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FORMATION OF THE INTANGIBLE STIMULATION SYSTEM

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Abstract. The article is devoted to the types and forms of non-material labor stimulation used in modern organizations. The authors determined the features of non-material labor stimulation in comparison with material; five factors of employee satisfaction in high-performance companies and reasons for the talented workers' dismissal associated with the lack of intangible incentives were identified; the most commonly used types of non-monetary stimulation are given. The main types classification of intangible incentives into three groups is presented with the highlighted subgroups: corporate-systemic, social-psychological and social-everyday. Further, the authors analyzed the types and forms of non-material incentives for employees used in the Sverdlovsk branch of EnergosbyTPlyus JSC. It was revealed that the personnel motivation in this company is an integrated, comprehensive and fairly regulated system, however, the company uses little innovative methods of non-monetary labor incentives, therefore measures were proposed to improve the system of non-material employee incentives in four growth areas: a system implementation for assessing the jobs (positions) value; perfection the procedure for evaluating labor results according to selected performance indicators; improvement the system of indirect material incentives and enhancement the system of moral incentives for staff.

Keywords: personnel; staff motivation; intangible incentives; forms of non-monetary incentives; involvement.

JEL codes: M 52; M 12.

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