with motivation for achievement, an indispensable condition for professional development, and, conversely, is impossible without professional development determined by motives for recognition, self-realization, self-affirmation, self-improvement and the like.

Moreover, the professional development of employees and the provision of their career growth, determined by the state of the labor potential of the organization and the dynamics of its change, in our view, are both a goal and a condition for the development of labor potential, which was reflected by the inverse relationship of the structure-forming elements of the concept of motivational development of personnel.

As with the development of recommendations for improving the previously considered tools for motivational development, when

developing recommendations in the field of strengthening the motivational impact of professional development and career growth on workers, we are also based on social technologies that constitute the methodological basis for the development of the author's concept.

Using the main provisions of the social technology of personnel management, we consider it possible to propose the following directions for improving the professional development and ensuring the career growth of the organization's personnel, corresponding to the task of enhancing their motivating impact on employees.

Practical realization of the stated goal of professional development of personnel, in our opinion, can be provided by solving specific tasks in this area of personnel management. The main of these problems are as follows:

- replenishment of the amount of knowledge received by the employee at the basetraining in the process of obtaining primary, secondary and higher education vocational education;

- accelerate the adaptation of personnel to the specific conditions of professional activity in the organization;

- updating existing knowledge and improving professional skills, due to the expansion of the content of labor, its information, technical and technological components that require the acquisition of new qualifications or specialization in related professional activities.

In accordance with the content of the tasks outlined, among the main areas of vocational training and staff development for the purpose of its motivational development, we highlight:

- primary vocational training (in fact, the initial, directly at the workplace) in accordance with the objectives of the organization and the specifics of the work;

- vocational training to eliminate the disproportion between the requirements of the post and the personal qualities of the employee's labor potential;

- vocational training to improve the general qualification of the employee;

- professional training to work on new business lines of the organization (in fact, professional development) with the change of technology, equipment, field of activity;

- professional development when moving an employee to a new position, work, or changing functional duties and scope of authority;

- Advanced training, conducted in order to develop new methods and methods of performing labor operations.

The second set of recommendations on the improvement of the considered tools for motivational development of the personnel is presented by the directions for ensuring the conditions for his career growth. (Troshikhin and Ukolova, 2008:42)

These conditions directly follow from the general laws governing the career advancement of workers, in particular, manifested in the fact that:

- the work experience at a particular position does not affect the intensity of the job promotion; moreover, it strengthens the assignment of the employee in this position;

- Among the factors of career advancement, work experience and experience of working activity do not play a dominant role;

- the intensity of promotion is differentiated in relation to different job categories of employees;

- the overall mobility of staff is higher than the career opportunities actually existing in the organization, i.e. the employee may have a motive for promotion, the implementation of which within the

organization is impossible, which reduces the motivation for work and the importance of the position for the employee;

- the lack of a realistic prospect for the career growth of workers in the organization, if they have motivation to move forward, has a direct impact on employee turnover.

We believe that the degree of consideration of the above patterns of management of career advancement of workers will allow organizations not only to improve the efficiency of career management, but also to specify the content of the stages of management of career advancement of employees.

Note that in regard to the number of these stages and their content, different researchers have different points of view. We do not consider it necessary to unnecessarily detail the stages of management of career advancement of employees, since too many of them will act as an obstacle to personnel management.

Based on their interrelationship with the provision of conditions for career growth of personnel with its professional development, it seems to us sufficient to single out only four stages of management of career advancement of workers:

- Assessment of the labor potential of the organization for the purpose of identifying the abilities and needs for professional development that requires the official promotion of employees;

- training of personnel in the basics of planning and career development in order to strengthen motivation for promotion;

- development of individual career development plans for the purpose of identifying employees' own professional interests and methods of their implementation, i.e. positions that employees would like to take in the future;

- Assessment of the employee's own capabilities with requirements for the job of interest, and determining the reality of the career development plan.

This stage requires the mandatory participation of the direct head of the structural unit in which the employee works.

As follows from the content of the above stages of management of career advancement of employees, all of them are in one way or another connected with the development of individual career development plans.

Concluding our presentation of the recommendations we propose to improve the professional development of staff and the conditions for their career growth, we emphasize that their cumulative implementation should be accompanied by an increase in the level of professional development of workers, ensured by the progress of their career growth.

If the organization does not achieve this result, it should return to the stage of setting the task of professional development and career growth of employees, based on their motivational influence on the development of the organization's personnel, which will ensure a regular cyclical nature of the personnel management process.

CONCLUSION

The methodological foundations of personnel management were considered in the work as a system basis for the development of methodologies for motivating staff and its motivational development. It is substantiated that the staff is a set of individuals with individual needs, interests, motives, values, etc. parameters of the formation of motivation, and therefore from the position of management is a kind of abstract category.

Specificity in the management of an employee as an "element" of personnel can be introduced only if management of the employee takes into account its manifestations in the process of group interaction of people within the organization. Accounting for these manifestations in different approaches to personnel management has the same different degree of reflection, which is determined by the composition and content of the management tasks being implemented, the priority of elected methods and management tools and the dominant areas of personnel management. From the whole set of approaches to personnel management, the thesis identifies and reveals the economic, organic, humanistic, complex, systemic, process, functional, situational, structural-functional, institutional, activity, classical, behavioral, axiological-synergistic.

The methodological substantiation of the motivational development of personnel in the work is presented in the form of systematization of principles, functions and methods. The logic of the systematization of the principles of motivational development of personnel is predetermined by the stages of the employee's evolution in the organization and the technological sequence of observance of the principles in the process of personnel management. With this in mind, the principles of professional development of employees are divided into

the principles of personnel training and the principles of staff development, and the principles of ensuring career advancement of employees - on the principles of career management and the principles of the formation of the personnel reserve.

The logic of the empirical study of the motivational development of the staff was determined by the following scheme: an assessment of the trends in the changing working environment of the motivational development of workers; analysis of the state and dynamics of the professional environment of motivational development of employees of trade organizations; research of factors of motivational development of personnel of trade organizations. In this case, the working environment was viewed in a broad sense, as the sphere of motivation for work, reflected by the employment status of the population, not only in the formal, but also in the informal sector of the economy, in domestic work related to the production of goods and services. This approach is justified if we consider labor activity in a broad sense, taking into account its social significance for society, regardless of the place of implementation or form of implementation.

From the above goal of concept development it follows that in the system of personnel management tools it can be considered as a "conceptual integrator" that combines the tools used by the organization to motivate staff development. The reason is that all the allocated tools assume their systematic use, and in a strict sequence determined by the subject area of use of these tools.

As a methodological basis for the development of the concept, social technological development of the personnel management process was selected, which allows to ensure the organization-regulated reproduction of social processes in the work collective through the presentation of the personnel management process in the form of discrete sequential procedures.

Specific areas for improving the socialization of workers in the organization in order to form a work collective in the thesis are: professional and socio-psychological adaptation of the employee; stimulation of self-realization and self-development of an employee as an individual; strengthening the cohesion of the work collective as a set of individuals united by common development goals.

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