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## **Managing personnel behavior in the organization**

## **Zarządzanie zachowaniem personelu w organizacji**

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## Abstract

Personnel management is recognized as one of the most important spheres of the organization's life, which can improve its efficiency. The concept of "personnel management" is considered in a fairly wide range: from the economic-statistical to the philosophical-psychological. The Personnel management of employees is determined by the organization's development strategy and is an integral part of the organization's reputation and staff competence. Nowadays, personnel management is one of the strategic directions of enterprise development, aimed at providing all areas of the organizations' vital activity with highly qualified and motivated employees, creating a creative workforce capable of changes, development, and renewal. The formation of a market economy in Kazakhstan creates the conditions under which the importance of the human factor in production, in business increases: the knowledge, experience, skills of employees became the main source of efficiency and competitiveness of business organizations. In my graduation work, I am going to analyze the management of personnel behavior using comparative analyzes, specially compiled questionnaires for personnel, assessing the organizational behavior of personnel and resolving social and psychological conflicts and based on the results obtained, to develop a program of non-material incentives for the organization's personnel.

## Keywords

organization, personnel management, employees, analyze, incentives.



## Streszczenie

Zarządzanie personelem jest uznawane za jedną z najważniejszych sfer życia organizacji, która może poprawić jej efektywność. pojęcie "zarządzania personelem" jest rozpatrywane w dość szerokim zakresie: od ekonomiczno-statystycznego do filozoficzno-psychologicznego. Zarządzanie personelem pracowników jest określone przez strategię rozwoju organizacji i stanowi integralną część reputacji organizacji i jej kompetencji. W dzisiejszych czasach zarządzanie personelem jest jednym ze strategicznych kierunków rozwoju przedsiębiorczości, którego celem jest zapewnienie wszystkim obszarom działalności istotnej działalności wysoko wykwalifikowanych i zmotywowanych pracowników, tworząc kreatywną siłę roboczą zdolną do zmian, rozwoju i odnowy. Kształtowanie się gospodarki rynkowej w Kazachstanie stwarza warunki, w których znaczenie czynnika ludzkiego w produkcji, w biznesie wzrasta: wiedza, doświadczenie, umiejętności pracowników stały się głównym źródłem wydajności i konkurencyjności organizacji biznesowych. W mojej pracy dyplomowej zamierzam przeanalizować zarządzanie zachowaniami personelu za pomocą analiz porównawczych, specjalnie opracowane kwestionariusze dla personelu, oceniając zachowania organizacyjne personelu i rozwiązywanie konfliktów społecznych i psychologicznych oraz w oparciu o uzyskane wyniki, w celu opracowania programu -materialne zachęty dla personelu organizacji.

## Słowa kluczowe

organizacja, zarządzanie personelem, pracownicy, analiza, zachęty.



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## INTRODUCTION

**Actuality of the theme of the thesis.** The theme of the thesis "Managing the behavior of the organization's personnel" is relevant, since the analysis of the relations in the team and the study of the processes of interaction between the leader and subordinates can be carried out on the basis of sociometric measurements that allow quantitative and qualitative assessments of the human relations that take place in the group on the basis of mutual sympathies and apathy.

The relevance of the chosen topic is that conflicts and stresses in the organizational environment, methods of managing staff behavior are among the most important professional issues of our time.

The formation of a market economy in Kazakhstan creates the conditions under which the importance of the human factor in production, in business increases: the knowledge, experience, skills of employees become the main source of efficiency and competitiveness of business organizations.

**Assessment of the current state of the scientific problem being solved.** A modern organization in the structure of the commodity market is a complex socio-economic entity. In the management system of this subject a special place is occupied by personnel management. Without staff, there is no organization, and the success of its financial and economic activities is the merit and patrimony of the staff. The long period of development of the economy of the leading industrialized countries with a market economy convincingly shows that success can be achieved only if the basis of the management of the organization is the person as the highest value of the firm.

**Purpose and objectives of the work.** The purpose of this paper is to study and analyze the methods of managing the behavior of personnel.

To achieve the goal set the objectives:

1. To study the system of methods for managing staff behavior;
2. To describe the methods of managing the behavior of personnel;
3. Show the use of methods of managing staff behavior in LLP "Retail groups Kazakhstan".

Managing the behavior of personnel, as well as managing any other resources, is a component of management activity, as by definition all managers fulfill, according to the hierarchy, their



roles in achieving the organization's goals, and controlling the activities of other people, usually their subordinates. Therefore, managers should provide the conditions for providing the necessary organization of personnel recruited from the external labor market and take care of its effective use to achieve organizational goals.

**The subject of the research:** Ways and means of improving the methods of personnel management.

**Object of research:** Retail groups of Kazakhstan LLP.

**Basic research methods.** In the work methods of strategic management, personnel management, method of comparative analysis were used. To solve certain theoretical and practical problems, the methods of system and logical analysis, as well as some methods of statistical research of the indicators of the personnel management system, were used. Methods of interrogation and analysis of documents as methods for obtaining practical information about the personnel management system of the organization.

**Theoretical and methodological basis of the thesis.** As a theoretical basis, when writing the thesis, the works of many scientists and economists from different countries were used, such as: A. Smith, J. Keynes, V. Kovalev, ON Volkova, B. B. Sultanova, Artemenko V.G., M.A. Bakhrushin, V.K. Radostovtza, N.N. Kaderova, Z.N. Azhibayeva, M.S. Erzhanova, D.O. Ablenova, K.K. Keulemzhaeva, V.L. Nazarova, K.K. Zhuirikova, Duseмбаева K.Sh., Belendira M.B., as well as materials of the organization Retail groups Kazakhstan LLP, and regulatory legal acts of the Republic of Kazakhstan. Methodological basis for the research in writing this diploma work are educational and scientific-methodical literature, as well as tests conducted with the staff of Retail Group Kazakhstan LLP.

**The scientific novelty of the thesis.** The scientific novelty of the results of the thesis work consists in the development and justification of proposals and recommendations for the improvement and formation of an effective personnel management system for the production enterprise.

**Practical significance of the thesis.** The diploma work in total consists of 69 pages: introduction, three chapters, conclusion, list of used literature and applications. This thesis includes 8 figures and 23 tables. The practical significance of the thesis work is that the revealed features and proposed approaches to the formation of the personnel system at the production enterprise can, by virtue of their universality, be used to build an effective system



of personnel management and personnel policy of any enterprise in the real sector of the economy.

**The structure and volume of the thesis.** In the first chapter, "Scientific fundamentals of managing the behavior of the personnel of organizations", the peculiarities of people's behavior in the process of labor activity are examined in the context of the increasing role of the human factor, the position of the organization's employees is clarified, and the conditions for devoting employees to the goals and tasks of the organization are formed.

In the second chapter, managing personnel behavior in the Retail Group Kazakhstan LLP, the issues of the socio-psychological climate and group dynamics in the organization are analyzed, problems of leadership in the organization are examined, the influence of organizational culture on the process of the organization's functioning is revealed.

In the third chapter, main conclusions and proposals on the improvement of personnel management in the Retail Groups Kazakhstan LLP, summarizes the analysis of the state of the socio-psychological climate in the team, develops recommendations for improving the socio-psychological climate.

In conclusion, the main results of the thesis work are summarized and conclusions and recommendations on the problems are formulated.

The development of an effective personnel training system is a tool that increases the activities of Retail Group Kazakhstan LLP - through increasing the efficiency of the whole team as a whole and significantly reducing the costs of recruitment and adaptation of personnel (with a reduction in staff turnover).



## Chapter 1. Scientific basis for managing personnel.

### 1.1 Theory of management and behavior of human resource in the organization.

The formation of the science of personnel management began with the formation of a theory of management as a science that occurred more than a hundred years ago at the very beginning of the period of the industrial revolution. Then management of the organization and management of its personnel did not differ. In addition, the most important problems of management science were personnel management. In other words, the theory and practice of personnel management was the basis of management as a science.

Due to the fact that the theories of personnel management (human resources) developed along with various management schools, the latter left a mark on the name of the first. For more than a century (the period of the industrial revolution), the role of man in the organization has changed significantly, so the theory of personnel management has been developed and refined. At present, three groups of theories are distinguished: classical theories, the theory of human relations and the theory of human resources.

Representatives of the theories of human relations include: E. Mayo, K. Argeris, R. Likart, R. Blake, etc. The authors of the theories of human resources are: A. Maslow, F. Herzberg, D. McGregor, and others. The main postulates, tasks and the expected results from the implementation of these theories are given in Table 1.1.

Table 1.1. Three groups of theories: classical theories, the theory of human relations and the theory of human resources

The name of theories	Postulates of theories	Tasks of the heads of the organization	Expected results
Classical theories	For most people, labor does not bring satisfaction, it is natural. What they do is less important to them than what they earn by doing it. Few individuals who want or can do	The main task of the manager is strict control and supervision of subordinates. He should decompose the tasks into easily digestible, simple and repetitive operations,	People can fulfill their labor provided that there is an appropriate salary and if the manager is fair. If the tasks are sufficiently



	work that requires creativity, independence, initiative or self-control.	develop simple labor procedures and put them into practice.	simplified and if individuals are strictly controlled, they will be able to observe fixed production standards.
The theory of human relations	Individuals tend to be useful and meaningful, they are tempted to be integrated, recognized as individuals. These needs are more important than money, in motivation and motivation for work.	The main task of the leader is to make everyone feel useful and necessary. He should inform his subordinates about the plans, as well as take into account their proposals for improving these plans. The manager must provide his subordinates with the possibility of a certain independence and a certain personal self-control over the execution of routine operations.	The fact of information exchange with subordinates and their participation in routine decisions allows the head to satisfy the basic needs for interaction of individuals and in a sense of their own importance. The fact of satisfying needs raises their spirit and reduces the sense of opposition to official authorities, i. subordinates are more likely to communicate with management.
The theory of human resources	Work for most individuals brings satisfaction. Individuals	The main task of the manager is the best use of human resources.	The fact of expanding self-reliance and self-



	<p>strive to contribute to the realization of the goals they understand, in the development of which they participate themselves. Most individuals are capable of self-sufficiency, creativity, responsibility, as well as personal self-control at a higher place in the hierarchy than what they now occupy.</p>	<p>He should create an environment in which each person can maximize his abilities, promote the full participation of the person in solving important problems, constantly expanding the independence and self-control of his subordinates.</p>	<p>control among subordinates will entail a direct increase in the efficiency of production. As a consequence, the resulting satisfaction with work can increase, since the subordinates make full use of their own resources.</p>
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Source: E.V. Maslov. Management of personnel behavior. Introduction, Moscow-Novosibirsk, 2011, p. 32.

Heads of organizations sought ways to prevent, smooth out and painlessly resolve conflicts, establish partnerships between the administration and the rest of the employees. In this situation, some executives no longer cope with the tasks of personnel management. To work with personnel and establish relations between the administration and the staff, special employees, and even specialized units, were required.

Any organization is interested in having its employees behave in a certain way. Behavior of man - a set of conscious, socially significant actions, due to the position occupied, i.e. understanding of their own functions. Effective for the organization's behavior of its employees is manifested in the fact that they reliably and conscientiously fulfill their duties, are ready for the sake of the interests of the cause in a changing situation to go beyond their immediate duties, make extra efforts, show activity, find opportunities for cooperation.<sup>1</sup>

<sup>1</sup> A. H. Maslow "A theory of Human Motivation", Start Publishing LLC, 2013, p. 46



The first approach to solving this problem is to select people with certain qualities that can guarantee the behavior of its members desired by the organization. However, this approach has limited application, because, firstly, it is not always possible to find people with the necessary characteristics; secondly, there is no absolute guarantee that they will behave necessarily, in this way, as the organization expects from them, and, thirdly, the requirements for the behavior of members of the organization from the organizational environment may change with time, coming into conflict with the criteria by which people were selected to the organization.

The second approach, in principle, does not exclude the first, is that the organization affects a person, forcing him to modify his behavior in the direction necessary for her. This approach is possible and is based on the fact that a man has the ability to be taught behavior, change his behavior on the basis of awareness of his previous behavioral experience and the requirements imposed on his behavior on the part of the organizational environment.

In interaction with the organization, man does not act as a mechanism that performs certain actions, but as a rational and conscious being, possessing aspirations, desires, emotions, moods, having imagination that shares certain beliefs and the following specific morality.

The behavior of a person in an organization is determined by his own (personal) features, the influence of the conditions for the formation of individual activity - the characteristics of the group to which he is included, the conditions of joint activity, the identity of the organization and the country in which he works. Accordingly, the ability to successfully include a person in the organizational environment, teach the behavior depends on the characteristics of both this environment and the characteristics of his personality.

Any person is characterized by:

1. General qualities (intellect, mind, observation, efficiency, organization, sociability, etc.);

specific properties (ability to do this or that kind of activity); abilities can be common, inherent in one way or another to all people (perceive, think, learn, work); Elementary private (determination, perseverance, musical ear, critical thinking, etc.); complex private, including professional (for specific types of activity), special (inter-social, people-oriented, management, and constructive, aimed at creating specific objects in various spheres of activity);



2. Preparedness for a certain type of activity (in the form of a set of knowledge, skills, skills);
3. Orientation (orientation of social activity arising under the influence of social moments - interests, aspirations, ideals, beliefs);
4. Certain foundations of character;
5. Biologically determined features (eg temperament);
6. Psychological features: a range of activities (latitude, depth), which can be general, specific, special; style of work (form of influence, based on knowledge, experience, emotions) and the dynamics of the psyche (characterized by force, mobility, excitability);
7. Mental state, i.e. persistent mental phenomena inherent in a person for a relatively long period (agitation, apathy, depression, etc.).

Personal features greatly affect the quality of the performance of the functions assigned to a person, the style of his work, his relationships with others. The stability of these features allows us to predict the behavior of the individual, i.e. Actions that express her subjective reaction to the situation and people around.

At the heart of labor behavior are motives, internal aspirations that determine the direction of man's labor behavior and its forms. The same behavior can have a different motivational basis. Motivation is the key to understanding human behavior and the possibilities of influencing it.

Perception is the process of organizing and interpreting ideas about the world around us. Perception is an active subconscious activity for receiving and processing information, not all, but only significant. Since perception is in many ways a subjective process, it contains the possibility of complete or partial distortion or loss of information.<sup>2</sup>

Perceptions are influenced by the following main circumstances, both objective and subjective:

1. The situation in which information arrives or acquaintance occurs (if it is positive, perception, as a rule, is more benevolent than the object of this in fact deserves, and vice versa, in a negative situation everything seems to be much worse than it really is);

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<sup>2</sup> Law of the Republic of Kazakhstan dated April 22, 1998 No. 220-I "On partnerships with limited and additional liability" (with amendment and addendum as of February 27, 2012).



2. Depth of vision of the real situation (a lot of knowledgeable and understanding people usually calmly treat other people and current events, is less inclined to dramatize or extol them than one whose horizons are limited);
3. Personal and social characteristics of the perceived object (benevolence, demeanor, appearance, gender, age, nationality, position, official position, etc.);
4. Stereotypes (a standard set of simplified ideas about complex phenomena and objects of the surrounding reality, containing their one-sided descriptions taken for complete) and prejudices (assessments formed before a certain opinion about the object was formed, in contrast to the stereotypes of prejudice are more massive, ), inherent in man.

The need for a thorough and regular study of the individual characteristics of members of the organization is beyond doubt. However, recognizing the importance and usefulness of this type of management activity, it is also necessary to remember that the individuality of a person's behavior depends not only on his personal characteristics, but also on the situation in which his actions are carried out. Therefore, the study of man should always be conducted in conjunction with the study of the situation. In addition, when studying the individuality of a person, one must take into account his age. Taking into account all these factors can give the key to understanding the individuality of a person, and consequently, to the management of his behavior.

The behavior of employees of the organization is influenced by external factors. Among them it is necessary to distinguish the following:

1. Circle of communication, which can be personal, including emotional connections, and official, determined by official duties. In practice, there are: the circle of the nearest dialogue, which includes no more than five people with whom you can discuss any problems without fear of information leakage; a circle of periodic communication, which deals only with official issues that regularly arise in the course of the functioning of the organization; circle of episodic communication, covering in the potential of all employees and personal acquaintances;
2. A role characterized by a set of actions expected from a person in accordance with his individual psychological characteristics and place in the management hierarchy. The roles performed by a person differ in the way they are received, in their orientation, in their degree of certainty, in their formalization, in their emotionality. The role dictates



the rules of behavior, makes people's actions predictable. Role-playing behavior is influenced by: the character of the individual, the interpretation of his role, its acceptability, conformity with opportunities and desires;

3. Status - the evaluation of the person around the subject and the role that he performs, determining his real and expected place in the system of social relations, the rank of the individual who is formal and informal (the first is determined by the position of his possessor, privileges, earnings, and the second by personal properties that allow him to influence those around them: gender, age, knowledge, experience, culture, connections, moral qualities).

The basic rules of individual and group behavior are set by the organization itself, setting the terms of reference, the corresponding rights and powers, the measure of responsibility, the standards of business communication. The necessary coherence of people's behavior is achieved by the organization through setting organizational goals, maintaining a sense of its value in the staff, introducing certain patterns of role behavior and role interaction, using standards of organizational behavior prescribing some of its types as preferred, approved by the organization, and others as undesirable, blamed. However, to harmonize diverse human identities, only formal mechanisms of integration are not enough.

Any organization is a combination of various professional groups. Employees of the organization are included in a certain system of interpersonal relations as part of groups. The group can act as a managing, managed or self-governing structure with varying degrees of cohesion of its members - from the unorganized crowd to a single collective. To be considered a collective, the group must satisfy the following criteria: the common goal of all its members, the psychological recognition of each other by the members of the group, the identification of oneself with the group. In addition, the sign of the collective can also be considered the presence of a certain culture, expressed in the general values, symbols, norms and rules of behavior in the team, entering or leaving it, requirements for the physical and moral make-up of its members.

## **1.2 Methods and their characteristics for managing personnel behavior**



Social management methods. This group of methods of management is a system of ways to influence the social and psychological climate in the team, the labor and social activity of the staff. Methods of social management are directed:

1. to increase social and productive activity: copying the behavior of leaders, setting standards for exemplary behavior;
2. on maintenance of social continuity: competitions of skill, assignment of qualifying differences, celebration of the beginning and end of large projects and tasks;
3. on moral stimulation (individual and collective).

The mechanism of using social management methods includes: social forecasting, social planning, social rationing and social regulation.

Social forecasting is used to create an information base for developing social development plans and applying methods of social influence in the team.

Social planning is planning the solution of the social problems of the personnel of organizations: improving the working, living conditions, rest, spiritual and physical development.<sup>3</sup>

Social rationing is the existence of such social norms that establish the order of behavior of individual workers or groups in the team.

Social regulation - measures to ensure social justice in the team and improve social relations between employees. Social regulation is aimed at stimulating collective and personal initiative and interest in work.

Psychological methods of management. This group of management methods is used to harmonize the staff relations and establish the most favorable psychological climate. The main feature of these methods is the appeal to the inner world of man.<sup>4</sup>

Psychological methods of personnel management are based on knowledge, competent and skilful use of the psychological qualities of a particular employee. Therefore, leading companies and organizations create their own professional psychological services, staffed by social psychologists.

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<sup>3</sup> E.V. Maslov. Personnel Behavior Management // Introduction - Moscow-Novosibirsk, 2005, p. 121-123.

<sup>4</sup> Porshnev A.G. "Organization Management". Rummyantsev ZP, Slamatin NA - M.: INFRA-M, 2008, p. 75-79.



Socio-psychological methods of leadership require that at the head of the team there are people who are flexible enough to use various aspects of management. The success of the activity of a leader in this direction depends on how correctly he applies various forms of socio-psychological influence, which ultimately will form healthy interpersonal relationships. As the main forms of such impact can be identified: the planning of social development of labor collectives, persuasion as a method of education and personality formation, economic competition, criticism and self-criticism, permanent production meetings that act as a method of management and as a form of workers' participation in governance.

In any organization, socio-psychological methods play an important role in the management of personnel. Socio-psychological management methods are based on the study and use of the motives of people's behavior in the process of their joint work and are aimed at creating a favorable emotional situation in the team that exerts a great influence on raising the productivity of labor, working capacity and vital activity of workers.

Based on the foregoing, we can conclude that the use of each of these methods, as well as their specific combination, corresponding to the specific conditions of the organization, significantly increases the level of controllability, the effectiveness of the staff of this organization.

The main principles of personnel management. The principles and methods of personnel management were announced by Henri Fayol, but afterwards they were supplemented by Lawrence Peter. Organizations adhere to different principles, so it is impossible to single out a single style of impact on employees. It is necessary to harmoniously combine the basic and auxiliary techniques, and, if necessary, adjust them.

Basic principles:

1. Division of labor - allows you to offer more goods and services with the same efforts of employees of the organization;
2. Power - the manager should not just have the right to give orders, but to use authority among subordinates, to be an example in everything;
3. Discipline - fulfillment of all requirements, compliance with the charter;
4. Unity of government - subordinates should receive orders solely from one person, dual management leads to misunderstandings, disagreements;



5. Unity of management - unified management and a well-defined plan contributes to high labor productivity, since subordinates know how much work needs to be done, what requirements to adhere to;
6. Subordination to common interests - this method of personnel management is aimed at teamwork, mutual understanding and assistance;
7. Remuneration of staff - any work must be paid, while premiums stimulate an increase in activity;
8. Lines of communication - all links of the control chain must be interconnected in order to monitor the workers of the organization, but not to exert maximum efforts.

In the conditions of the active development of multinational corporations, there has recently been a strong emphasis on management of research on the national mentality of business partners. The development of joint entrepreneurship encourages the personnel management services to take into account in their work the specificity of business ethics and the organizational characteristics of those countries from where human resources are attracted and where investments are made. For this, special services are formed and highly qualified specialists are hired. The fact is that, when different cultural traditions come into contact, even a local conflict can lead to a violation of normal partnership relations throughout the organization.

Thus, Japanese entrepreneurs at their enterprises located in the US significantly modify traditional methods of personnel management, taking into account specific features of the American tradition of intra-industrial relations and lifestyle.

Such complexities in personnel management arise not only in the process of interaction of people with different cultural traditions, but also in people close in their mentality.

For example, the nature of production behavior, the psychology of interaction of European peoples is greatly influenced by the political tradition. It is known that the complexity of maintaining hierarchical relations in French enterprises is due to an active protest of personnel against any form of strict control. Therefore, a number of modern methods of monitoring personnel of American origin, based on a systematic verification of interim results of work, in France is unacceptable.

The Dutch model of management is largely based on the principle of reconciliation, which is realized through numerous structural elements that contribute to collective work on



developing solutions in the course of joint actions. At the same time, everyone's duty is to find ways to agree and respect the agreements already concluded. When conditions change, any link in the structure can initiate a discussion of a problem and conclude a new agreement. Such a management model, according to experts, is based on the political traditions of the Netherlands, born back in the late 16th century, when the adoption of important decisions, during the period of the Utrecht Union, required a long conviction and mutual adjustment of the provinces.<sup>5</sup>

Economic growth requires the introduction of methods that ensure the implementation of new approaches to personnel management, which in turn is associated with the implementation of managerial innovations. It is innovative approaches to personnel management that contribute to higher labor productivity and creativity of the personnel.

### **1.3 Motivation and stimulation of work in the organization**

Nowadays, only an organization can give the overwhelming majority of people a livelihood and create conditions for a normal life. At the same time, the more urgent the need of the individual and the more it is associated with the very existence of man, that is, with his basic needs, the greater his dependence on the organization and the easier it can change and direct his goals in a certain direction. All this, as a rule, makes it possible to change the behavior of members of a modern organization in the right direction without direct violence or pressure.<sup>6</sup>

One of the methods for managing the behavior of personnel is the motivation and stimulation of personnel. Motivation is based on a long-term impact on the employee with a view to changing the structure of the employee's value orientations and interests, creating the appropriate motivational core and developing labor potential on this basis. Such an effect is called motivation .

Stimulation of labor - focus on the actual structure of the values and interests of the employee, to better realize the existing labor potential.

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<sup>5</sup> Electronic source: <http://uczebnik.kz/dop/gosudarstvennoe-regulirovanie-ekonomiki/111-sushnost-istruktura-gosudarstvennogo-byudzhet/> (date of access: 29.04.2018).

<sup>6</sup> Dornbush Rudyger D., Economic, Washington, 2015, p. 211.



Motivation and incentives are opposite in direction: the first is aimed at changing the existing situation; the second - to fix it, but at the same time they complement each other.

Stimulation should correspond to the needs, interests and abilities of the employee, i.e., the incentive mechanism should be adequate to the motivation mechanism of the employee.

According to many experts, one of the most serious problems that organizations face in promoting workers is the use of archaic and overly simplistic ideas about what motivates people to work well and conscientiously. The idea that an increase in wages or the threat of dismissal can solve all the problems of behavior is not only outdated, but simply erroneous.

The process of motivation is complex and ambiguous. There is a rather large number of different theories of motivation trying to explain this phenomenon.

In modern studies, there are significant theories of motivation based on the identification of those inner motivations (called needs) that cause people to act in this way, and not otherwise. A need is an awareness of the absence of something, causing a motivation for action. Primary needs are laid down in a person genetically, and secondary needs are developed in the course of cognition and gaining life experience. Needs can be satisfied with rewards, that is, with what a person considers valuable for himself. And they allocate external remunerations - wages, bonuses for promotion and internal - a sense of success in achieving the goal, obtained from the work itself. In this connection, the works of Abraham Maslow, David McClelland and Frederick Herzberg will be described. More modern procedural theories of motivation are based, first of all, on how people behave in view of their perception and cognition. The main procedural theories that we will consider are the expectation theory of V.V. and the model of Porter-Lawler motivation. It is important to understand that although these theories differ on a number of issues, they are not mutually exclusive. They are effectively used in solving the daily problems of motivating people to work effectively.<sup>7</sup>

A. Maslow understood that people have many needs, but the main ones, from his point of view, can be classified for some reasons. All human needs he divided into five groups and called them basic needs.

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<sup>7</sup> Zankovsky A.N. Organizational psychology: a textbook for universities and specialties "organizational psychology". - Moscow: Flint: IPSI, -2002, p. 143-151.



Physiological needs (lowest level). They include, the needs for water, food, shelter, recreation, sex. Needs for security and confidence in the future. Like physiological needs, they are among the basic, fundamental. These needs are understood in the broad sense: security from physical and psychological threats, and also the belief that physiological needs will be met in the future.

Social needs (needs for involvement). It is the need to belong to a certain group, to be understood by others, in love, social interaction, attachment, support. These needs A. Maslow attributed to the needs of growth. They include the need for self-esteem, recognition, respect.

Self-expression (self-actualization) is the highest level of needs. It consists in realizing one's potentialities and growing as a person.

All of the above needs fit into a strict hierarchical structure. The first two types of needs are grouped into a group of primary needs, and the last three are in a group of secondary needs.

From A. Maslow's point of view, the needs of the higher levels can be met only when the needs of the need (i.e. physiological needs and security needs) are met. Satisfaction of the highest level of growth needs (self-management) is achieved only by a relatively small proportion of people, since here it is about creativity, independence, responsibility and other properties of a developed personality. The theory of A. Maslow was of great importance for the management of organizations. Managers began to understand why workers want or, conversely, do not want to work. It became clear to them that motivation is determined by a wide range of different needs of the individual. To properly motivate their subordinates, the manager must know the needs of the performers, take them into account, enable them to satisfy them so that the employee strives to fulfill not only personal but also general goals.

Unlike Maslow, McKelland needs are not hierarchically placed and do not exclude each other. He considers needs as acquired under the influence of life circumstances, experience and training, and the influence of these needs on human behavior largely depends on their mutual influence.

F. Herzberg identifies 2 groups of needs, depending on the process with which they correlate. He believes that satisfaction and dissatisfaction are not two poles of one process, but two different processes. Factors that cause dissatisfaction, when eliminated, do not necessarily lead to satisfaction, and vice versa. The process of "satisfaction - lack of satisfaction" is



influenced by internal, motivating factors, and the process of "lack of dissatisfaction - dissatisfaction" - external factors of health.

Unlike substantive theories of motivation, based on the needs of people and related factors that determine their behavior, procedural theories consider motivation in a different way. They analyze how a person distributes effort to achieve his goals, and what specific type of behavior he chooses at the same time.<sup>8</sup>

Studies in the field of motivation are many. Many of them to some extent use the basic provisions of the theories described above.

In the process of formation of the mechanism of motivation, the assimilation of social values, norms and rules of behavior takes place, the development of specific value orientations and attitudes in the world of work.

At the level of value and practical consciousness, the type of motivation is determined. The type of motivation is the preferential orientation of the individual's activity to satisfy certain groups of needs. Such typologies can be many depending on the purpose of the study. To identify areas for improving motivation and stimulating employees, a more modal (basic) typology developed by the SRI of Labor and Social Insurance is more appropriate. In accordance with this typology, three types of motivation are distinguished:

- 1 type - employees focused primarily on content and social significance;
- 2 type - workers, mainly focused on payment and status values;
- 3 type - workers, in whom the significance of different values is balanced [8].

The bulk of workers nowadays refers to the type of motivation, the motivational core of which is based on high wages. Their motives are aimed at avoiding the reduction of the benefits received.

Various incentives affect the labor motivation: the system of economic standards and benefits, the level of wages and the fairness of the distribution of incomes, the conditions and content of labor, relations in the family, the collective, and so on.

Stimulation as a way of controlling the labor behavior of an employee consists in a targeted impact on the behavior of the staff by influencing the conditions of his life activity, using the

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<sup>8</sup> Goryainova V.L., Macroeconomics, Moscow, 2009, p. 31.



motives driving his activities. In the broad sense of the word, stimulation is a set of requirements and the corresponding system of incentives and punishments. Stimulation presupposes that the management has a set of benefits that can meet the employee's current and current needs and use them as a reward for the successful implementation of labor functions. There are moral, organizational and a number of other types of incentives.

## **Chapter 2. Managing personnel behavior in the Retail Group Kazakhstan LLP**

### **2.1 General characteristics of the activity of Retail Group Kazakhstan LLP**

Retail Group Kazakhstan LLP.

Legal address: Almaty, Kazakhstan. Dostyk Avenue, 136 (3rd Floor) Telephone: (727) 352-70-01.

Retail groups of Kazakhstan LLP has the right, in its own name, to conclude transactions and other legal acts, acquire and exercise property and personal non-property rights and incur obligations, be a plaintiff and a defendant in court, arbitration and in an arbitration court.

Retail Group Kazakhstan LLP is obliged to notify the body that carried out its state registration, about the establishment of its branches and the opening of representative offices, as well as about their location.<sup>9</sup>

The organizational structure of Retail Group Kazakhstan LLP is presented in Picture 2.1.

Director of Retail Group Kazakhstan LLP manages all employees of the company:

1. The accountant is the second person in the organization, maintains accounts and transactions with cashless and cash settlement.
2. Managers for advertising and public relations - a specialist who is engaged in advertising and promotion of the store, the formation of the desired image and a strong brand also performing functions of a marketer.
3. Sales Manager - these employees carry out not only transactions with large and regular customers, but also search for new direct marketing tools.

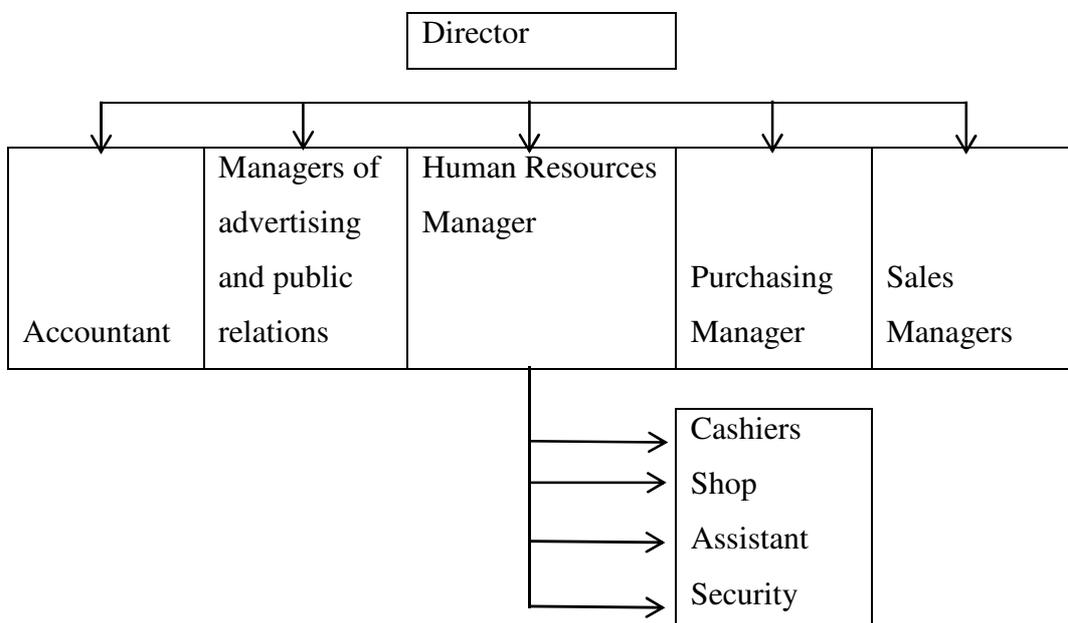
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<sup>9</sup> Personnel accounting of Retail Group Kazakhstan LLP 2016-2017.



4. Purchasing Manager - this employee is responsible for deliveries, ordering the necessary goods to the warehouse and conducting business on goods in the warehouse. Also in its function is the search and strengthening of partner relations with suppliers.
5. Cashier - an employee who performs operations to pay for goods for cash.
6. Sellers consultants. Advise on the goods.
7. Security, who guard for 24 hours (after closing and on weekends). They work on schedule 24 hours a day. They are responsible for both the trading area and the warehouse.

Picture 2.1 – Organizational structure of Retail Group Kazakhstan LLP.



Source: Charter of Retail Group Kazakhstan LLP 2016-2017.

Structure of Retail Group Kazakhstan LLP is a linear structure. The main feature of the linear organizational structure of management is the presence of exclusively linear links, which causes all its pluses and minuses. The advantages of such a structure for LLP Retail Group Kazakhstan is: a very clear system of interrelationships such as "boss-subordinate"; express responsibility; quick response to direct orders; the simplicity of constructing the structure itself; a high degree of "transparency" of the activities of all structural units. Among the minuses of such a structure in the company can be allocated an excessive load on the highest level of management and a high dependence on the personal qualities of managers of any level [18].



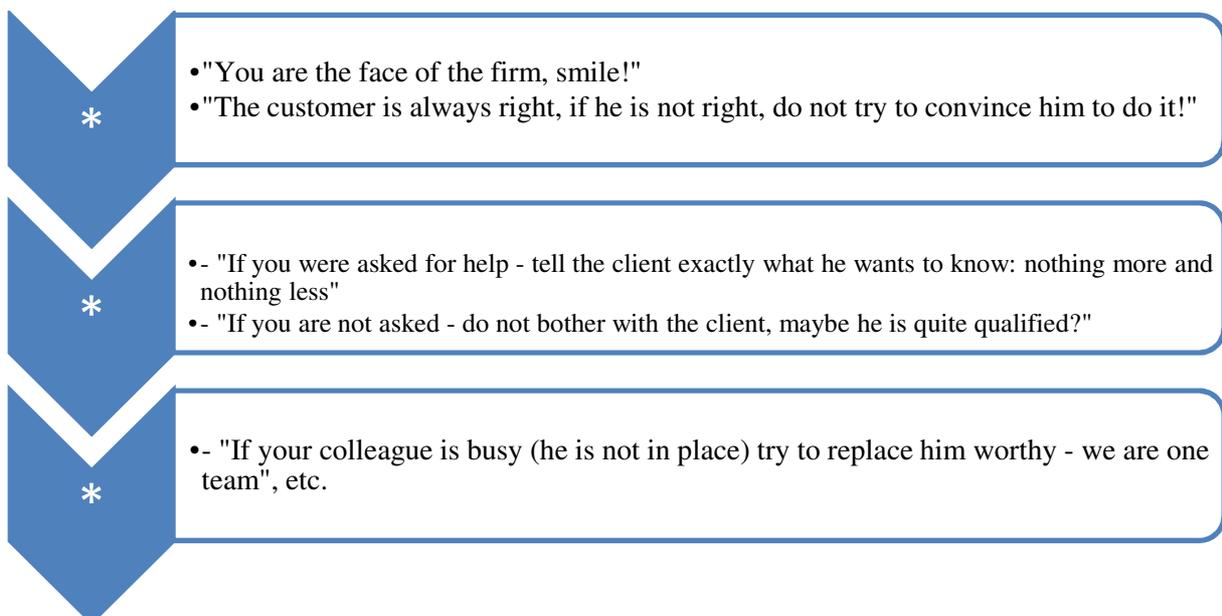
As can be seen from the picture, the management of the enterprise is carried out by the director, in the linear subordination there are deputies in functional and various directions, controlling the corresponding functional blocks.

The work on personnel management is carried out by the director and the HR manager. The director carries out general management tasks: decides how many people, and what specialty should be in a particular department, determines the level of wages and voices proposals for the work and interaction of all categories of personnel. The HR manager solves all current issues: draws up relevant documents on the admission and dismissal of employees, develops motivation systems for each category of employees, conducts interviews and evaluates the work of each employee.

Particular attention in the selection of personnel is given to sales managers, sales consultants, a cashier and a purchasing manager. They are the personnel who are in direct contact with the customers and from them the quality of the provided services and the prospects for further cooperation with customers.

To help contact people, there is a certain list of rules for working with clients in LLP "Retail groups of Kazakhstan", here are some of them shown in Picture 2.2.

Picture 2.2 - List of rules for working with clients in Retail Group Kazakhstan LLP.



Source: Charter of Retail Group Kazakhstan LLP 2016-2017.

When forming the wage system, the management of the enterprise proceeds from the following considerations: it is necessary that the staff is financially interested in a large number of orders, therefore, the payment of labor for sales managers, sales consultants and the purchasing manager consists of a fixed amount +% of the order (for manager of purchases - percentage of discounts received). For other employees, salaries are paid on the basis of salary + bonus.

In addition to material incentives in the form of premiums and allowances, a system of non-material incentives is needed. One of the important elements of non-material incentive is the creation of a favorable climate in the team. Due to the lack of a human resources manager, this function is assumed by the director. As methods of forming a corporate culture and a favorable climate in the team, joint holidays and recreation can be considered.

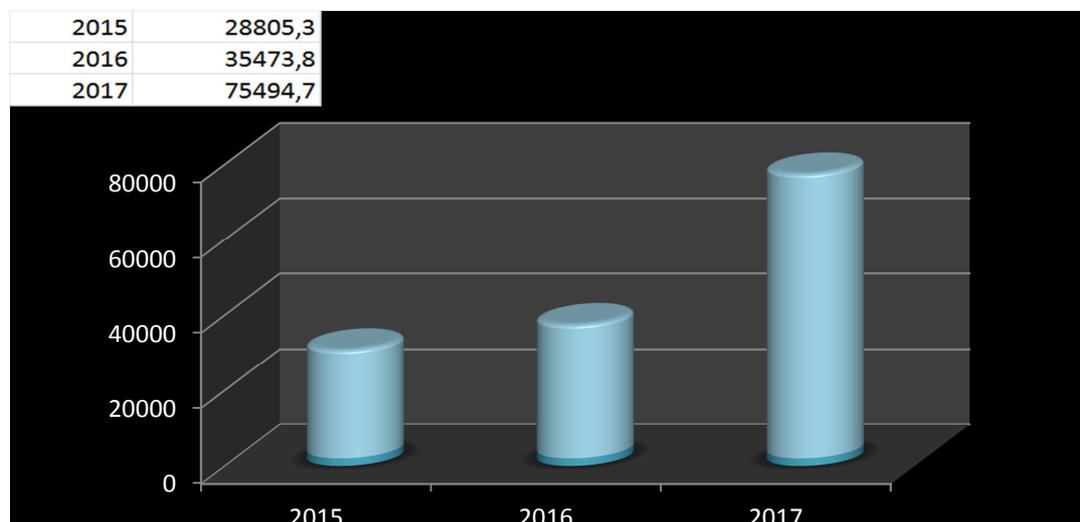
Another method of non-material incentives is the constant professional growth of employees. Trainings for employees are held once a half a year. The topics of trainings are diverse: from sales skills and presentation skills to training in feng shui and yoga techniques.

With the existing level of demand and well-thought-out implementation of the developed concept of the trading enterprise, a stable growth of profits is observed.

The activity of a trading enterprise is characterized by a number of indicators.

The total assets of Retail Group Kazakhstan LLP in 2015 amounted to KZT 28,805.3 billion, following the results of 2016-2017 it increased to KZT75.5 billion or 2.6 times in three years, which can be visually represented graphically on Picture 2.3.

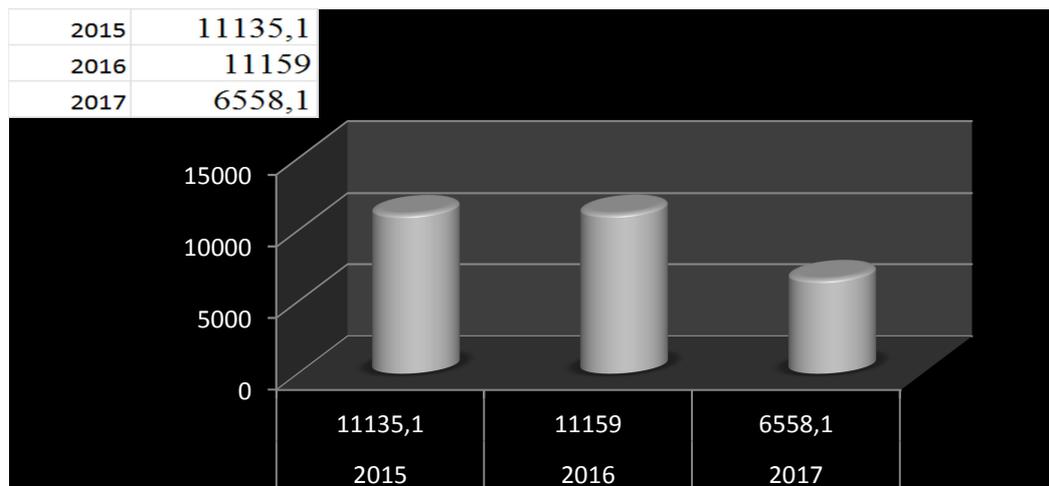
Picture 2.3 - Dynamics of assets of Retail Group Kazakhstan LLP, mln. Tenge.



Source: Financial statements for 2015-2017. Retail Group Kazakhstan LLP.

The balance (residual) value of fixed assets according to the balance sheet was in 2015 in the amount of KZT11135.1 million. During 2016, it increased insignificantly to KZT 11159 million, for 2017 there was a decrease in fixed assets to KZT 6558.1 million, picture 2.4.

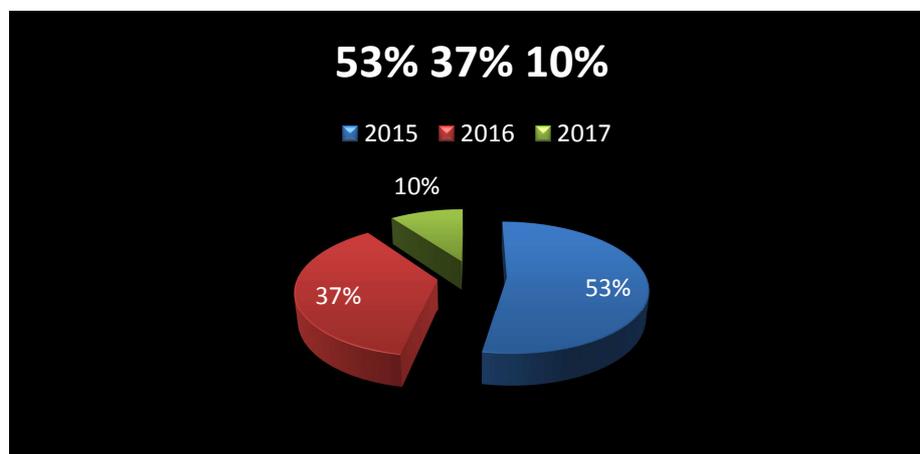
Picture 2.4 - Dynamics of fixed assets of Retail Group Kazakhstan LLP, mln. Tenge.



Source: Financial statements for 2015-2017. Retail Group Kazakhstan LLP.

The share of the company's fixed assets in the total value of assets was 53% at the end of 2015, by the end of 2017 - it decreased to 10% according to picture 2.5.

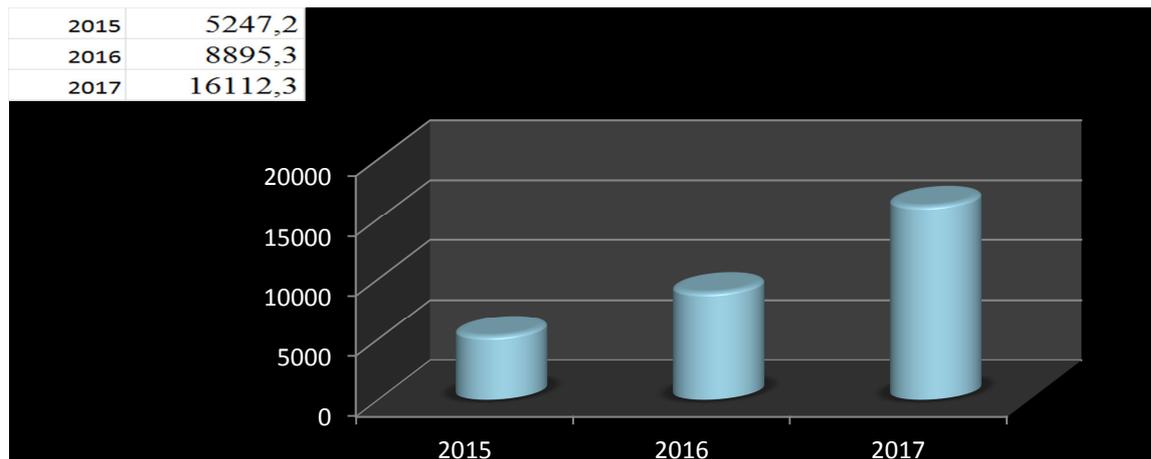
Picture 2.5 - Dynamics of the share of fixed assets in the assets of Retail Group Kazakhstan LLP.



Source: Financial statements for 2015-2017. Retail Group Kazakhstan LLP.

Current assets according to the balance sheet were registered in 2015 to the amount of 5247.2 million tenge. During 2016-2017, current assets increased to KZT8,895.3 million and KZT1,612.3 million, respectively, for three years there was an increase in current assets of 3.1 times in Picture 2.6.

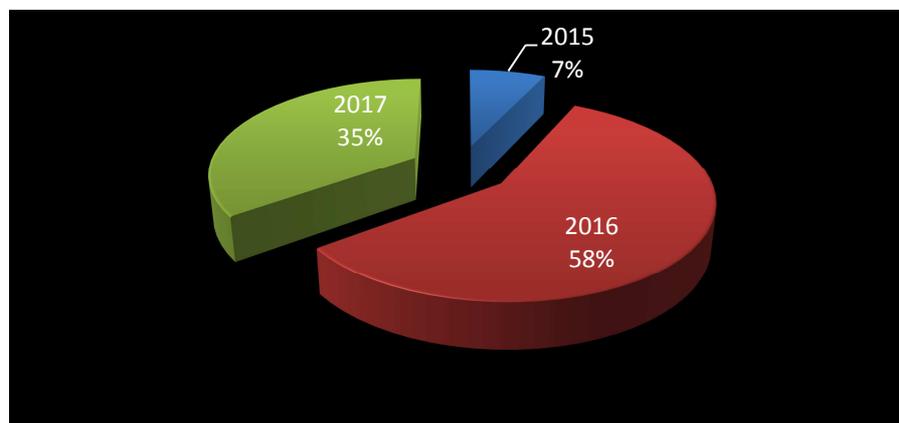
Picture 2.6 - Dynamics of current assets of Retail Group Kazakhstan LLP, mln. Tenge.



Source: Financial statements for 2015-2017. Retail Group Kazakhstan LLP.

The share of current assets of the enterprise in the total value of assets was 7% at the end of 2015, up to 58% in 2016 - this was the maximum value over a three-year period, by the end of 2017 - it decreased to 35% in Picture 2.7.

Picture 2.7 - Dynamics of the share of circulating assets as part of assets of Retail Group Kazakhstan LLP, %.



Source: Personnel accounting of Retail Group Kazakhstan LLP 2016-2017.

The solvency of the enterprise is one of the most important criteria of its financial stability and is therefore inextricably linked with it. Therefore, in a market economy, much attention is paid to it.

Under the solvency of the enterprise should be understood the willingness to make timely payments on all of its obligations.

An analysis of the company's solvency is carried out by measuring the availability and receipt of funds on first-payment payments. Distinguish current and expected solvency.

Current solvency is determined at the balance sheet date. The enterprise is considered solvent if it does not have overdue debts to suppliers, on bank loans and other settlements.

The expected solvency is determined for a specific upcoming date by comparing the amount of its funds with the company's urgent obligations for that date.<sup>10</sup>

Solvency is expressed through solvency ratios - current liquidity ratio and the ratio of own funds.

## **2.2 Principles and forms of managing personnel behavior of Retail Group Kazakhstan LLP**

Nowadays, only an organization can give the overwhelming majority of people a livelihood and create conditions for a normal life. At the same time, the more urgent the need of the individual and the more it is connected with the very existence of man, that is, with its basic needs, the greater its dependence on the organization and the more easily it can change and direct its goals in a certain direction. All this, as a rule, makes it possible to change the behavior of members of a modern organization in the right direction without direct violence or pressure.

One of the methods for managing the behavior of personnel is the motivation and stimulation of personnel. Motivation is based on a long-term impact on the employee with a view to

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<sup>10</sup> Internet source: [http://investments.academic.ru/880/Budget deficit](http://investments.academic.ru/880/Budget%20deficit) (date of access 14.03.2018).



changing the structure of the employee's value orientations and interests, creating the appropriate motivational core and developing labor potential on this basis.

Stimulation of labor - focus on the actual structure of value orientations and interests of the employee, to better realize the existing labor potential.

The company has a high level of development of staff behavior. Perhaps this is dictated by the fact that the company is quite young, but, in our opinion, the employees of the LLP are striving to realize their potential in the workplace. To increase the level of development of intra-organizational behavior, it is necessary to implement a number of measures aimed at motivating employees in the firm's performance. However, it is worth considering that it is necessary to adjust from the point of view of socio-psychological influence on internal organizational behavior. The degree of influence characterizes the weight coefficient, which is determined expertly.

Next, the analysis and structure of the labor resources of the enterprise Retail Group Kazakhstan LLP is described.

An essential condition for carrying out commercial activities is to provide the company with the necessary personnel.

The staff of LLP "Retail groups of Kazakhstan" determines the staff list approved by the director. Reception and dismissal of employees is carried out on the basis of orders of the director.

Next is analysis the structure, composition and security of the enterprise staff. In the process of analysis, the data of primary and statistical accounting for Retail Group Kazakhstan LLP for 2015-2017 were used. The composition and structure of the labor resources of the enterprise is presented in Table 2.1.

Table 2.1 - Composition and structure of labor resources of Retail Group Kazakhstan LLP from 2015 - 2017.

Categories of employees	2015		2016		2017		Dynamics of 2016 by 2015.		Dynamics of 2017 by 2016.	
	pers	%	pers	%	pers	%	pers	%	pers	%



	on		on		on		on		on	
Sellers, security guards	11	34,38	13	37,14	16	40,00	2	18,18	3	23,08
Managers	16	50,00	16	45,71	16	47,50	0	0,00	3	18,75
Director, Accountant, cashiers	5	15,63	6	17,14	5	12,50	1	20,00	-1	-16,67
Total	32	100	35	100	40	100	3	9,38	5	14,29

Source: note is compiled on the basis of data of Retail groups of Kazakhstan LLP.

As can be seen from Table 2.1, the number of employees at the enterprise Retail Group Kazakhstan LLP is growing for three years and in 2017 it was 40 people.

Compared to 2016, the absolute increase was 5 people, and in relation to 2015 - 8 people.

It is also evident that the main number of employees is represented by sellers and specialists. The share of sellers in the total number for three years increased steadily. The number of leaders remained virtually unchanged.

At the moment the company employs 40 people. The overwhelming majority of the company's employees are women (27 people).

Next is analysis the composition and structure of personnel according to various criteria: by age level, by level of education and by length of service at the enterprise.

An analysis of workers by age showed that the majority of employees aged 31 to 40 (47% of the total in 2015, 49% in 2016 and 48% in 2017).

The second most numerous age group is workers aged 21 to 30 (30%), then 18% of the total number of employees is between 41 and 50 years old, the remaining age groups are insignificant.

Table 2.2 - Age composition of employees of Retail Group Kazakhstan LLP

Age level	2015	2016	2017
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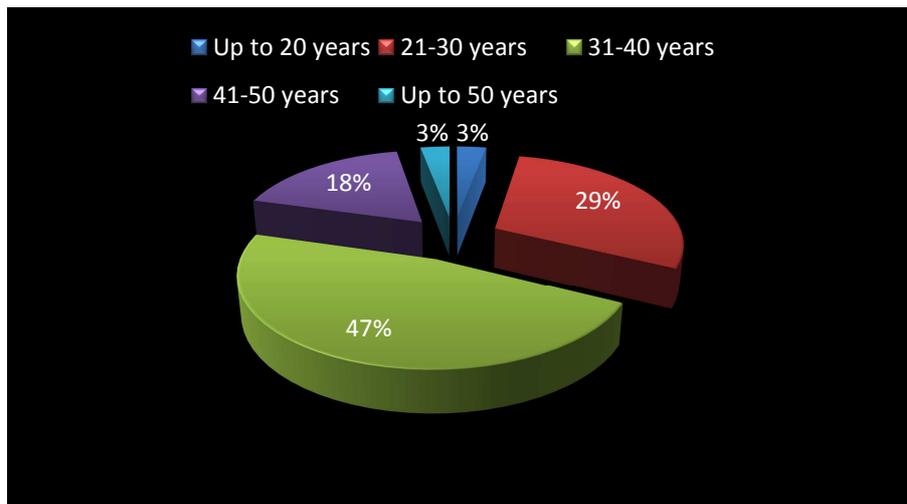


	number of persons	Share, %	number of persons	Share, %	number of persons	Share, %
Up to 20 years	2	6	1	3	1	3
21-30 years	10	31	11	31	12	30
31-40 years	15	47	17	49	19	48
41-50 years	4	13	5	14	7	18
Up to 50 years	1	3	1	3	1	3
Total	32	100	35	100	40	100

Source: note is compiled on the basis of data of Retail groups of Kazakhstan LLP.

In Picture 2.8, the data for 2017 year are presented graphically.

Picture 2.8 - Structure of the employees of Retail Groups Kazakhstan LLP by in 2016.



Source: Financial statements for 2015-2017. Retail Group Kazakhstan LLP.

Table 2.3 - Educational level of the personnel of Retail Group Kazakhstan LLP.

The level of education	2015		2016		2017	
	number of	Share, %	number of	Share, %	number of	Share, %



	persons		persons		persons	
Average, at school level	2	6	1	3	1	3
Secondary vocational	12	38	16	46	18	45
Higher professional education	18	56	18	51	21	53
Total	32	100	35	100	40	100

Source: note is compiled on the basis of data of Retail groups of Kazakhstan LLP.

Assessment of the level of education from Table 2.3 indicates that the majority of employees have a higher (53%), that is, they need good working conditions and must have opportunities for career growth and advancement. It can also be noted that for three years the number of employees who have increased their educational level is growing - this is undoubtedly a positive trend for the enterprise.

Table 2.4 - Structure of personnel for length of service in Retail groups Kazakhstan LLP.

Work experience	2015		2016		2017	
	number of persons	Share, %	number of persons	Share, %	number of persons	Share, %
Less than 1 year	6	19	5	14	6	15
from 1 to 3 years	10	31	12	34	14	35
from 3 to 5 years	8	25	10	29	12	30
from 5 to 7 years	4	13	4	11	3	8
from the beginning of the enterprise	4	13	4	11	5	13
Total	32	100	35	100	40	100

Source: note is compiled on the basis of data of Retail groups of Kazakhstan LLP.



Personnel analysis showed that the largest group consists of employees who worked at the enterprise for 2 to 3 years, employees who worked at the enterprise for more than 1 year, but less than 2 years - 28%, while every fourth employee works less than a year (24%).

There is low percentage of those who work in LLP from the establishment of the company. Nevertheless, the number of employees in the enterprise has remained constant for three years from its very founding. The analysis also showed that every fourth employee of an enterprise works in a private limited company for less than a year.

Based on the data of the current, statistical accounting and work time balance, the dynamics of labor productivity of employees for 2015-2017 is analyzed, Table 2.5.

Table 2.5 - Initial data for the calculation of the use of a fund of working hours.

Indicator name	Indicator value		
	2015	2016	2017
Number of calendar days in a year	365	366	365
Number of non-working days per year	117	119	118
Number of calendar working days	248	247	247
Absent on work, total	30	36	35
Including			
Regular and additional holidays	20	25	25
By illness	10	10	9
Other non-attendance (performance of public duties)			
Absence with the permission of the administration		-	-
absence from work		1	1
Number of working days per year	218	211	212
Average duration of a working day, hour	8	8	8
Average, actual duration of the working day, hour.	7,5	7,5	7,6
Useful fund of working time, hour	1635	1582,5	1611,2

Source: note is compiled on the basis of data of Retail groups of Kazakhstan LLP.

Based on the data in Table 2.5, we calculate the value of intraday and intra-shift losses of working time in 2017:



$$(7,6 - 8,0) * 4 * 212 = 339,2 \text{ person/hour}$$

Thus, the intra-shift loss of working time is 339.2 person / hour per year. The daily loss of working time is 42.4 people / days. (339.2 / 8.0) per year. Factor using of working time:

$$1 - 42,4 / (4 * 212) = 0,95$$

A detailed analysis of the use of time is to study the structure of the costs of working hours, comparing them with the standards and to find reserves of growth in the rhythm of production as a result of rational use of working time, elimination and reduction of its losses.

Table 2.6 - Analysis of the use of working time.

Cost Categories	Actual time		Normative time		Deviation of actual time from normative, min.
	min.	%	min.	%	
Preparatory-final time	51	10,7	20	4,2	+31
Operative time	308	64,2	421	87,8	-113
Time to service the labor process	63	13,2	23	4,7	+40
Time for rest and personal needs	19	3,8	16	3,3	+3
Organizational breaks	9	1,9	-	-	+9,0
Disruptions in the production process	20	4,2	-	-	+20
Violations of labor discipline	10	2,1	-	-	+10
Total	480	100,0	480	100,0	0

Source: note is compiled on the basis of data of Retail groups of Kazakhstan LLP.

From the data in Table 2.6 it can be seen that the time of the operational work of the sales manager is 64.2% per shift. Loss of working time: due to violation of labor discipline 2.1%. In total, the loss of working time is 39 minutes or 8.1%.

Table 2.7 - Analysis of the movement of labor in the enterprise.

Index	2015	2016	2017
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1. Number accepted for the period, person	8,00	9,00	7,00
2. Number of dismissed for all reasons for the period, person	3,00	2,00	2,00
3. Number of laid-off workers due to their turnover for the period, person	1,00	-	2,00
4. Average number of employees, person	32,00	35,00	40,00
5. Receipt turnover ratio (line 1 / line 4)	0,25	0,26	0,18
6. Coefficient of turnover on disposal (line 2 / line 4)	0,09	0,06	0,05
7. Labor replacement ratio (line 1 / line 2)	2,67	4,50	3,50
8. factor of staff turnover rate (line 3 / line 4)	0,03	-	0,05

Source: note is compiled on the basis of data of Retail groups of Kazakhstan LLP.

As can be seen from Table 2.7, the staff turnover is small. The coefficient of admission for three years increased, in 2017 it was 0.18 units. The dropout ratio decreased by 0.01 compared to 2015, and by 0.04 compared with 2015. In 2017 and 2016, 2 people were dismissed, and in 2015 - 3 people.

The labor adaptation of the personnel assumes mutual adaptation of the personnel and the company, that is, a gradual process of including the employee in production takes place. Here, the worker is mastering new information in various ways: social, psychological, administrative, economic and others.

Unfortunately, to date, mistakes are still made by Kazakh companies, and Retail Group Kazakhstan LLP is no exception.

The most typical mistakes, typical for Retail groups Kazakhstan LLP:

- 1) Representing a huge flow of information to new employees in the early days of their work;
- 2) insufficient attention to new employees in the team.

Naturally, with these mistakes the company must be fought. As such a method of struggle can be the introduction of mentoring. That is, an experienced employee of the company will be



interning a new specialist who has come to the company. Such mentoring will be carried out for a fee.<sup>11</sup>

The internship period should not be less than two weeks. On average, the duration of the internship varies from a month. The determination of the exact period of the internship is influenced by the decision of the authorities. The term can be extended or decreased. Upon completion of the internship, the received knowledge of the trainee is evaluated.

The person in charge, that is, the mentor of the new specialist is usually the HR manager, since it is in his interest to train a good specialist.

In addition, in order to speed up the process of adapting employees to the established standards in the company, it is necessary to carry out various activities between employees of Retail Group Kazakhstan LLP, which should serve as a rallying of the team. Such practice will be able to perfectly assist the rapid adaptation of employees of Retail Groups Kazakhstan LLP.

It seems necessary to pay great attention to the adaptation of personnel, to conduct appropriate training to train highly qualified specialists in order to better function the company. Also, it should be noted that the recruitment process is very important. Wrong choice of personnel can badly affect the efficiency of the company's activities, and it can lead to unnecessary costs, affect unfavorably the overall atmosphere in the company.

A great deal of attention is paid to the work with the personnel on the part of the management bodies, accordingly, the personnel department is needed in the structure.

The personnel department develops the personnel policy of the organization, which takes place in a joint work with the management, the personnel department selects personnel, develops and implements a motivation system for employees, assesses the activities of staff, assists in the adaptation of personnel, conducts training activities for employees, and frees personnel.

The task of the HR department can be considered quite successful, it copes with the assigned duties. In order to increase the efficiency of the adaptation process, in our opinion, in LLP "Retail Groups Kazakhstan" it is necessary to fix the mentoring institute normatively, with an

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<sup>11</sup> Internet source: <http://www.scienceforum.ru/2015/828/13206> (date of access: 02.02.2018).



additional payment for the performance of the functions of the mentor. To date, the organization is trying to implement this institution, but while "mentors" perform their duties on a voluntary basis, which is not always a good reflection on the training of a new employee.

In addition, some innovations are needed in terms of adapting new employees and motivating already entrenched employees, especially for intangible motivation, which is traditionally underdeveloped in Kazakhstan enterprises. It seems to us that it is possible to hold various events with departures outside the city between employees of Retail Group Kazakhstan LLP, with the involvement of families of employees. Such a practice could not only increase the motivation of the company's staff, but also contribute to a more rapid adaptation of new employees of the organization.

More activities to improve the HR strategy of Retail Groups Kazakhstan LLP will be considered further.

The system of motivation in Retail groups of Kazakhstan LLP includes material incentives, intangible incentives and social package.

The material stimulation of labor is carried out in the form of wages. Salary refers to the monetary remuneration paid to the employee for the work performed. It, being the main source of income for workers, is a form of remuneration for labor and a form of material incentive for their labor.

The task of the employee motivation system is aimed at the effectiveness of their work, which, in the final account, affects the joint activities of organizations. Naturally, the motivational system provides a decent level of payments and a standard of living for employees. In Retail groups of Kazakhstan LLP under the leadership of stakeholders, aimed at introducing incentives to improve the labor productivity of employees.<sup>12</sup>

Conditionally motives are divided into two groups: external and internal. What is their difference? Internal motives are achieved in the process of work (sense of achievement, self-esteem). Here it is necessary to set clear tasks and create the necessary conditions for work. External motives are created by the organization itself: income, career growth, bonuses, benefits, additional payments, incentives. Motivation for employees will be small incentives,

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<sup>12</sup> Internet source: [http://theoldtree.ru/novye\\_ili\\_neperechislennye/byudzheth\\_esa\\_problema\\_formirovaniya\\_i.php](http://theoldtree.ru/novye_ili_neperechislennye/byudzheth_esa_problema_formirovaniya_i.php) (date of access: 01.02.2018)



not just big ones. Especially valuable are the unexpected incentives for this we will dwell in detail in paragraph 2.3.

Analyzing the system of incentive methods in Retail groups Kazakhstan LLP we see that the incentive system is made up of permanent and variable elements, benefits and motivation factors.

Analyzing the experience of Retail groups Kazakhstan LLP, we can say that for employees moral incentive is no less significant than material incentive. The psychological climate in the team, the mood of employees, their mood for high productivity have a significant impact on the effective and high-quality work

In developing the program of non-material incentives for employees, special attention was paid to assessing the factors affecting the level of the achievement bar set by the employee himself, as well as to how intensively he makes efforts to achieve the set objectives. The result of this assessment was the identification of four factors affecting the professional enthusiasm of employees.<sup>13</sup>

First, the employee should be sure that his professionalism and knowledge will lead to the planned result.

Secondly, it is important for the employee to be sure that his achievements will not be left without attention and encouragement of the leadership.

Third, the expected reward should be of value to the worker himself.

Fourth, comparing your encouragement and encouraging colleagues should have a positive result.

To maintain the employees' interest in the work and increase their professional level, a corporate university has been established in Retail Groups Kazakhstan LLP. Training of employees is traditionally conducted in the priority areas at the moment for the company. If the employee aims to gain knowledge in another direction, the specialists of the corporate university help him with the choice of the provider. Decisions on the payment of such training are taken individually.<sup>14</sup>

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<sup>13</sup> Internet source: [https://online.zakon.kz/document/?doc\\_id=1009179](https://online.zakon.kz/document/?doc_id=1009179) (date of access: 01.04.2018).

<sup>14</sup> Schratzenstaller M., Reform options for the EU's system of own resources, Wien, 2014, p. 230.



The labor adaptation of the staff is a mutual adaptation of the worker and organization, based on the gradual inclusion of the employee in the production process in new professional, psycho-physiological, socio-psychological, organizational, administrative, economic, sanitary-hygienic and living conditions of work and leisure.

The analysis of Retail groups of Kazakhstan LLP showed that the organization's turnover is growing. At the same time, the growth of labor productivity is due to the considerable expenditure of forces and time of the main employees, as well as the material costs of overtime, which ultimately does not contribute to improving the overall performance.

Retail groups of Kazakhstan LLP as a whole functions effectively. However, the profitability of its activities is decreasing. Also in LLP "Retail groups Kazakhstan" there is a certain turnover of personnel, which in itself negatively affects the overall efficiency of the organization.

In the current crisis conditions, it is necessary to expand the sales market for further development. It is necessary to give appropriate attention to personnel, conduct training for him, and improve his qualification.

Personnel management is carried out by the personnel manager, it is developed jointly with the management of the organization's policy, motivation systems are developed, staff is selected, personnel training is conducted.<sup>15</sup> Personnel management is carried out by the personnel manager, it is developed jointly with the management of the organization's policy, motivation systems are developed, staff is selected, personnel training is conducted.

In general, the HR manager is coping with his duties. To enhance the process of adaptation in Retail Groups Kazakhstan LLP it is necessary to consolidate mentoring and pay a certain fee.

Table 2.8 - Disadvantages of the motivation system of Retail Group Kazakhstan LLP.

Disadvantages
The remuneration of labor does not depend on the economic situation, labor effort
There is no certainty in the future at this enterprise
Poor employee attitudes to working conditions

<sup>15</sup> Mishurova IV, Kutelev P.V. "Managing staff motivation: Training and Practical Manual" 2014, p. 198-201.



Relations between employees and the manager are at a fairly low level

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP.

Based on the research results of the employees of Retail Group Kazakhstan LLP, management can identify the following problems in the organization of work activities, which entail a decrease in employee satisfaction with the work of the company's employees. Relations between employees and managers at a low level, there is no certainty in the future, payment does not depend on the economic situation, on labor.

So, in order to increase the motivation of employees' work, it is necessary to vary material motivation with moral motivation. Expansion of the sales market is a way to increase the efficiency of activities. To improve the organizational structure of the personnel management system in Retail Group Kazakhstan LLP it is supposed to solve such task of improving the organizational structure of the personnel management system.

### **2.3 The system of personnel motivation of Retail Group Kazakhstan LLP**

One of the main aspects of personnel motivation management is the system of labor remuneration at the enterprise Retail Group Kazakhstan LLP.

The pay system at the enterprise is time-premium. The employee receives a salary depending on the amount of time worked during a month, as well as a bonus. The size of the premium during the year is fixed and can not be raised.

At the same time, the enterprise uses a depressing system for the following indicators:

- violation of labor discipline (late, leaving the workplace during the working day, etc.);
- the existence of reasonable complaints from customers.

The size of the premium can be reduced if the sales plan is not implemented, which is set monthly, based on the sales volume of the previous month and seasonal sales (in the warm months of the year sales are falling).

In Retail Group Kazakhstan LLP there is a system of fines:

- 2500 tenge. The employee who has drinking alcoholic drinks on a workplace is fined;



- 500 tenge. The employee is fined for being late;
- 1250 tenge. penalizes for late fulfillment of manager's demands;
- 1500 tenge. The employee is fined for complaints from customers.

Table 2.9 - Analysis of the annual payroll fund.

Index	2015 year, thousand tenge.	2016 year, thousand tenge.	2017 year, thousand tenge.	Absolut e change 2016 to 2015, thousan d tenge.	Absolut e change 2017 to 2016, thousan d tenge.	2016/ 2017, %	2015/2 017, %
Salary	18369,45	22639,45	26640	4270	4000,55	18,02 %	31,05%
Awards	1777,7	1926,75	1737	149,05	-189,75	- 10,92 %	-2,34%
Fines	395,05	481,7	627	86,65	145.3	23,75 %	36,99%
The general fund of a payment	19752,1	24084,5	27750	4332,4	3665,5	13,24 %	28,82%

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP.

From the data in Table 2.9, it can be seen that the total wage fund in 2016 increased relative to the level of 2015 by 3,665,500 tenge. The amount of premiums in 2017 decreased by 1737 thousand tenge, and the amount of fines, on the contrary, in 2017 increased by 627 thousand tenge. The structure of labor compensation is presented in Table 2.10.

Table 2.10 - Analysis of the structure of the annual wage fund,%

Index	2015 год	2016 год	2017 год
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Payroll for salaries	93	94	96
Award (taking into account the loss of the bonus)	7	6	4
The general fund of a payment	100	100	100

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP.

From the data in Table 2.10, it can be seen that in the general labor remuneration fund, salaries have the largest share. According to 2017, the indicator was 96%, which is 2 points higher than in 2016.

In order to identify the efficiency of labor remuneration at the enterprise, a survey of employees was conducted, Table 2.11. In the survey all the employees of the enterprise took part.

Table 2.11 - The study of the effectiveness of the system of payment.

Question	The answer is "Yes"	The answer is "No"
Are you satisfied with the size of salaries and bonuses?	75,00	25,00
Are you satisfied with the procedure for calculating the bonuses?	25,00	75,00
Do you think that the system of deprivation of the bonuses acting at the enterprise is fair?	50,00	50,00
Do you think that the amount of your salary corresponds to your contribution to the result of the activity of the enterprise?	25,00	75,00
Note - is based on the questionnaire		

Source: compiled on the questionnaire of Retail groups of Kazakhstan LLP.

The data in Table 2.11 indicate that 25% of employees are not satisfied with the amount of wages. Such a category of employees as sales managers believe that a fixed amount of bonuses that does not depend on sales volume restrains the growth of their wages: accordingly, the amount of wages does not correspond to the employee's contribution to the



result of the enterprise's activity. At the same time, the system of deprivation of the award is considered fair by a larger number of workers.

In order to increase labor activity and maintain a favorable psychological climate in the company, the following methods of labor incentives are also used in the LLP:

- interest-free loans for purchasing consumer goods are provided;
- gifts are provided at the expense of the enterprise for the birthdays of employees and in connection with public holidays;

Expenses for material incentives for employees are presented in Table 2.12

Table 2.12 - Analysis of expenses for the stimulation of labor of workers, thousand Tenge.

Costs	2015	2016	2017	Absolute change, 2016g. by 2015.	Абсолютное изменение, 2017г. к 2016г., тыс. тг.
Gifts to employees at the expense of the enterprise, total	740	880	1025	140	145
Birthdays	190	200	225	10	25
New Year	250	335	390	85	55
March 8	110	140	160	30	20
May 7	190	205	250	15	45
Per employee	23,15	25,15	25,65	2	0,5

Source: compiled on the questionnaire of Retail groups of Kazakhstan LLP.

From the data in Table 2.12, it can be seen that in 2017 LLP spent 1025 thousand tenge on material incentives for employees, which is 145 thousand tenge more than in 2016. In the calculation for one employee, expenses amounted to 25.65 thousand tenge, which is by 0.5 thousand tenge more than in 2016.



The questionnaire consisted of two parts: the first part "Data on the respondent", the second part - "Motivation incentives".

The results of processing the first part of the questionnaire are presented in Table 2.13

Table 2.13 - The processed results of the first part "Data on the respondent".

Index	Sales Managers		Head of	
	Gradation of signs	Specific weight, %	Gradation of signs	Specific weight, %
Qualification	high	-	high	100,00
	medium	100	medium	-
	low	-	low	-
Work experience by profession	less than 3 years	-	less than 3 years	-
	from 1 to 5 years	100,00	from 1 to 5 years	100,00
	from 5 to 15 years	-	from 5 to 15 years	-
Age	from 20 to 35 years	100,00	from 20 to 35 years	100,00
	from 35 to 50 years	-	from 35 to 50 years	-
Education	average	-	average	-
	specialized secondary	80,00	specialized secondary	-
	incomplete higher education	-	incomplete higher education	-
	higher education	20,00	higher education	100,00

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP.

From the data in Table 2.13 it can be seen that 60% of sales managers and support workers are of medium qualification, 20% (worker) - low, 100% of executives are highly qualified. The length of service, both employees and managers, ranges from three to ten years. The age of both employees and managers does not exceed 40 years.



The individual level of competitiveness was used as a generalizing estimated indicator of the employed labor, the components of which are four attributes: qualification, work experience by profession, age, education.

Table 2.14 presents scores of grades of competitiveness indicators that correspond to the identified parameters of respondents.

Score qualification level:  $(6.2 \cdot 60 + 4.3 \cdot 40) : 100 = 5.44$  points. A score of the qualification level of managers:  $6,9100 : 100 = 6,9$  points. A score of the qualification level of the staff:  $(5.44 + 6.9) : 2 = 6.17$

Table 2.14 - Score gradation of signs of competitiveness of personnel LLP.

Signs of competitiveness	Sales Managers		Leaders and specialists		Significance of the sign, percent age%
Gradation of signs	points		Gradation of signs		points
Qualification	high	7,1	high	6,9	0,60
	medium	6,2	medium	6,0	
	low	4,3	low	4,8	
Work experience by profession	less than 3 years	3,0	less than 3 years	3,0	0,20
	from 3 to 10 years	7,0	from 3 to 10 years	7,0	
	from 10 to 20 years	10,0	from 10 to 20 years	8,5	
Age	from 30 to 40 years	10,0	from 30 to 40 years	8,0	0,10
	from 40 to 50 years	7,7	from 40 to 50 years	10,0	
Education	average	3,7	average	-	0,10
	specialized secondary	6,3	specialized secondary	5,0	



	incomplete higher education	6,7	incomplete higher education	7,5	
	higher education	10,0	higher education	9,0	

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP.

Score of the sign "work experience by profession": 7.0 points. Ball score of the sign "work experience by profession" of the interviewed managers: 7.0 points. Score assessment of the sign "work experience by profession" personnel: 7.0 points.

A score of the sign "age" of employees is 10.0 points. A score of the sign "age" of managers: 8.0 points. Score of the sign "age" of the personnel of the enterprise:  $(10,0 + 8,0) : 2 = 9,0$  points.

A score of the sign "education" of employees:  $(3.7 \cdot 20 + 6.3 \cdot 80) : 100 = 5.78$  points. A score of the sign "education" of managers:  $(3.5 \cdot 30 + 9.0 \cdot 70) : 100 = 7.35$  points. A score of the sign "education" of the personnel of the enterprise:  $(5.78 + 7.35) : 2 = 6.57$  points.

The level of competitiveness of employees:  $(5.44 \cdot 0.6 + 7.0 \cdot 0.2 + 10.0 \cdot 0.1 + 5.78 \cdot 0.1) : 10 = 0.62$ . The level of competitiveness of the head of the enterprise:  $(6,9 \cdot 0,6 + 7,0 \cdot 0,2 + 8,0 \cdot 0,1 + 7,35 \cdot 0,1) : 10 = 0,71$ . The level of competitiveness of the personnel of the LLP:  $(0,62 + 0,71) : 2 = 0,67$ .

To assess the level of competitiveness of staff, the following scale was used:

low (level of competitiveness to 0.50);

below average (from 0.50 to 0.60);

average (from 0.60 to 0.70);

above average (from 0.70 to 0.80);

high (more than 0.80).

Thus, the competitiveness of personnel when taking "1" for the standard is 67% of the maximum possible value and can be estimated as average.



The results of the assessment of staff motivation factors are presented in Table 2.15.

Table 2.15 - Grades of the significance of the parameters of labor motivation.

Factor of labor motivation	Employees	Leaders
1. Decent salary level	1	1
2. Good working conditions	2	4
3. Possibility of professional (career) growth	3	7
4. Reliability of the enterprise	6	6
5. Prestige of profession or position	9	5
6. Satisfaction from the occupation of the favorite business	8	3
7. Development of abilities and acquisition of professional skills	4	2
8. The nature of labor	7	9
9. Having free time	5	8

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP.

On the basis of a comparative analysis of the results of a comprehensive assessment of labor motivation systems, the following initial conclusions can be drawn: the most problematic are two factors of labor motivation: 1 - a decent level of wages, 4 - reliability of the enterprise; relatively safe in the LLP can be considered four parameters: 2 - good working conditions, 7 - development of abilities and obtaining professional skills 8 - the nature of work, 9 - the availability of free time; 3 - the opportunity for professional (career) growth, 6 - satisfaction from the occupation of the favorite business and 5 - the prestige of the profession. The priority kind of motivation is material motivation (interest in a decent wage level), the value of which for all categories of employees was above 60%. It should also be noted that the ratio of "fair" and actual salary sizes is directly proportional to the degree of discrepancy between the levels of personnel competitiveness and pay, table 2.16. So, the said ratio for workers and sellers is about 0.65 times, and for managers - 1.17 times.

Based on the results of the questionnaires, the motivation factor for each parameter of the study was calculated as the difference in the ratings of perception and expectation. Since the



perception rating is usually lower than the waiting rating, the motivation factors are negative values (for absolute compliance, they are equal to zero). For the integrated assessment of the labor motivation system, the tool set out in Table 2.16 is used.

Table 2.16 - Toolkit for integrated assessment of the system of work motivation.

The range of integral level of motivation	Qualitative graduation of the absolute assessment of work motivation
from 1.00 to 0.80	normal
from 0.80 to 0.60	satisfactory
from 0.60 and below	critical

Source: based on survey data

The results of the assessment of the integral level of motivation are presented in the Table 2.17

Table 2.17 - Comprehensive assessment of the system of work motivation.

Employee category	Integral level of the labor motivation system	Assessment of the system of labor motivation
Guards, salesmen, cashiers	0,76	Satisfactory
Accountant, managers	0,81	average

Source: based on survey data

As can be seen from Table 2.17, the motivation of workers in the LLP can only be classified as "satisfactory"; the system of motivating managers is somewhat more effective and can be recognized as normal. Based on the studies conducted, it was found that the problem areas of labor motivation in the LLP are the areas presented in Table 2.17.

Table 2.18 presents the problem of labor motivation, its cause and possible solutions.

Table 2.18 - Problems of personnel motivation management

Problem	reasons	Solutions
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There is no document regulating the management of personnel motivation	There is no due attention to this issue from the leadership	Development of a document regulating the management of staff motivation. Development of a new system of labor remuneration.
Weak system for organizing the payment of the bonus part	There is no due attention to this issue from the leadership	Development of a system for organizing bonus payments
There is no development on social. packages	Lack of practice of this issue in the enterprise	Development of a set of social packages for employees of the organization

Source: based on survey data

From tables 2.18 it can be seen that the enterprise has three problems that need to be solved. Solving these issues will significantly affect the level of motivation of the organization's staff, and will also help to reduce employee turnover.

Next, we will develop measures to eliminate these problems.

## Conclusions on chapter 2

The structure of Retail Group Kazakhstan LLP is a linear structure. The main feature of the linear organizational structure of management is the presence of exclusively linear links, which causes all its pluses and minuses.

Let's consider the most typical mistakes, typical for Retail Group Kazakhstan LLP:

- 1) Representing a huge flow of information to new employees in the early days of their work;
- 2) Insufficient attention to new employees in the team.

It is necessary to pay great attention to the adaptation of personnel, to conduct appropriate training to train highly qualified specialists in order to better function the company. Also, it should be noted that the recruitment process is very important. Wrong choice of personnel can badly affect the efficiency of the company's activities, and it can lead to unnecessary costs, affect unfavorably the overall atmosphere in the company.



Analyzing the experience of Retail Group Kazakhstan LLP, we can say that for employees moral incentive is no less significant than material incentive. The psychological climate in the team, the mood of employees, their mood for high productivity have a significant impact on effective and quality work. In developing the program of non-material incentives for employees, special attention was paid to assessing the factors affecting the level of the achievement bar set by the employee himself, as well as to how intensively he makes efforts to achieve the set objectives. The result of this assessment was the identification of four factors affecting the professional enthusiasm of employees.

First, the employee should be sure that his professionalism and knowledge will lead to the planned result.

Secondly, it is important for the employee to be sure that his achievements will not be left without attention and encouragement of the leadership.

Third, the expected reward should be of value to the worker himself.

Fourth, comparing your encouragement and encouraging colleagues should have a positive result.



## **Chapter 3. Main conclusions and proposals on the improvement of personnel management in Retail Group Kazakhstan LLP.**

### **3.1 Measures to improve the management of staff motivation in Retail Groups Kazakhstan LLP.**

Table 2.18 presented the main problems of motivation in the enterprise, as well as possible ways to solve them. Let's consider in more detail each item..

Wages - the most important part of the system of labor remuneration and labor incentives, one of the tools to influence the worker's efficiency.

Since the main motive (based on the survey conducted above), people consider wages in Retail Group Kazakhstan LLP to use the usual system of payment for this kind of enterprises. The level of wages in Retail Group Kazakhstan LLP is at a rather low level. Employees associate wages with labor contribution in this enterprise and the development of a motivation system by the staff should be based on the development of a pay system in accordance with the professional and personal qualities of the employee, as well as the possibility of raising the level of bonus payments.

Measures to improve the remuneration system in Retail Group Kazakhstan LLP:

- 1) Raising the level of the constant part of wages will ensure confidence in the future, stability of work.
- 2) Increase in the level of additional bonus payments:
  - The introduction of a system of payment of monthly or quarterly premiums, determined as a percentage of the value of sold products
  - For employees who are able to influence the sales volume (senior managers, senior sellers);
  - Setting premiums for overfulfilment of the plan;
  - An extra charge for wages for work, provided that it is not related to the backlog of employees in the terms of the assignment;
  - Payment of bonuses - annual remuneration based on the results of the whole department, taking into account changes in sales.



To strengthen the motivation of employees to work in Retail Group Kazakhstan LLP it is necessary to fulfill the following conditions:

- The company's management must compare the proposed remuneration with the needs of employees and bring them in line;
- Management must establish a firm relationship between the reward and the results achieved. Remuneration must be given only for effective work;
- The managers and managers of the company Retail Group Kazakhstan LLP should form a high, but achievable level of performance, expected from subordinates, and inspire them with confidence that they can achieve this level of effectiveness if they add strength;
- To support employees' sense of justice and increase labor motivation.

It is important that the new system of labor incentives be simple for an employee to understand. Let us consider in more detail the possibilities of developing motivation in these areas.<sup>16</sup> To increase the level of satisfaction of employees with material compensation, it is necessary to carry out measures to reduce commercial expenses in order to identify the reserves of wage growth. Carrying out measures to reduce the costs of handling (transportation costs, office supplies, communication services, packaging and packaging materials, rent and maintenance of premises, electricity, business trips) may slightly increase the wage bill. For this organization, several provisions were proposed for improving the system of material motivation:

- Development of a constant part of wages (a constant part of monetary compensation) on the basis of definition of intra-firm value of posts and workplaces;
- development of a variable part of the monetary compensation in order to strengthen the incentive effect of wages on labor productivity.

For the organization being researched, a scheme is proposed for calculating wages by employee category, a fixed salary plus a significant bonus part, which directly depends on the employee himself, because this is a percentage of sales, more in Table 3.1.

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<sup>16</sup> Internet source: [http://theoldtree.ru/novye\\_ili\\_neperechislennye/byudzhetsa\\_problema\\_formirovaniya\\_i.php](http://theoldtree.ru/novye_ili_neperechislennye/byudzhetsa_problema_formirovaniya_i.php) (date of access: 01.02.2018).



Table 3.1 - Wage calculation scheme in 2017.

Personnel category	The constant part, tenge.	Bonus part (including taxes)	Total (maximum possible salary, tenge.)
Sales Manager	90000	With an increase in sales by 30% - adds 30% of the salary, + 10% to the constant part for reporting	117900
Advertising and Public Relations Manager	72500	With an increase in sales by 30% - adds 20% of the salary, + 10% to the constant part for the fulfillment of management tasks, quality customer service	94250
Purchasing Manager	45000	+ 30% for clear execution of management tasks	58500
Human Resources Manager	65000	+15000 tenge for timely delivery of accounts	80000
Accountant	100000	+ 10 000 tenge. for the timely delivery of all reports	110000

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP

Responsible for this event is the director and accountant for the calculation of wages. In Table 3.2, four major stages can be identified in the development and implementation of a new pay system in the organization.

Table 3.2 - Stages of the introduction of a new pay system.

Stage №	Contents of the stage
1	The publication of the order on the organization on preparations for the transition to a new model of labor remuneration, which outlines the main reasons for the changes in the organization of wages, the essence and merits of the newly elected system of motivation.  The main activities that need to be implemented, indicating the deadlines and those



	responsible for their implementation, as well as the composition of the commission for the preparatory work is approved.
2	Development of regulations on the introduction of a new system of labor remuneration.
3	The introduction of a new system of material motivation - the publication of an order on the transition to a new model of labor remuneration, the approval of the developed regulations. Taking into account the received offers from production departments (main, auxiliary and management personnel) and on the basis of the provision on the new model, each employee of the organization is approached with a specific salary.
4	Analysis of the effectiveness of the introduced wage system. After a certain time after the implementation of the system (quarter), based on observations, surveys, interviews with employees, sociological and expert surveys, it is advisable to give a preliminary assessment to the innovation in the system of material incentive organization, to identify shortcomings and reserves in the organization of the model, and to make appropriate adjustments.

Source: compiled by the author

As moral incentives can be applied:

- 1) Stimulation by free time. That is, based on the performance of each employee for a certain period can be provided at will, time off, additional weekend.
- 2) Labor incentives - providing opportunities for promotion, sending employees on business trips, increasing the role of employees in the participation of enterprise management.
- 3) Providing opportunities for employees who have shown themselves well in the results of their work the possibility of additional training, advanced training, and the payment of scholarships to "Excellent" students.
- 4) Providing high-quality medical services, vouchers to holiday homes, both for employees and members of their families, setting up work in the cultural sphere (holding evenings, concerts).



5) Educating employees of the spirit of pride in their enterprise, striving to work for its good - by developing and implementing special programs. Money is a sufficiently strong motivator only if the employee considers payment of his work fair and sees a link between the results of his work and the payment of labor. The motivating effect of the forms of labor used in the organization is the higher, the more they are connected both with the actual working indicators of individual workers and with the results achieved by the subdivision and the entire organization. The influence of the incentive system in the organization on the motivation and working behavior of the personnel is largely due to how fair it is perceived by employees, how directly, in their opinion, the payment of labor is related to the working results. Encouragement should also be perceived as fair by other members of the working group, so that they do not feel left out and start working worse.

The formation of a material motivation system is the setting of goals that correspond to individual needs and desires and thus contribute to the behavior necessary to achieve these goals. From the economic point of view, the correct system of motivation leads to a reduction in the difference between the number of paid hours and the number of productive hours worked, and, accordingly, is aimed at reducing the costs of the company. The system of motivation is formed by permanent and variable elements of labor remuneration, benefits and factors of non-material motivation.<sup>17</sup>

The main task of the manager after setting the goal and the subject of the work is to organize the work process, in particular, to force the employees to work. For this it is necessary to motivate them, to encourage them to act. It is clear that the main motivating factor is wages, however, there are many other factors that encourage people to work more effectively. It is difficult to overestimate the importance for the leader of the ability to influence the staff, motivate him to achieve the optimal result, to use human resources in full and with maximum efficiency.

The decision to implement the system of indirect material motivation (in addition to using the obligatory social package) is very responsible. However, an effective beneficiary system, along with a competently built system of material motivation, will allow dynamically

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<sup>17</sup> Internet source: <http://dnevnyk-uspeha.com/psihologiya/motivatsiya-kak-motivirovat-sebya.html> (date of access: 09.04.2018).



developing companies to provide themselves with specialists of high qualification level and have a significant competitive advantage over other employers.

Also, management needs to develop three social packages for its employees. Consider how these social packages can be.

The first package includes:

- Voluntary medical insurance - an employee who has worked in an organization for more than 5 years is provided with a voluntary medical insurance policy in the amount of 50,000 tenge per year, which he can use for certain medical services;
- Compensation of cellular communication services - The organization pays unlimited corporate cellular communication for the amount of 5 000 tenge per month, choosing the operator at its discretion;
- payment for additional days off - the organization provides one paid day per month - the so-called personal or children's day with preservation of salary.

The second package includes:

- Payment for visiting the fitness club for employees who have worked in the organization for more than a year - the organization offers two types: the organization buys a subscription for the amount of 25 000 tenge per year in a certain fitness club;
- Payment of meals - the organization pays the employee an amount of 5 000 tenge once a month.

The third package includes:

- payment for training, additional education for employees who have worked in the organization for two years, either full payment of training by the employer, or partial, within KZT 50,000, or interest-free lending to the employee for the same amount, for educational purposes;
- payment of sickness time - the organization gives employees the opportunity to be absent until a week a year due to illness, without giving them a sick leave to the employer with preservation of salary;



- payment for additional days off - the organization provides one paid day per month - the so-called personal or children's day with preservation of salary.<sup>18</sup>

Each employee of the organization can choose one of three social packages that is suitable for him. The cost of packages is almost the same, the only difference is that the package under No. 1 is more expensive at 20,000 tenge, but only those employees who have worked in the company for at least five years can choose it.

Among the employees of the enterprise, a survey was conducted, which package they will choose. The following data were obtained:

Social package number 1 - 5 people;

Social package number 2 - 21 people;

Social package number 3 - 14 people.

But not all employees can receive social packages, for example, for employees who have worked in the organization for less than 5 years, social package number 1 is not suitable. For employees who have worked for less than 2 years there is no possibility of obtaining a package No. 3. Taking into account all factors, in 2018 this program will involve 24 employees.

Social guarantees are often fundamental in choosing a job, so attracting high-quality professionals, usually demanding to choose a place of work, requires eliminating the shortcomings present in the organization. Counting on attracting highly qualified personnel without providing a social package for today looks almost unrealistic. The social package ensures the organization's competitiveness and enables to keep valuable employees from leaving for another company, stimulating them for long-term cooperation. At least for half of the employees polled by sociologists, the provision of a solid social package becomes a factor that keeps them from making a decision to change their place of work.<sup>19</sup>

In order for employees to perceive the system of payment and rewards as fair, the following measures can be taken:

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<sup>18</sup> N. Machot, "The problem of motivation in labor activity." N. Mahort - "Personnel Management". 2005, p. 272.

<sup>19</sup> Financial statements for 2015-2017. Retail Group Kazakhstan LLP.



- Ensuring a link between performance and remuneration
- Revealing, through sociological surveys, factors that reduce employee satisfaction with the system of labor incentives in the organization and the practice of granting certain benefits, and taking appropriate corrective measures, if necessary;
- Better informing employees about how the size of the rewards (bonuses, bonuses, etc.) is calculated, to whom and for what they are given;
- Revealing in the course of personal contacts with subordinates possible injustice in paying employees, awarding bonuses and distributing other rewards for the subsequent restoration of justice;
- Constant monitoring of the situation in the labor market and the level of payment for those professional groups that employees can compare themselves with and making timely changes to the system of payment for their labor.

Improvement of the methods of economic incentives for the personnel of Retail Group Kazakhstan LLP should be based on establishing the relationship between labor payment and the level of the organization's income, as well as the increase in the proportion of employees who expressed satisfaction with the system of compensation, and a decrease in absenteeism.

Thus, the social effectiveness of the proposed activities will be manifested:

- Ensuring a link between performance and pay, and as a result, in employee satisfaction with the remuneration system;
- Increase in the proportion of employees satisfied with the socio-psychological climate in the team;
- Satisfaction of employees with social guarantees in the form of a developed social package.

The increase in profit after the introduction of the system of motivation by the staff is due to the increase in the level of the constant part of wages, the introduction of a bonus system in payment and the provision of a social package, which leads to an increase in the motivation of employees and, as a result, higher labor productivity. If before the introduction of these activities, employees were not interested in the labor process, and their indifferent attitude



towards work could be observed, then after the introduction of these activities, the staff became more active.<sup>20</sup>

Most of these activities are costly and aimed at increasing revenues and profits. It is assumed that the implementation of all measures will increase the average annual revenue by 15%.

### **3.2 Ways to improve managing personnel behavior.**

Based on the analysis carried out in the previous section, it is possible to define a number of recommendations for Retail Group Kazakhstan LLP, which will be aimed at improving the training system, which in the future will positively affect the activities of the entire organization, improve the productivity of staff, competence and motivation of employees:

"Training Sector";

- Within the framework of activities aimed at improving the training of Retail Group Kazakhstan LLP, we propose the following draft documents:
- Regulation on mentoring, which fixes the basic rights and responsibilities of the mentor;
- The mentoring plan, which allows to structure the work of the mentor, to organize more fully the training of the newly accepted employee;
- Review mentor - to assess the work of a new employee Retail Group Kazakhstan LLP for the period of mentoring.

It is known that the monthly salary of the HR manager of the Retail Group of Kazakhstan "- 80,000 tenge, we are invited to introduce the following surcharges: 10,000 tenge for the development and implementation of the " Mentoring "project, the expected implementation period is 3 months, Mentoring "- 15 000 tenge, for supervising the project" Manager intern "- 15 000 tenge.

According to the indicators of turnover and the number of newcomers, it can be said that six mentors are required for the project "manager-trainee" and 10 mentors for the project

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<sup>20</sup> Internet source: [tp://kirulanov.com/vidy-motivacii-personala-razbor-osnovnyx-metodov-s-primerami/](http://kirulanov.com/vidy-motivacii-personala-razbor-osnovnyx-metodov-s-primerami/) (date of access: 15.05.2018).



mentoring. Payments to workers who will be involved in projects - 10 000 tenge monthly. If the employee turns out to be without a ward, then he will be able to perform organizational functions to manage this project directly at the workplace.<sup>21</sup>

According to the results of the study, it can be concluded that in-house training and determining the need for training of personnel in the organization are given unduly little attention. To solve this problem, we propose to create in the Retail Groups of Kazakhstan LLP a new functional unit "Education Sector" and, thereby, create a new, more effective training system.

The creation of the "Learning Sector" in the organization has a large number of advantages:

- The employees of the "Learning Sector" will independently plan the training and develop training programs for the employees of the organization, thereby reducing the burden on the personnel manager, who is already overloaded;
- The process of training employees will proceed continuously and without interruption of work;
- Training will be carried out taking into account the specifics of the position of employees, development bias and acquiring practical skills and knowledge, rather than studying theory;
- Reducing the cost of training staff, because to conduct training within the organization is much cheaper than "on the side".

The "Training Sector" will be able to provide theoretical and practical training for the staff in the necessary and diverse, depending on the professions, programs.

The functions of the "Learning Sector" will be:

- Drawing up plans for training, retraining and advanced training of employees;
- Determination of the need for training of personnel;
- Organization of activities for the design of training programs;
- Selection of mentors from among the successful staff;

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<sup>21</sup> Georgieva K., European Commission Vice-President for Budget and Human Resources.



- Provision of trainers-teachers with educational and methodological aids; participation in the work of the certification commissions;
- Conducting sociological research;
- Development of measures for further improvement of the personnel training system;
- Drawing up schedules and timetables for all those involved in training or retraining positions.

Thus, the creation of a new structural unit "Education Sector" in Retail Groups Kazakhstan LLP will eliminate existing problems with in-house training of personnel and overload of HR managers. And also to attach to the training process positions that had not been noticed before, such as sales consultants, whose professional skills and skill directly depend on the sales volume and, as a result, the profit of the organization. Calculation of costs for the implementation of this proposal in management practice in Retail Groups Kazakhstan LLP will be given below.

To create the "Training Sector" we will need to involve 1 specialist, namely:

- Specialists in training and development of personnel, and take counsel of a psychologist. Having determined the need for specialists, we will define their job duties. In order to save money, we decided to entrust the execution of the duties of the head of the "Training Sector" to the incumbent.

It should be noted that despite the large size of the organization, the post of psychologist in LLP "Retail groups of Kazakhstan" was previously absent. We emphasize the need to create this staff unit in the organization, as in today's business environment, information that reflects not only performance indicators of staff, but also information reflecting social and psychological phenomena and processes that arise in the workforce is gaining more and more importance. Studies require: the sphere of interpersonal relations, the emotional potential of the work collective, the motivation of employees, etc.

The need to include a psychologist in the staff is also conditioned by a wide range of issues that he is able to solve:

- Assistance in selecting a candidate for a vacant position;
- Assessment of the professional suitability of employees;



- Resolution of interpersonal and group conflicts arising in the work collective;
- Development of staff motivation.

A fundamentally new approach to training staff after the opening of the "Training Sector" is due to the fact that for the first time in the training process, not only managers and the most valuable specialists are included, but also ordinary employees, and most importantly, sales consultants that were not previously covered by training.<sup>22</sup>

In my opinion, Retail Groups Kazakhstan LLP is extremely necessary to start paying attention to the quality composition and professionalism of sales consultants, as:

- They are in contact with consumers and are the "face of the company". This is especially important, because often, in the process of communicating with the seller-consultant, the buyer develops some or other opinion about the organization;
- Sales consultants form the sales volume for the company, so developing these sales skills and managing the customer will lead to increased sales and, as a result, increased profits for the entire organization;
- On professionalism and the level of training of sales consultants, it depends on whether the one-time customer becomes permanent;
- Sales consultants, because of constant interaction with various clients, are the most psychologically vulnerable employees of the organization. Only a professionally trained salesperson, after a "difficult" customer, will be able to maintain a positive attitude and a high pace of work.<sup>23</sup>

Confirming the need to include sales consultants in the training process, we developed an approximate training program for this position in Retail Group Kazakhstan LLP under the name "Forward to Success".

For the "Forward to Success" training program developed for the position of a sales consultant, a load of 6 hours per week (2 days for 3 hours) is expected per month.

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<sup>22</sup> Bashkatova A.T., Western European integration, Financial aspect. Moscow, 2012, p. 32

<sup>23</sup> Zankovsky A.N. "Organizational psychology: a textbook for universities and specialties" organizational psychology ". 2014, p. 138



Proposed content of the training program:

- Part 1. "Establishing initial contact with the client":

a) Studying the theoretical aspects of the initial actions of the seller-consultant: establishing contact with the potential buyer (studying the psychological type of the buyer and the methods for determining it);

b) Determining the optimal distance when communicating with the client, studying the permissible non-verbal aspects of communication (postures, facial expressions, gestures);

c) Analysis of the most effective verbal methods of coming into contact with the client;  
Expected result:

Establishing contacts with customers of different types using different methods.

- Part 2. "Determining the needs of the buyer":

a) development of tools for identifying needs ("spiral" issues and technique of active listening). Expected result:

Effective identification of the need and supply of a more expensive product.

- Part 3. "Presentation of goods":

a) Study the structure of an effective presentation of the product;

b) A review of existing methods of "painless price scoring". Expected result:

The ability to conduct an effective presentation of the product.

- Part 4. "Working with objections and doubts of the buyer":

a) Analysis of typical mistakes that provoke a buyer objection (on the example of business games);

b) Drawing up a scheme for processing the objections. Expected result:

- Mastering of the counter-argumentation technique;

- Development of options for responding to typical objections of customers;

- Part 5: "Completion of contact":



a) Determination of the most effective ways of helping the buyer to make a purchasing decision. Expected result:

Mastering the technique of "Declination to buy" and options for parting with the client, as a way to continue the relationship.

- Part 6: "Behavior in a Pre-Conflict and Conflict Situation":

a) Pre-conflict situation - identification of "shock-absorber phrases" and situations capable of provoking a conflict situation;

b) Developing models of behavior in a conflict situation, studying effective and inefficient models based on real situations;

c) Work with case studies on the "conflict resolution model by the method: "the claim is good". Expected result:

Acquisition of skills of avoidance and conflict resolution.

Increasing the effectiveness of the opening "Education Sector" in LLP Retail Groups Kazakhstan LLP will help improve the work of the HR department, namely, the recruitment system. The system of hiring of personnel, formed in Retail Group of Kazakhstan LLP, lacks creativity and the use of modern approaches. Managers for recruiting personnel do not take into account the psychophysiological characteristics, abilities and talents of candidates for vacancies. They work in accordance with strict job descriptions that determine their activities and approach to candidates.<sup>24</sup>

We recommend choosing a candidate to pay more attention to the natural abilities of a person, to identify the propensity to learn and the candidate's potential, rather than to his diplomas and the availability of additional education.

Also, it is necessary to shift the emphasis from "what was the candidate doing before?" to "What kind of person is this?". First of all, you need to see in the candidate the necessary potential, and not look for "ready" workers. At the initial stage, assess the candidate's abilities and talents, and then develop and maintain these talents by investing in his training and preparation.

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<sup>24</sup> Wildavsky A., The New Politics of the Budgetary Process, California, 2008, p. 18.



We consider this approach to recruitment to be more modern and effective, as it will be aimed at a long-term perspective, and will contribute to the creation of the most productive, creative and sustainable team with a low turnover rate, which will thereby increase the effectiveness of the "Learning Sector" .

Since the "Training Sector" is an independent structural subdivision that reports directly to the head of the organization, its activities and activities of its employees should be regulated by a special document - the subdivision regulations.

We developed the Regulations on the "Training Sector" in the Retail Group Kazakhstan LLP, which regulates the appointment, place of the subdivision in the overall organizational structure of the organization, the rights and responsibilities of the employees who make up its membership.

Accordingly, in the near future the organization needs to change its approach to recruiting staff and try to hire such candidates who have a high potential and ability to learn and can show creativity in their work without deviating from their job description, suggesting new directions for the development of the organization or its department, or identify the features of the organization's products, which will increase the overall level of competitiveness of the company in the market. This will be the key to successful hiring of prospective staff and, as a result, will increase the efficiency of the organization in the future.

In this section of our work, we will calculate the costs of implementing the proposed event - Creation of a new structural unit "Training Sector".

Table 3.3 - List of necessary resources for the creation of the "Training Sector" in Retail Groups Kazakhstan LLP.

Inventory type	Name of the resource
Human Resources:	- specialists in training and development of personnel; - psychologist;
Physical resources:	A separate room (cabinet), located next to the department of personnel management; 3 computers; 3 writing desks; 3 computer chairs; 10 chairs with back; 2 phones; Fax; 2 printers; stationery; projector;
Informational resources:	- access to the Internet;



Financial resources:	- own means of the organization.
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Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP

The salary of the planned specialists is established in accordance with their experience and importance for the "Training Sector", the average salary level in the company and is presented in Table 3.4.

Table 3.4 - Salary of employees of the "Training Sector" of Retail Group Kazakhstan LLP.

№	Qualification, profession of a specialist	Number of human	Salary per day
1	Personnel training and development specialist	1	4000
2	Psychologist	1	3500
	Total	2	7500

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP

Wages for employees of the "Training Sector" per day will be 7500 tenge. The number of working days in the month for the "Training Sector" will average 21 days, that is, the salary of the entire staff of specialists per month will be 157500 tenge.

Now let's calculate the cost of physical resources necessary for creating the "Training Sector". Having determined the exact amount of necessary physical resources in Appendix H, we will calculate the costs of their acquisition.<sup>25</sup>

Thus, 500,000 tenge are needed to purchase the physical resources necessary to create the "Training Sector" in the organization. The next kind of necessary resources are information (or, more precisely, the Internet), their purchase does not require any expenses, since all the premises in Retail Group Kazakhstan LLP are equipped with Internet access.

<sup>25</sup> Babosov, E.M. "Sociology of Management". 2015, p. 150-159.



Having compiled a complete list of necessary resources and calculating their cost, we will compile an estimate of expenses for the creation and implementation of the "Training Sector" at the initial stage of activity in Retail Groups Kazakhstan LLP for three months.

Table 3.5 - The cost estimate for the implementation and the initial stage of the "Training Sector" activity in Retail Group Kazakhstan LLP.

Period	Fixed costs (tenge)		Variable costs (tg)		Total
1st month	Salary	157500	Acquisition of physical resources	500000	672500
	Household expenses	15000			
2nd month	Salary	157500	Order of stationery	10000	182500
	Household expenses	15000			
3rd month	Salary	157500	Order of stationery	10000	182500
	Household expenses	15000			

Source: compiled on the basis of the data of Retail groups of Kazakhstan LLP

Table 3.4 shows that at the stage of preparation and implementation of the "Training Sector" in LLP "Retail Groups of Kazakhstan" (the first month of work), financial resources in the amount of 672500 tenge will be required. The costs in the first month significantly exceed the costs of maintaining and securing the activity of the "Training Sector" in the organization under study, since it is in the first month that a mass purchase of the main equipment necessary to ensure the effective operation of the "Training Sector" takes place.

It is planned that the costs in the second, third and subsequent months will be stable and will amount to 182500 tenge per month.

It is assumed that the financial costs necessary to implement and support the activity of the "Training Sector" will be borne by the own funds of Retail Group Kazakhstan LLP.

Activities to improve the training system for personnel of Retail Group Kazakhstan LLP are given in the table.



It is known that the monthly salary of the HR manager for retail groups of Kazakhstan "- 80,000 tenge, we are invited to introduce the following surcharges: 10,000 tenge for the development and implementation of the " Mentoring "project, the expected implementation period is 3 months, an additional payment to the Personnel Officer for overseeing the project" Mentoring "- 15 000 tenge, for supervising the project" Manager intern "- 15 000 tenge.

According to the indicators of turnover and the number of newcomers, it can be said that six mentors are required for the project "manager-trainee" and 10 mentors for the project mentoring. Payroll to workers who will be involved in projects - 10 000 tenge per month. If the employee turns out to be without a ward, then he will be able to perform organizational functions to manage this project directly at the workplace.

Summarizing, we can say that the most effective and less costly for the organization will be to increase the level of professionalism of its employees, by organizing, than attracting new employees. The material costs that are planned to be spent on the creation and maintenance of the "Training Sector" are the most effective, because employees are directly connected with the organization, are an integral part of it, are interested in problems, promote well-being and growth, since its own professional growth is directly dependent on success of the organization.

### Conclusions on chapter 3

To strengthen the motivation of employees to work in Retail groups Kazakhstan LLP it is necessary to fulfill the following conditions:

- The company's management must compare the proposed remuneration with the needs of employees and bring them in line;
- Management must establish a firm relationship between the reward and the results achieved. Remuneration must be given only for effective work;
- The managers and managers of the company Retail Group Kazakhstan LLP should form a high, but achievable level of performance, expected from subordinates, and inspire them with confidence that they can achieve this level of effectiveness if they add strength;
- To support employees' sense of justice and increase labor motivation.

As moral incentives can be applied:



- 1) Stimulation by free time. That is, based on the performance of each employee for a certain period can be provided at will, time off, additional weekend.
- 2) Labor incentives - providing opportunities for promotion, sending employees on business trips, increasing the role of employees in the participation of enterprise management.
- 3) Providing opportunities for employees who have shown themselves well in the results of their work the possibility of additional training, advanced training, and the payment of scholarships to "Excellent" students.
- 4) Providing high-quality medical services, vouchers to holiday homes, both for employees and members of their families, setting up work in the cultural sphere (holding evenings, concerts).
- 5) Educating employees of the spirit of pride in their enterprise, striving to work for its good - by developing and implementing special programs.

In order for employees to perceive the system of payment and rewards as fair, the following measures can be taken:

- Ensuring a link between performance and remuneration
- Revealing, through sociological surveys, factors that reduce employee satisfaction with the system of labor incentives in the organization and the practice of granting certain benefits, and taking appropriate corrective measures, if necessary;
- Better informing employees about how the size of the rewards (bonuses, bonuses, etc.) is calculated, to whom and for what they are given;
- Revealing in the course of personal contacts with subordinates possible injustice in paying employees, awarding bonuses and distributing other rewards for the subsequent restoration of justice;
- Constant monitoring of the situation in the labor market and the level of payment for those professional groups that employees can compare themselves with and making timely changes to the system of payment for their labor.

Thus, the social effectiveness of the proposed activities will be manifested:



- Ensuring a link between performance and pay, and as a result, in employee satisfaction with the remuneration system;
- Increase in the proportion of employees satisfied with the socio-psychological climate in the team;
- Satisfaction of employees with social guarantees in the form of a developed social package.



## CONCLUSION

The conducted studies made it possible to conclude that three parameters of labor motivation can be considered safe in Retail Group Kazakhstan LLP: the nature of labor, the reliability of the enterprise, and the availability of free time. To the moderately problematic, the possibility of professional (career) growth and the prestige of the profession or position are attributed.

The structure of Retail Group Kazakhstan LLP is a linear structure. The main feature of the linear organizational structure of management is the presence of exclusively linear links, which causes all its pluses and minuses. The advantages of such a structure for Retail Group Kazakhstan LLP is: a very clear system of interrelationships such as "boss-subordinate"; express responsibility; quick response to direct orders; the simplicity of constructing the structure itself; a high degree of "transparency" of the activities of all structural units. Among the minuses of such a structure in the company can be allocated an excessive burden on the highest level of management and a high dependence on the personal qualities of managers of any level.

Staff analysis showed that the largest group consists of employees who worked at the enterprise for 2 to 3 years, employees who worked at the enterprise for more than 1 year, but less than 2 years - 28%, while every fourth employee works less than a year (24%).

Adaptation of employees in Retail Group Kazakhstan LLP is conducted in the form of acquaintance of the beginner with the requirements, with the rules of the organization, as well as the norms of behavior at work.

It seems necessary to pay great attention to the adaptation of personnel, to conduct appropriate training to train highly qualified specialists in order to better function the company. Also, it should be noted that the recruitment process is very important. Wrong choice of personnel can badly affect the efficiency of the company's activities, and it can lead to unnecessary costs, affect unfavorably the overall atmosphere in the company.

In developing the program of non-material incentives for employees, special attention was paid to assessing the factors affecting the level of the achievement bar set by the employee himself, as well as to how intensively he makes efforts to achieve the set objectives. The result of this assessment was the identification of four factors affecting the professional enthusiasm of employees.



First, the employee should be sure that his professionalism and knowledge will lead to the planned result.

Secondly, it is important for the employee to be sure that his achievements will not be left without attention and encouragement of the leadership.

Third, the expected reward should be of value to the worker himself.

Fourth, comparing your encouragement and encouraging colleagues should have a positive result.

In order to increase the motivation of employees' work, it is necessary to vary material motivation with moral motivation. Expansion of the sales market is a way to increase the efficiency of activities.

To improve the organizational structure of the personnel management system in Retail groups Kazakhstan LLP it is supposed to solve such task of improving the organizational structure of the personnel management system. At the enterprise, there are three problems that need to be solved. Solving these issues will significantly affect the level of motivation of the organization's staff, and will also help to reduce employee turnover.

Measures to improve the remuneration system in Retail Group Kazakhstan LLP:

- 1) Raising the level of the constant part of wages will ensure confidence in the future, stability of work.
- 2) Increase in the level of additional bonus payments: the introduction of a monthly or quarterly bonus payment system, defined as a percentage of the value of sold products; for employees who can influence the sales volume (senior managers, senior sales people); setting premiums for overfulfilment of the plan; surcharge to wages for work, provided that it is not related to the backlog of employees in the terms of the assignment; bonuses payment - annual remuneration based on the results of the whole department, taking into account changes in sales volume.

To strengthen the motivation of employees to work in Retail groups Kazakhstan LLP it is necessary to fulfill the following conditions:

- The company's management must compare the proposed remuneration with the needs of employees and bring them in line;



- Management must establish a firm relationship between the reward and the results achieved. Remuneration must be given only for effective work;
- The managers and managers of the company Retail Group Kazakhstan" LLP should form a high, but achievable level of performance, expected from subordinates, and inspire them with confidence that they can achieve this level of effectiveness if they add strength;
- To support employees' sense of justice and increase labor motivation.

It is important that the new system of labor incentives be simple for an employee to understand. Let us consider in more detail the possibilities of developing motivation in these areas.

As moral incentives can be applied:

- 1) Stimulation by free time. That is, based on the performance of each employee for a certain period can be provided at will, time off, additional weekend.
- 2) Labor incentives - providing opportunities for promotion, sending employees on business trips, increasing the role of employees in the participation of enterprise management.
- 3) Providing opportunities for employees who have shown themselves well in the results of their work the possibility of additional training, advanced training, and the payment of scholarships to "Excellent" students.
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- 5) Educating employees of the spirit of pride in their enterprise, striving to work for its good - by developing and implementing special programs.

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- The employees of the "Learning Sector" will independently plan the training and develop training programs for the employees of the organization, thereby reducing the burden on the HR manager who is already overloaded;
- The process of training employees will proceed continuously and without interruption of work;



- Training will be carried out taking into account the specifics of the position of employees, development bias and acquiring practical skills and knowledge, rather than studying theory;
- Reducing the cost of training staff, because to conduct training within the organization is much cheaper than "on the side".

The development of an effective personnel training system is a tool that increases the activities of Retail Group Kazakhstan LLP - through increasing the efficiency of the whole team as a whole and significantly reducing the costs of recruitment and adaptation of personnel (with a reduction in staff turnover).

Summing up, we can say that the most effective and less costly for the organization will be to increase the level of professionalism of its employees, by organizing in "Retail Groups Kazakhstan" LLP than attracting new employees. The material costs that are planned to be spent on the creation and maintenance of the "Training Sector" are the most effective, because the employees are directly connected with the organization, are an integral part of it, are interested in problems, contribute to well-being and growth, as his own professional growth is directly dependent on success of the organization.



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