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NON-MATERIAL STIMULATION IN THE SYSTEM OF ORGANIZATIONAL EFFECTIVE HR-MANAGEMENT

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Abstract. The article analyzes the results of a study about the stimulating labor factors ranking for workers at Republic of Crimea companies, based on the sociological survey results of 310 respondents conducted by the author about the importance of various motivational conditions and factors for them, as well as on the expert survey basis about ranking labor factors by motivating effect. The necessity of introducing an intangible incentives effective system into an HR-management integrated model is substantiated. Specific categories of non-material incentives are formalized, among which are: social incentives, moral incentives, personal recognition and public recognition. The main barriers in building a intangible incentives system are identified. The priority areas for creating an effective non-material incentives system are presented, among which are considered: a gender approach, a promoting good work system, professional development, change management, and the intraorganizational social programs introduction. A model for managing the non-material staff motivation at various industrial orientations is proposed, which provides for measuring the result of employees' labor for a certain time period and analyzing them in dynamics, and also the level of influence on the motivational mechanism formation indicators is determined.

Keywords: personnel; motivation; intangible incentives; motivation system; management.

JEL codes: M12; M51.

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