

creased dramatically. The number of international shipments in March increased by 55 % compared to last year [1].

Conclusion. But no matter how difficult it is, the life goes on. And it is important to know how to behave in different situations. It is useful for an entrepreneur to always keep several options of events in mind. No one knows what will happen tomorrow. You need to be mobile and not be afraid of changes, you need to be able to adapt to them [2]. We are living in a moment of great change. And we must believe that these changes are for the better.

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MOTIVATION OF STAFF AS ONE OF THE MOST IMPORTANT FUNCTIONS OF MANAGEMENT

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Resume – Staff motivation is one of the ways to increase productivity. Staff motivation is also a key area of personnel policy of any company. The use of various types of motivation increases the overall performance of the team. Staff motivation can be material and non-material, positive and negative, external and internal any enterprise.

Резюме – Мотивация персонала – один из способов повышения производительности труда. Мотивация труда персонала также является ключевым

чевым направлением кадровой политики любой компании. Применение различного рода мотивации повышает общую работоспособность в коллективе. Мотивация персонала бывает материальная и нематериальная, положительная и отрицательная, внешняя и внутренняя.

Introduction. Currently, management is paying more and more attention to problems related to such an aspect as motivation. This problem in the modern world of economy is one of the most acute for all industries, since any functioning of the enterprise without motivation of employees is simply impossible. With the help of motivation, management can ensure the most rational use of the company's resources, as well as increase its development potential. What is the main goal of motivating the organization's staff? The main goal of motivation of the organization's personnel is to increase the efficiency and effectiveness of the company, to get the maximum benefit from the labor force, i. e. to increase the productivity of employees in the organization [1].

Main part. The main methods of motivation are material (salary and its growth, bonuses, receiving a percentage of profits and cash payments for achieved goals, gifts to employees) and non-material (career growth, the ability to plan vacations, flexible working hours, mentioning the authorship of the project, holding corporate events, gratitude for effective work, personal gifts for holidays). Developing a corporate system of motivation should be based on the number of actions and issues, allowing the motivation to turn into reality the goals for which it was created:

1. To determine the degree of compliance of the remuneration system and motivation system long-term and short-term goals of the enterprise. This is about how important it is to encourage employees in various ways to achieve their goals.

2. Consideration of factors that affect employee motivation and needs. The most motivating factor is remuneration and bonuses, and therefore, it is always necessary at first find out the motivating factors of the staff before developing a certain system of remuneration.

3. Elimination of demotivating factors that reduce the motivation of employees to do something. After identifying these factors, you should get rid of them.

4. The reward system should be clear and understandable. The employee must be able to calculate their strength and understand how to achieve the desired result for the desired remuneration.

5. The labor system has to be honest and fair. This means that for greater effort and greater contribution to the achievement of the enterprise's goal, the employee will receive more remuneration, and for the same amount of work done, the employees will have equal remuneration.

6. Encouraging the development of personal and general collective ideas for a fee. In such situations, you need to support your colleagues and help each other.

7. Payment of interest must be made at the time. When creating a reward system, you should set clear payment deadline [2].

If we are talking about non-material motivation, then it is worth answering the question: “How important is it now”? Now many companies are experiencing a crisis, and not all of them are able to motivate employees with salaries. The question of how to motivate staff without attracting funds is becoming more and more acute. So, one of the most important factors is respect – something without which the process of motivation is simply impossible. Through his attitude, the manager can make the employee work to achieve the company's goal. The next thing that is equally important is the manager's awareness that his role is really important in motivating employees. What does this mean? Good relationships in the organization, the right attitude of the manager, a sense of their importance and value to the company. For example, it is quite common for an employee to be offered a better position in another company with a higher salary, but they refuse because they have excellent relationships with colleagues who value them in this firm. Or, on the contrary, getting a higher salary in the absence of good relationships with colleagues and respect from management and the employee will soon have a desire to leave this place. So, the goal of the manager is to provide such conditions, such an atmosphere in which the employee does not have such a desire in principle. It is important to understand that motivation is not a goal, but a process. It is often perceived as a final process that occurs “once and for all”, but this is far from the case. The process of motivation is endless, it is necessary to constantly change tactics and ways of influencing subordinates in order to achieve better results [3]. Why is motivation so important? The result is very important, because after motivation, employees will do their job better. They will work not because they “need to”, but because they are inspired, and they will be able to stay at work, for example, only because they are really interested in it. Common cases are when people get tired of their work, they get bored and lose their desire. Motivation can bring pleasure from work to someone who has lost it. It is also important to increase loyalty. Motivated employees are more loyal, they will be able to withstand any troubles in the company, will be able to support the management in times of crisis.

Motivation of employees to work requires a whole set of measures aimed at good relations with subordinate employees, encouraging them to work for the benefit of the enterprise. Motivation is, first of all, respect for employees. The goal of a manager is to turn boring, routine responsibilities into interesting, exciting work by using motivational methods. Motivation is a tool by which a superior is able to make employees do their job much better.

Conclusion. Thus, we cannot motivate employees only in a material or non-material way. To achieve maximum results, you should use both methods simultaneously, since sooner or later only the material component will cease to interest the employee, and the moral component will become much more important. Therefore, for successful motivation, both monetary incentives must be applied, as well as ensuring comfortable working conditions and awareness of the importance of employee participation.

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STAFF MOTIVATION IN THE TIMES OF CRISIS

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Резюме – В данной работе рассматриваются способы стимулирования и мотивации сотрудников в условиях кризиса, структуру мотивации и влияющие на нее факторы, необходимость удержания ключевых сотрудников, важность создания корпоративной культуры, а также методы материальной и нематериальной мотивации.

Resume – This article describes the ways of stimulating and motivating employees in a crisis, the structure of motivation and factors that affect it, the need to retain key employees, the importance of creating a corporate culture, as well as methods of material and non-material motivation.

Introduction. The research topic is significant in the work of personnel in organizations. The organization will be successful if its employees are interested in it. Their effectiveness depends on the internal and external environment, but the main role is played by the internal environment. In order for the organization to achieve its goals and benefit, employees must perform their work efficiently. However, the efforts of employees may differ: some are characterized by efficiency and responsibility, while others strive to simplify their responsibilities as much as possible, regardless of the quality of their work and whether the necessary result will be achieved for the growth of the organization. Motivation in management is very important, because it makes the employee work with maximum efficiency, which guarantees the effectiveness of the organization. It is necessary to motivate staff during a crisis in order to retain key employees, without whom it will be difficult to overcome the crisis.

Main part. Motivation is the process of inducing, encouraging oneself or others to purposeful behavior or perform certain actions aimed at achieving