



UDC 339.378

**SOCIAL STIMULATION OF STAFF AS AN IMPORTANT PART
OF INCREASING COMPETITIVENESS OF TRADE ORGANIZATIONS**

A. F. Nikishin

*Candidate of Technical Sciences,
assistant professor,*

T. V. Pankina

*Candidate of Economic Sciences,
assistant professor,
Russian University of Economics
named after G. V. Plekhanov, Moscow, Russia*

Summary. In modern conditions, role of competition in the sphere of trade is high. In that regard, trade service quality is greatly important. Today, in the majority of modern trade organizations, financial motivation is usually applied. However, such stimulation leads to high costs and does not show sufficient effectiveness in a long-term period. Thus, in modern conditions, creation of a business climate in trade organizations is relevant. This article focuses on the social aspect of labour stimulation, ways of its implementation, its impact on competitiveness of trade organizations. The problem of labour stimulation social aspect resides in its subsequent repeal.

Keywords: trade; retail; sales staff; labour stimulation; social stimulation.

There is a vast number of factors influencing competitiveness of trade organizations. One of the important factors is the quality of trade service, which significantly depends on a system of labour stimulation of staff established in the organization. Existing level of customer service, which largely depends on the quality of work of sales operations staff, directly impacts the image of trade organizations by forming respective goodwill. Labor stimulation of staff responsible for logistics, marketing, and other aspects of the economic activity of trade organizations allows improvement of corporate image by inclusion in the assortment of those goods that are in line with buyers' needs.

A number of papers is devoted to various problems of increasing competitiveness of trade organizations and formation of their image in the buyer's mind. For example, problems of impact of intangible assets on a competitive position of trade organizations [7; 8], as well as peculiarities of formation of trade assortment in conditions of the Internet development taking

into account social orientation of assortment [1; 3; 6] are considered in the works of E. A. Mayorova. A Work of Yu. G. Leonova [4] is devoted to the problem of conducting of market research in the field of competitiveness of trade organizations. Works of Yu. V. Berezhnaya [2] and G. D. Magomedov [6] are focused on the issues of labour stimulation of employees of trade organizations.

Material and non-material stimulation of labour is used in trade to increase competitiveness. Direct financial stimulation in the monetary form is a simpler task in terms of planning, the results of which can be directly assessed. However, it is worth noting the targeted character of a system of motivation. The use of material motivation directly related to the results of economical activity in a certain period often leads to increase of sales of a trade organization in this period, but contradicts long-term objectives. On the other hand, formation of a system of material stimulation in the monetary form in line with long-term objectives is a challenging task.



It is known that the needs of various employees depend on individual peculiarities of a personality, as well as on their current financial conditions. It has a direct impact on the effectiveness of financial stimulation of staff. Thus, for a number of employees financial stimulation is insufficiently effective or leads to increase of costs for its organization. In modern conditions, a number of trade organizations are experiencing financial difficulties and can not allow such stimulation.

Thus, in modern conditions, other kinds of stimulation of labour gain greater importance. In particular, creation of a favorable business climate is important in the organization. Fair distribution of duties among employees, evaluation of work input of each of them lead to lower costs, but show a rather high efficiency. Such measures raise loyalty of employees to the management and can significantly improve labour quality and productivity. Such an aspect also lessens expenditures of a trade organization for a system of staff work quality control. In is worth noting, that formation of high level of loyalty of staff requires a sufficiently high qualification of the manager, as well as fulfillment by him of certain moral obligations. Such a stimulation system requires a great level of openness. In this case, it is impossible for the manager to reward employees who are unscrupulous in fulfilling their duties.

Trade organizations are to give attention to such incentives as an employee social security program. For now, many trade organizations do not offer any social security elements, which significantly decreases satisfaction of employees.

There are several approaches to formation and distribution of a package of social benefits within an enterprise. The simplest approach presupposes formation of a uniform set of social security elements and provision of this set to all employees of an organization. Such an approach leads to increase of loyalty of staff, but it has a number of disadvantages, in particular,

it gives no possibility of using social benefits to reward the most efficient employees on an individual basis. Such an approach does not allow linking this incentive to the results of labor, which leads to lesser influence on the quality of work. Moreover, such an approach leads to reduction of the motivation component, which negatively affects stimulation of labour of leading employees.

Thus, differentiation of social benefits on the basis of various criteria is a more viable approach. A criterion being applied most often is the length of employment in a trade organization. It allows lowering turnover of staff, reducing costs for the employees who get a job temporarily aiming to get a certain social benefit, which leads to increase of quality of service. However, such a system lowers the loyalty of the employees whose employment period is short, but who work effectively. It defies the principle of justness of a system of labour motivation.

Another approach is linking social benefits provided to personal contribution of each employee to the results of the economical activity of trade organizations. Such a way of forming a social package requires detailed consideration of criteria for determination of amount of incentives, but such an approach can stimulate the staff of a trade organization more effectively. When forming the criteria, it is necessary to bear in mind that they must be realistic.

There are different approaches to formation of a social package. The simplest is to establish clearly defined packages of social benefits. Another approach allows an employee to choose a set of social benefits depending on the results of his work. Such an approach allows taking into consideration an employee's individual needs and is more difficult to implement. A clear advantage of such an approach is the possibility to link the number of social packages that are provided with the personal work results of an employee, as well as with the results of the economical activity



of a trade organization as a whole. The problem of implementing social methods of labour stimulation resides in their subsequent repeal. Abolition of one or another social package leads to a sharp decrease of loyalty of employees, which requires preliminary detailed analysis of expediency of introduction of social benefits.

In conclusion, it is necessary to note, that in modern conditions of consumer demand reduction in a number of countries and deterioration of financial condition of a number of trade organizations related to this reduction, increase of productivity of labour, on the one hand, and reduction of staff, on the other hand, are necessary. In such a situation, employees want to be socially secure, which leads to an increasing role of social elements in the system of labour motivation.

Bibliography

1. Алексина С. Б., Шипилова С. С. Повышение конкурентоспособности в электронной торговле // Современные научные исследования и инновации. 2016. – № 2 (58). – С. 429–432.
2. Berezhnaya Ju. V., Nikishin A. F. Influence of modern technologies on personnel policy of trade organizations. The Eighth International Conference on Economic Sciences Proceedings of the Conference. – Vienna, 2015. – С. 57–60.
3. Ильяшенко С. Б., Солдатова Н. Ф. Инструменты повышения продаж в электронной торговле в период кризиса // Экономика и управление в машиностроении. – 2015. – № 6. – С. 50–52.
4. Леонова Ю. Г. Основные аспекты рыночных исследований в предприятиях торгового сервиса // Теоретические и прикладные вопросы науки и образования: сборник научных трудов по материалам международной научно-практической конференции. В 16 частях. – 2015. – С. 89–90.
5. Кахриманова Д. Г., Магомедов Г. Д., Вахрушева М. О. Текучесть кадров и пути оптимизации процессов социально-производственной адаптации работников в организации // Современная наука: актуальные проблемы и пути их решения. – 2015. – № 3 (16). – С. 104–108.
6. Mayorova E. A., Nikishin A. F., Pankina T. V. Potential of the Internet network in formation of the assortment of the trade organizations // European science review. – 2016. – № 1–2. – С. 208–210.
7. Майорова Е. А. Методика оценки эффективности структуры нематериальных ресурсов // Экономика и предпринимательство. – 2015. – № 3 (56). – С. 733–736.
8. Майорова Е. А. Оценка влияния нематериальных активов на эффективность работы торговых организаций на основе факторных моделей // Экономика и предпринимательство. – 2016. – № 1–2 (66-2). – С. 541–543.

Bibliography

1. Aleksina S. B., Shipilova S. S. Povyshenie konkurentosposobnosti v jelektronnoj trgovle // Sovremennye nauchnye issledovaniya i innovacii. 2016. – № 2 (58). – S. 429–432.
2. Berezhnaya Ju. V., Nikishin A. F. Influence of modern technologies on personnel policy of trade organizations. The Eighth International Conference on Economic Sciences Proceedings of the Conference. – Vienna, 2015. – S. 57–60.
3. Iljashenko S. B., Soldatova N. F. Instrumenty povysheniya prodazh v jelektronnoj trgovle v period krizisa // Jekonomika i upravlenie v mashinostroenii. – 2015. – № 6. – S. 50–52.
4. Leonova Ju. G. Osnovnye aspekty rynochnyh issledovaniy v predpriyatijah trgovogo servisa // Teoreticheskie i prikladnye voprosy nauki i obrazovaniya: sbornik nauchnyh trudov po materialam mezhdunarodnoj nauchno-prakticheskoj konferencii. V 16 chastjah. – 2015. – S. 89–90.
5. Kahrimanova D. G., Magomedov G. D., Vahrusheva M. O. Tekuchest' kadrov i puti optimizacii processov socialno-proizvodstvennoj adaptacii rabotnikov v organizacii // Sovremennaja nauka: aktualnye problemy i puti ih resheniya. – 2015. – № 3 (16). – S. 104–108.
6. Mayorova E. A., Nikishin A. F., Pankina T. V. Potential of the Internet network in formation of the assortment of the trade organizations // European science review. – 2016. – № 1–2. – S. 208–210.
7. Majorova E. A. Metodika ocenki jeffektivnosti struktury nematerialnyh resursov // Jekonomika i predprinimatelstvo. – 2015. – № 3 (56). – S. 733–736.
8. Majorova E. A. Ocenka vlijaniya nematerialnyh aktivov na jeffektivnost raboty trgovykh organizacij na osnove faktornyh modelej // Jekonomika i predprinimatelstvo. – 2016. – № 1–2 (66-2). – S. 541–543.

© Никитин А. Ф., Панкина Т. В., 2016