



## **Approaches to Implementation of Motivation as the Complex Conditions of Increase of Efficiency of Social and Labor Relations: International Experience**

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### **ABSTRACT**

The relevance of studies motivating work mainly compounded by the extensive way of formation and development of the Russian economy that emerged in the last decade low innovation activity of employees and organizations in general, "deficit" highly skilled and motivated workers, especially blue-collar occupations. In addition, over the past 20 years there have been many changes in people's minds: To change the structure of motives of labor behavior of workers and staff of the organization system of values, the composition of prestigious professions and, finally, change the value of labor in society. In modern conditions for national competitiveness, sustainable development of the country as a whole and individual organizations and companies need to use powerful and effective resource - human capital. Intellectualization of the modern Russian production sets new requirements for the workforce, which in turn requires the development of science labor economics. Management issues are extremely complex motivation, as labor behavior is the external manifestation of internal interests, motivations, attitudes and values of the person. For their resolution requires a systematic approach, a comprehensive study of man at work.

**Keywords:** Innovation Activity, Efficiency, Control of Personnel

**JEL Classifications:** D2, G1, J08

### **1. INTRODUCTION**

Today, most economies are recognized as the most significant challenges in working with human resources. In different countries there are significant differences in approaches to increase motivation to work in the factories. This is most clearly manifested in practice they are Russia and the West. In turn, the Western practice of increase of motivation are not homogeneous. There are fundamental differences between the way the run in the US and Japan; a middle position between these extremes took control of Europe (Zhuravlev et al., 1998).

Everyone, without exception, top managers need to know how to interest subordinates to work for the good of the company. Of

course, each manager chooses his way to motivate employees: Some feed workers gingerbread, and some, and threaten them with a whip. There is no single answer to the question: "What tool is best for management of modern worker: To encourage or keep at bay by threatening dismissal or reduction of salary?" In the West, we took the position that a valuable employee should be respected and valued, because of its knowledge and ability and loyalty. It depends largely on the productivity of the company's success in the market.

### **2. RESEARCH METHODOLOGY**

Theoretical and methodological basis of the research presented methodological approaches, conceptual provisions of labor economics and business production and trade sphere.

In the apparatus Instrumentation and methodical research were general scientific principles of a systematic approach, methods and comparative analysis of the situation. Information and empirical basis of the study are the works of foreign and domestic scientists devoted to the problem of modernization of enterprises, data centers and public research sites; materials of scientific conferences in the field of planning control staff, improve the efficiency of motivation and stimulation of employees production and trade enterprises.

### 3. THE MECHANISM OF INNOVATIVE DEVELOPMENT WITH THE POSITION OF THE COMPANY

The main approaches to the motivation to work in the United States, Japan and Europe.

1. American labor motivation characterized the approach to the worker as a labor force, an emphasis on individualism (working individuals), individual decision-making on the basis of official authority, the implementation of short-term hiring
2. American organization characterized by rapid assessment and promotion of an employee at work, specialization of activities, formal, quantitative methods for evaluating employees
3. The employee is regarded as one of the means to achieve the goals of the organization. It also ignored their own goals
4. The main strategic objectives of the operation by means of implementing organizations in the US are a material interest, and competition, leading to a strong victory
5. Americans are adapted to a system in which the worker sells his labor for a fee. It does not give employees dawdle; they know they have to work hard to get their salaries, otherwise they will be dismissed (Zhuravlev et al., 1998).

Managers are the leading class of modern society, it is through them the company can achieve a competitive advantage. But they arrogate to themselves a disproportionate share of the effect (in monetary terms) by the effective operation of the enterprise market. Now CEO of the United States earn an average of 475 times more than the average factory worker. In 1980 - just 42 times (Prokhorov, 2002).

Of great interest is the system of remuneration "payments for skills" (PFS), which developed the American specialists. The point is that the employee is not paid for what he does, and his knowledge. Paid not work, and the growth of his qualifications in the first place - other activities mastered them. As an advantage, it is possible to allocate a growing self-esteem of employees, the labor process does not become so routine as before, but also, most importantly, a missing employee can always be replaced, because the flexibility of the labor force is fully capable. Employees, by rotation, are becoming more mobile, reduced staff turnover and job satisfaction increases, due to increase in productivity reduces the loss of working time, increasing product quality. The mechanism of UGC includes the notion of "unit of qualification," which determines the amount of knowledge and skills required to perform additional or new job and getting bonuses.

An important factor in the introduction of this system is to serve the administration of the agreement and the trade unions, because without the use of UGC may have the opposite effect. With the development of each new specialty, the employee receives an increase to the basic earnings, but it is important that the knowledge acquired was used in the work.

An important can be considered the fact that American workers have expressed their approval of UGC. After all, wages are now dependent on their abilities, not on seniority or administrative decision.

Goodwill motivation, which governs the behavior of the employee on the basis of expression of public recognition is done by presenting letters, insignia, public incentives, the room pictures on the board of honor. The US also used valuation model on the merits, that is, remuneration an employee receives is directly proportional to the volume or quality of the work performed (Kibanova, 1997).

Now let us consider the system of motivation of employees at Japanese companies, which is fundamentally different approaches:

1. In Japan, different management practices focus on employee (employee - the center of business activity). The approach to the employee as a person. Japanese worker on an individual price is not working out, and for his contribution to the work of the staff and the total productivity of the enterprise
2. Collective decision-making (full co-operation, teamwork). Japanese companies are carefully selected and a set of its employees by functional groups. This ensures maximum interaction with each other and, as a consequence, leads to a very good quality of the results
3. Implementation of long-term (life) of employment is perhaps the main feature of Japanese companies. Confidence in the future - that is necessary for each employee, and the heads of the Japanese companies know this
4. The Japanese company is also characterized by the gradual, slow evaluation and promotion, thin informal control mechanisms of activity of workers, lack of rigid specialization of workers. Important criteria for evaluation are: The attitude to work, neatness and punctuality, cooperation with colleagues, focus on fulfillment of production programs
5. The main strategic means of achieving the goals of functioning in Japan believe the loyalty and unity of the employees, their dense and continuous cooperation.

For Japan, characterized by avoiding public reprimands, usually negative issues are resolved one by one. The Japanese company - is not so much a technical-economic system in which people come together for a joint work as a system of social, community-minded related mutual obligations into a single "industrial family." "Family firm" - one of the most popular slogans of Japanese companies, which in practice is implemented as follows. Employed - "children" - must continually demonstrate their commitment and "to give himself to his own family," work hard and put the welfare of the enterprise in the first place. For this, thanks to the care of the "fathers" of heads, they will be provided with jobs, good living conditions and ever increasing income. Not forgetting

the material basis of such a system, pay attention to the social and psychological component. The system of motivation reoriented, come first moral factors: Bad you cannot work at the firm, cannot fulfill their obligations and meet the expectations and trust of colleagues. If labor is dominated by such motives, the need for strict regulation and control is eliminated (Zhuravlev et al., 1998).

An example of a country that implements the system of remuneration of employees of the humanistic, can be regarded as Japan, where the “amount of remuneration is determined primarily by social factors rather than economic.” Here create such economic conditions for developing not only the positive qualities of the worker, but also his skills and knowledge. It is strongly encouraged, as it is now or in the future, be useful for the company and the employee (Zhuravlev et al., 1998).

Exploring the motivation of labor European companies, it should be noted that the distinctive features of motivation of employees cannot identify. Everything is in one way or another is borrowed from American and Japanese companies. However, the basic motivational approaches in European enterprises are based on the following items.

1. Selection of workers based on the principle: For each position a worker, that is, specifically looking for an employee with a narrow specialization. The employee the right to take decisions only in those matters in which he is competent. At the same time workers are employed specifically for his work and accurately understand the direction in which he should improve themselves. A positive result, which he can achieve in their field, will contribute to the growth of professional qualifications and will not go unnoticed for guidance
2. On the basis of wage workers are single tariff agreement governing payment of fare and a variety of additional benefits, taking into account the specific conditions of work. Abnormalities in the collective agreement can only be for the better, but that the employee would have to work harder as a constant rate does not change, and the variables just depends on the income of the employee
3. Management of the company is continuously developing activities to stimulate the activities of employees, which are aimed at high-performance and efficient work. At the end of these activities is carried out certification of employees. Employees who have received the highest marks - are awarded, and the rest - are working on their mistakes
4. The process of diversifying education and training of employees is continuously
5. Participation in the management of ordinary workers through the supervisory board. In addition, European companies have works councils, which are elected by the production teams and represent the interests of workers. The works council is not a trade union organization and represents only the interests of the employees of this company. The opinions and ideas of each employee can be heard, which means that if his offer rationalization, management is required to honor its employee mark.

According to research conducted by Western recruiting companies (Michael Page International; Mumme, 2010), small

businesses, employing 60-100 people. Pay more attention to the cash component than large. They have to pay 20-60% more than the world-famous enterprise brands. A typical strategy for small businesses - is to attract highly skilled workers and a sharp increase in their salaries. At the same time observed that workers receive an increased salary is not loyal to the company, and turnover among the “overbought” specialists is much higher than among employees, grown within the company. To prevent the development of such negative factors, experts recommend creating the structures favorable psychological climate. The employee must feel ownership of what the company is doing. Then wages would go to the back (perhaps temporarily), and the employee will cease to think about the application of their abilities in other enterprises where pay is higher.

Note some examples of motivation “by money.”

In France, large and medium-sized enterprises the wage fund is adjusted according to inflation. The administration fixes the amount for the coming year. The increase in payroll should not exceed inflation growth.

The UK industry is very widespread system of profit sharing. The variable portion can be up to 20% to be paid in the form of premiums or accumulated on the pension account. It is believed that such an approach to labor motivation provides a high degree of identification of the interests of the company and the employee (employees). The owner of the shares may feel their involvement in the company. Managers periodically report the income of the enterprise, which is formed from the production of high quality products and its successful implementation. In this case the share price increases and revenue, and the company and the employee. If manufactured products of low quality and poorly implemented, the share price is reduced not only the company, but not every employee is awarded.

It is clear that the spectrum of human aspirations and desires of a significant, and measure it not worth the money alone. No coincidence that many well-known international companies in hiring “a valuable frame” trying to figure out his intrinsic motivation. Leaders are not against high wages, but it must be sure that a worker in the first place, is not motivated by a commitment to big money, and the interest in the new case.

If we compare Japanese and American practices of labor motivation, it may seem that their “creators” adhered to the principle of “do the opposite,” since any element of management practices demonstrates the opposite approach (Zhuravlev et al., 1998).

Thus, analyzing the main trends of American and Japanese companies in the development of motivation, it is possible to form a common component of the modern universal approach to work motivation:

1. Long-term ties with its employees now. With increasing duration of these connections increases the possibility of optimizing the system of motivation. In Japan, it is implemented within the lifetime employment, and in leading

- US companies' longstanding relationship motivated by relevant material and moral means
2. Constant and general education and training of workers. The high rate of scientific and technological progress are responsible for the increasing rate of "depreciation" of knowledge. Therefore, a process of continuous in-house training, training and retraining of workers, as well as regular training is continuous. This increases the motivation to work as an employee with a higher qualification is the most valuable asset for the company and therefore brings great profit
  3. Broad participation of employees at all levels in the administration. This involvement takes various forms: From the delegation of employees to higher management bodies to the government workplace. Self-management is manifested in the fact that the executor (within its competence) in the workplace have the right to independently carry out the planning, organization, control and regulation of the production process. He has a right to make and implement solutions to optimize their work (Zhuravlev et al., 1998).

The main approaches to the labor motivation of workers in the United States, Japan and Europe can clearly see the causes of this rapid and, importantly, stable economic development. Each of these countries has found for itself a reasonable proportion of intangible and tangible approaches to work motivation. This balance is built on the principle that the two approaches complement each other. Counting on workers, companies in these countries and still achieve good results. Implementation in Russia at the moment changes in the forms and methods of management and organizational structures aimed at promoting entrepreneurship and the development of market relations enterprises with different forms of ownership, are often not sufficiently effective, and it does not reach the set goals.

The question of why, in practice, most of the world models of work motivation of employees has not taken root in our country, there is no single point of view. Most believe that the reason our mentality, traditions that have historically formed over the centuries. Some believe that our leaders still simply "not mature enough" to the proper professional level, not only to be able to adequately assess, but also the right to apply the methods of the Western system of motivation. One of the main reasons for this is a weak security reforms necessary personnel capable of unconventional, in a professional manner to solve complex problems of transition to a market economy. To solve this problem is to promote the orderly and effective system of motivation of employees.

The current system is inefficient increasingly obvious, any radical changes are undergoing. Russian leaders believe that only financial incentives fully regulates the productivity of workers. While the West has long taken into account the social aspect of the question. Foreign practice motivation originated much earlier than our domestic, and through trial and error got to that level, which is now trying to master and implement many countries. Meanwhile, over the last 20-30 years in the world of labor economics underwent major changes. And these changes have helped many foreign countries to raise their economy on a high

level. However, an increasing number of domestic enterprises attempting to introducing the concept of foreign motivation. These efforts are not always, or rather, almost never ends well. Often, these failures do not depend on the socio-economic conditions, which remains the enterprise, and directly from the warehouse of the mind and character of a leader.

In Russia, most businesses do not consider it necessary to invest in their employees' money and knowledge, as the process of return takes time and it is not always come quickly. Plus, a highly qualified employee may demand higher wages, and this is not one most coveted item of expenditure. This guide does not want to understand that the more invested in the labor collective and each worker, the better it works, more profitable and thus brings the company to a more competitive level. Understanding this proportion becomes almost the main issue for local leaders. Therefore, in recent years it has become increasingly popular training areas for senior and middle managers. In a process that explains the benefits of international practices of labor motivation of workers, the proposed method of implementation of the integrated systems of motivation or individual elements on the domestic enterprises, the necessity of continuous and comprehensive training of workers, explained the importance of the introduction of a social component, which has a direct impact on productivity.

Despite numerous attempts to wrap foreign experience in labor motivation of workers from the theoretical to the practical, it becomes obvious that in Russia such a motivation system to settle down very hard, but this does not exclude the fact that you can borrow and implement the most appropriate to our approach in managing the performance of employees, some elements of the American or Japanese model of motivation.

We single out some of the practical recommendations of international practices to enhance work motivation, able to make qualitative changes in the Russian enterprises (Shkurkin et al., 2015):

1. Introduction of the shifted schedule. The company's employees have the opportunity during the week (month) to freely dispose of their working time, which is useful in everyday life, it eliminates undue stress at work, due to the impossibility at the right time to solve its domestic problems, solves the problem of unauthorized abandonment of their jobs and the hidden loss of worker time. The system is used in almost all Western companies.
2. Bonuses time. Employees are given the opportunity to perform the application of the rules at the time at which they are able to do so. Surplus-time worker can be used for its intended purpose. Used with a clear agreement on the exclusion of revision of standards development.
3. The introduction of payment for any innovations. It takes the initiative (or a proposal), and immediately paid a small fee.
4. Supplement or prize-smoking employees. We introduce a permanent supplement to non-smokers, i.e. a monthly supplement to the rate (salary) in the amount of a certain percentage or permanent bonus-smoking employees. It is used in the majority of Western companies. There are two sources of

- additional payments: Due to smoking (i.e. an underpayment), due to a special fund
5. The introduction of an annual performance appraisal. By special program and methodology to assess the number and quality of work for the year. From the results of independent certification and assignment of a Christmas bonus of the next class, discharge, etc. Spend all firms in Japan and most of Western European firms. In Japan, held 2 times a year in Europe - 1 times
  6. The annual competition of professional skill. Competitions are held on separate mass professions. The prize-winner receives a large prize and becomes known to all the staff. The most developed in the United States
  7. Informal communication in the team. The practice of regular informal meetings of employees that help rally the team, allow to allocate the informal leader, through which further questions can be solved by workers. In the West, widely practiced joint visits in the country, the organization of evening recreation, contests, etc.

Not surprisingly, poor motivation of employees to work is one of the main places in the list of reasons for preventing the growth of any business venture. Today, every manager must be aware of the importance of motivation of employees, in fact it affects the productivity of individuals and businesses in general. An effective program of motivation - is both a goal of the company, the achievement of which will most fully unleash the potential of every worker, and a means to achieve other goals of the company. The work of motivating employees is necessary to begin from the moment of their arrival to the organization.

The purpose of incentive programs - improving the efficiency and quality of work, and, ultimately, the success of the enterprise market and its competitiveness. Employer must always be remembered that the workers - a long-term investment and a genuine motivation to work is possible only when the work in the company contributes to the continuous development and improvement of professional skills of the employee, allowing him to feel popular.

Of course, the move mechanically American or Japanese experience in our economy is simply impossible. However, it would be useful to the analysis. This will help in the search for new approaches to address the challenges that the modern Russian leader has to face every day. A comprehensive analysis of international experience, his judgment, will help businesses create and adapt new system of motivation.

It is not necessary to consider the motivation in part because of its tangible and intangible components always form a single complex, competent practical application which immediately gives the company positive results (Kobersy et al., 2015). In addition, experience the best of Western leaders show that success is achieved by those who not only puts the problem in front of subordinates by any means to pursue them, and has the ability to be interested, light, inspire staff to perform the tasks of the company, to form a team of like-minded. This means that the motivation of the employees work in modern production is

the economic foundation of high performance in all categories of the labor collective.

The study author's dissertation topic has been suggested that there is an objective relationship cyclical economic crises and the effectiveness of motivation, which is undoubtedly worth considering the examples of Russia and European countries.

Theories explaining the business cycle can be reduced to two large groups: Externalities (external) and internalizing (internal) theory.

Externalities theories explain the cycle influence of external factors: War, important political events, and discoveries of new oil fields, demographic, scientific and technical discoveries, innovations, and even bursts of solar activity.

Internality theory pay attention to the mechanism within the economic system, which gives the impulse to self-replicating business cycle. Expansion, reaching the highest point of prosperity, generates compression, reaching the lower limit mark, leading to the revival and activity. For example, if the beginning of a sharp jump in economic growth, in a short period of time will produce a huge amount of new capital goods. A few years later these benefits, for example, machines, and equipment will be worn. They will be replaced, and it will give impetus to inflation, and so on.

Most modern economists are in positions of synthesizing, and externalities of internal theories. Explaining the longest cycles, they attach critical fluctuations in investment and production of capital goods. The initial cause of the non-permanent and variable oscillation cycle are external factors, such as technological innovations, demographic situation, political upheavals, and so on. D. However, the frequency and regularity of cycles depend on internal factors, such as total net investment, production growth, employment. Assume inventions and discoveries not directly affect the cycle, but their effect on the economic use of the level of activity and consequently productivity.

Consider the number of economic theories that explain the causes of economic cycles and crises, thus placing different priorities.

It is necessary to highlight the views of Karl Marx (Marx, 1847), who saw the main cause of recurrence in the contradiction between social production and private appropriation of the results, because in a capitalist economy wealth produced by the majority of society, and consumed - a minority.

An alternative to this view can be considered as a theory of under consumption economist Robinson (Robinson, 1969) Hobson (Hobson, 1900), Foster (Foster, 2009), Catchings (Foster and Catchings, 1923), which explains the lack of cyclical consumption. Under consumption causes overproduction of goods and provokes a crisis. The main way of preventing crises - stimulating consumption.

Proponents of the theory of over-investment, on the contrary, it is believed that the cause of the cycle is more excessive than insufficient investment (Hayek and White, 2007; Mizes, 2009).

Inflows expansion accelerates, causing imbalances in the financial and economic mechanism of the system.

The existing theory of disproportionality, or “disequilibrium” (Hayek and White, 2007) explain crises lack proper proportions between sectors, natural actions of entrepreneurs, government intervention in the market economy. The theory of the “political business cycle” is based on the fact that there is an inverse relationship between unemployment and inflation, which is determined by the Phillips curve, i.e. Unemployment decreases and prices rise (Avdoshina, 2006). The ruling party is trying to vary the rate of inflation and the rate of unemployment, dropping them to win in the upcoming elections. After coming to power, the administration is trying to reduce the rate of growth of prices by artificially provoking the crisis, and by the end of his reign, the power begins to solve the opposite problem - to raise employment levels. Last causing a rise in prices, but the calculation is made of the fact that the choice of the level of employment will rise and inflation will not have time to reach full strength.

Interconnection market institutions, the state, the regime of accumulation of goods, the internal mechanism of the regulation of these complex processes and analyzes the crisis in the theories of regulation (Aglietta and Orléan, 1998 and Boyer, 1997). Proponents of this research direction is considered as an internal mechanism of management as well as external factors: War, clashes between social groups, and existing social form of the system. Psychological theories explain the cycle of change of mood of the masses, affecting investment. So, panic and confusion crisis situation lead to the stagnation of investment, taking capital abroad, and a positive attitude in a lifting stimulates the growth of investment.

A significant place among the factors influencing the cyclicity belongs trends in the development of scientific and technical progress. Theories to explain the innovations in the production cycle using important innovations (Schumpeter, 2004; Hansen, 1959, and Kondratyev, 1991). The active part of fixed capital become obsolete in the next 10-12 years. It requires updating and, further to stimulate economic recovery. Economists emphasize the importance of capital as the source of the phenomenon of the cycle. In a series of some economic variables are always experiencing large fluctuations than others. For example, fluctuations in the cycle in the food industry may be barely noticeable when the decline in production of steel, cars or tractors, is obvious. Branches of production of consumer durables and capital goods show the greatest cyclical fluctuations.

The well-known Russian economist Kondratiev (1892-1938) considered the cause of long cycles of radical changes in the technological base of social production and it's restructuring. Kondratyev conducted analytical comparison of a number of economic indicators that characterize the dynamics of the world capitalist economy. The Austrian economist Joseph Schumpeter, studying business cycles, has proved the concept that the main driving force of long-term fluctuations of the capitalist economy are construction cycles, which have an average duration of

17-18 years. Simon Kuznets (Kuznets, 1953) and Goldsmith (Goldsmith, 1984) isolated 20-year-old building (reproductive) cycles, which are the driving forces behind changes in reproductive patterns of production. In general, economists say reducing the frequency of cycles due to the accelerated timing of the renewal of the capital under the influence of scientific and technological achievements (Kobersy et al., 2015) in the modern world.

The study of cyclical social reproduction is not only important for understanding the nature of economic crises, but also to prevent them, mitigate their negative manifestations, forecasting fluctuations in investment and production, development of strategy of state regulation of the economy. Thus, the decision to invest in any sphere will be more reasonable and less risky if they are counted upward and downward wave.

Companies taking a decision regarding investment and output, on the assumption of future prospects. If, in their opinion, the next period will bring a depression, they will seek to reduce the investment now. On the contrary, if they expect that after 6 months prices will increase significantly, they will take the time today to buy goods, to buy equipment and expand construction. The success of the management of economic crisis depends on the timely and adequate action of the state apparatus of managers, entrepreneurs and investors.

Above we have presented a common approach to the explanation of the causes of the cyclical development of the economy. Besides those already mentioned, you can call a number of factors and contradictions in the economy generating crises and cycles, in particular, that a complex effect on work motivation of employees and the workforce and productivity of different types of businesses (Modern-econ.ru, 2015):

- A clear contradiction between the organization of modern production and natural character of the market;
- The contradiction between production and consumption - production and consumption in a market economy is constantly expanding, but the expansion of consumption most often starts at a certain stage to keep up production;
- The physical life of the means of production and upgrade, i.e. periodicity of crises caused by the massive renewal of fixed capital, sets the time frame of the economic cycle;
- Sale of goods on credit can lead to a crisis of insolvency;
- Militarization of the economy leads to a diversion of resources from other sectors where they could stimulate the growth of output and employment.

All these reasons development cycle economy equivalent with respect to each other, and the nature of cycles and crises they can be explained only in aggregate.

The terms of the reasons given cyclical development of the market economy is constantly updated, with the development of modern economies and their transition to a post-industrial type of production. Factors hindering the economic progress at the present stage of development of society, the factors leading to modern crises are: The imbalance between economic activity and human nature; inefficient use of human potential; imbalance in scientific, technical, economic, environmental and social components of

economic growth; weakening incentives to work and accumulation in the society.

Considering the problem of the relationship cyclical economic crises and the effectiveness of motivation in today's Russia, it is necessary to dwell on the study of labor migration. Skilled emigration cannot be stopped without giving up basic freedoms (Pecoud and Guchteneire, 2007). Due to the crisis and the destabilizing factors in the development of the Russian economy assumes particular relevance problem of emigration of the working population in search of higher wages. The so-called "brain drain" (large-scale) can be a serious obstacle for innovation and economic development. In the context of opening up the country's only way to solve this problem - the economy. Large enterprises independently solve this problem by individual conditions and salaries (Today Russia wins, for example, in Israel, the struggle for qualified young professionals from among immigrants from Russia - they come in such numbers that the problem discussed in the government of Israel) (Jurgens, 2008). But overall balance in the field of migration of the working population in Russia is negative. Scientist and economist, noted that the two should work out special measures of state regulation.

The first - to create a mechanism for the sharp (often not even at times, and an order of magnitude) and the point of increase of salaries in the public sector. No categories of workers, and especially valuable leaders and groups is due to the pay scale. This is primarily a small group of teachers of educational institutions of the world level (otherwise we run the risk of losing the final school in the exact sciences), leaders in medicine, biology, etc. This measure should be primarily to prevent the departure, but also the return of the left.

The global economic XXI century crisis opens up new opportunities for Russia to attract (return) highly qualified managers and specialists, if the state can intelligently manage the available financial reserves. This has been China, it is worth noting that it is useful to look at this experience.

Second - to enter the high price of education in the high schools (or departments), whose graduates easily find jobs in the West. Initially, the cost of education will be covered by long-term state loans, with a full refund (term) in the case of departure for work abroad, in part - in the case of employment in the private sector in Russia (perhaps due to the direct payments of the employer), and progressively the full maturity in When working in state institutions. This mechanism will not stop the brain drain, but will enable the reproduction and development of the most successful universities. Two factors may be contributing to the brain drain, even with prosperous economic development - stagnation in the political sphere and the growth of ethnic Russian nationalism. Under certain circumstances, this can turn into a "fatal" threat.

It is natural to assume that international migration has its own special structure. People leave not only in search of better jobs. They go to school, for family reunification, participate in sports, etc. According to the survey, the total number of migrants 98.25%

went to find highly profitable operation. With regard to the study, the corresponding contingent of migrant workers amounted to only 1.27%. In terms of this population also are serious problems. The vast majority of those who are guided by the higher education institutions of other countries after graduation, do not return to their homeland. This is a testament not only to the low income of specialists with higher education, but also the prestige of modern professions in Russia. Young people with higher education, who graduated from universities in other countries are not satisfied that the basis for career development in the Russian Federation are not put objective criteria. To a greater extent in the number of test career advancement and parochial used related communications. Moreover, professions related to science and higher education, because of the extremely low wages do not enjoy prestige among the youth. Common causes of migration can be very diverse. In our view, the last well, systematized by researchers at the World Bank, and look, as shown in Table 1. On the question of the basic causes of migration respondents gave very interesting answers. 51.7% of respondents pointed to poverty as the main reason for such a decision. 46.7% of respondents referred to the lack of work. 0.8% (UNIFEM, 2009) of respondents as a reason for call admission to higher education. 0.4% said that the main reason for their departure to work is the need for training. I think the answer to the question about the causes of migration are accurate and reflect the real situation (Migration and Remittances. Eastern Europe and the Former Soviet Union. The World Bank, 2007).

External labor migration is primarily a large macro-economic importance to the countries exporting labor force and for the recipient countries of foreign labor. On this subject, we conducted numerous studies that confirm this assumption. The economic consequences of remittances generated through a number of channels. They are reflected in the reduction of poverty, the reduction of unemployment, reduction in income inequality among households. In this context, they are essential in the sections of both macroeconomic (i.e. at the household level). In addition, remittances have a certain influence on the dynamics of economic growth by increasing the investment potential of the society. They play an essential role not only in ensuring social, and macroeconomic and financial stability (Information-Analytical Center, 2009).

**Table 1: Motivations for migration of the working population of the Russian Federation**

Causes	Repulsive factors	Pull factors
Economic and demographic	Poverty Unemployment Low income High fertility rates Low levels of health and education	The possibility of high earnings The ability to improve living standards Personal and professional development
Political	Conflicts danger violations Mismanagement Violation of human rights	Safety and Security Political liberties
Socio-cultural	Restrictions relating to ethnic, gender, religious and similar reasons	Combining with family Ethnic homeland Non-discrimination

Last connection is conducted primarily by increasing volumes of effective demand. This growth is particularly evident in Russia. If remittances in 2004 were equal to 14% of GDP, while in 2008 they had already reached 65%; total GDP. In this regard, Tajikistan ranks first in the world. This is followed by Kyrgyzstan, Moldova, Armenia, Albania, Bosnia and Herzegovina.

Remittances, as we know, are partially used for current consumption, partly to supplement the household savings and invested. This will be discussed in the final part of this section. Theoretically, we can assume that if the remittances are used for investment purposes, or invested in bank accounts, their macroeconomic consequences will be very noticeable. However, the data for the CIS shows that the bulk of remittances is used for current consumption, and substantial amounts are used for the education of children and savings (10%), as well as an investment of households (5%).

Considering the direction of the study of motivation and economic crises, of particular importance in the context of this problem becomes a situation of socio-economic crisis and motivation in Japan following the natural disasters in 2011.

According to the theory of international management, designed to explain the specifics of the behavior of different cultures in his work, the Japanese society is a so-called "male society." Among the basic features of such a society is the most important subordination of all vital installations values related to work. The work takes place in the basic behavioral patterns, which are formed within the "male society," and the behavior characteristic of this society, and women demonstrate. To overcome the socio-economic crisis, the effects of natural disasters in Japan in 2011 to help these inherent in the Japanese population factors (including motivation):

1. Socio-cultural roots of Japanese industriousness;
2. Organizational and economic factors of motivation;
3. High-level indicators of work ethic in Japan;
4. Qualitative changes in the workplace;
5. The position of the older generations of labor;
6. The situation of youth in the labor market;
7. Increase the duration of the overtime working hours.

It is said that the dynamics of the socio-economic crisis of the world economy offers a large number of scenarios of recession, countries such as Japan, Spain, Greece, Portugal, etc. It is important to note the primacy of reflection unstable situation in these countries to their residents, including the level of the working population, their consumption capacity, its negative dynamics due to low wages, it delays and chain. All this leads to low productivity, production crisis.

According to the official version, supported until recently, anyone could say that the Spanish workers enjoy an enviable position, thanks to the social rights that protect them. Reality itself has attended to dismantle this version, it is necessary to analyze the official data.

The number of unemployed in Spain 4613000, bringing the unemployment rate is 20.05%. However, official sources claim that

other countries suffer as much or more than Spain, the international crisis. The unemployment rate in the euro area is 9.97%. This distinction is the best proof that the Spanish crisis has its own roots, and among them are our institutions work.

We single out a special group of indicators of crisis labor instability in Spain. Of those unemployed for more than one-third is considered long-term (more than 1 year are unemployed), and therefore for them each time more and more difficult to get out of a situation in which they find themselves. Their skills are becoming obsolete, reduced work motivation and businesses who know them less and less willing to hire them.

In addition, the number of employees working at the present time, there is a large percentage of workers in unreliable conditions. 24.39% for wage earners, have a seasonal contract. Rating seasonality of this magnitude is unprecedented in Europe, despite the fact that there was a decrease from the beginning of the crisis (the rating in 2006 was 34%). In Russia, in addition to permanent staff, there was a subclass caught in the trap of instability that pinned their subsequent chain of seasonal short-term contracts. In 2008, for example, in Spain, 2.7 million were signed contracts of <7 days duration, and 5 million at least 30 days.

Considering the specifics of Russia's motivation, managers often mistakenly believe that the crisis problems with staff performance should not be, because the employees understand that their claim to a place thousands of laid-off, willing to work for lower wages. Thus, the fact of preservation of workplaces of employees is seen as motivation for better and more efficient operation (Bagirova, 2011).

The problem is that the environmental conditions of instability and numerous layoffs of employees in all areas of the economy turned out to demotivate staff. Thus, according to the Russian Federal State Statistics Service, the number of unemployed in Russia in December 2009 was 6,173,000, an increase over the month by 42 thousand (Newsru.com, 2010).

Motivation of staff in crisis requires a change in the system of material and non-material incentives. Material incentives staff management is a complex issue. Proper construction of a system of material incentives for staff requires knowledge of HR-specialists in the field of economy and finance, psychology, management.

Financial reward is crucial in work motivation, and its meaning for the employee is not confined only to offset the costs of time, energy, intellect, are spent by an employee in achieving the organization's objectives. Monetary compensation, or rather, the form of its preparation as well as the relative and absolute size, employee perceived as evidence of his value to the organization, self-esteem affect the employee directly speak about his social status (Sosnovy, 2012).

In a crisis, the internal motivation of employees undergoing significant changes. Begins to dominate the motivation of avoiding failure, fear of layoffs, reductions and reduction of income. In this situation, employee's financial incentives must be built in



accordance with the following principles.

1. With the reduction of the fixed income given the opportunity to earn at the expense of its variable part of the achievement of specific, relevant company results. Today, one of the major trends - the transition from the remuneration to be paid results. This is due to the fact that the dependence of the variable part of the salary of the result motivates employees to improve the quantitative and qualitative performance indicators to better address the various economic, administrative and other tasks (Lvov, 2004).
2. Bringing to the attention of all employees of their personal goals directly related to the business objectives.
3. Explanation of staff how their income is generated, for which they are now being paid. Employees need to know exactly: In the performance of the conditions they will receive a bonus prize; how to determine the value of them relying Award; in what time frame will be disbursed.

In economics, the labor law is justified, which says that if the administration sees every manifestation of active workers and encourages the activity of workers increases, they work more efficiently, and the organization receives a large profit. At the same time we must not forget that the incentive system should be beneficial for both the company and the employee himself. As for employers award, as well as other elements of labor costs, are primarily the costs of production, a very important issue is to determine the maximum amount of funds that can be directed to the incentive payments, to the effect produced on their bonuses, is not exceeded.

In order to ensure the effectiveness of bonuses must adhere to: The sum of all bonus payments for any value of over-fulfillment of targets can not exceed the amount of profit, resulting from the application of this system.

Regular monitoring employees to achieve their goals in the form of reports, common "five minutes," meetings and others.

#### 4. CONCLUSIONS

Sharing the results of the analysis of the theories and approaches of research work motivation generated by domestic and foreign scientists: D. Atkinson, W. Vroom, F. Herzberg, E. Lawler, D. McGregor, A. Maslow, E. Mayo, L. Porter, H. Rampersad, V. Gerchikov, as well as the possibilities of their use in practical economic activity or as a theoretical base of management personnel, as a result of the study, identified the following conclusions.

The most common problem areas are:

- Weak enough opportunities to formalize the analysis of motivation;
- The lack of methods for studying the interdependence and interchangeability of the individual interests of the person;
- Lack of theoretical elaboration of issues related to the procedure for compensation of some deterioration in the conditions of employment of other improvements;
- Separation of some motivational theories on external factors

driving change in the existing socio-economic conditions and the system of modern Russia;

- The complexity of research in the field of dynamics of targets individuals;
- Undeveloped optimization criteria the level of employee satisfaction and efficiency of work (from the standpoint of personnel and organization) in the current conditions of economic activity.

From the standpoint of system-activity approach it is fundamentally important to the consideration of motive and motivation of labor activity as a complex systemic formations in the economic behavior of the person, its social and economic priorities, structured on a variety of characteristics. To date, the domestic and foreign theory and practice formed quite a single view of the classification of motives that cannot, unfortunately, be said about the classification of motivation of labor activity, to which the author of the theory of motivation traded infrequently, often identifying motivations and types of motives.

Critical analysis of the currently used classifications of motivation of labor activity revealed their fundamental shortcomings, including: Lack of scale and measure the internal content of the "motive" and "stimulus" of a single employee of the enterprise; substitution of concepts "motivation" and "encouraging," in connection with which there is a need to separate motivation on tangible and intangible; trend of the XXI century. Denial of the non-financial motivation.

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