REPORTS OF THE NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN
ISSN 2224-5227
Volume 2, Number 318 (2018), 135 – 138

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IMPROVEMENT OF THE COMPENSATION SYSTEM FOR EMPLOYEES AT THE ENTERPRISE

Abstract. According to the authors, the system of remuneration of labor in any organization should be aimed at encouraging the productivity, creativity, efficiency and initiative of employees, all those qualities that lead to effective work and achievement of the organization's strategic goals. Connecting the material interests of employees with the goals of the organization allows the latter to attract and retain qualified personnel, control and manage labor costs, maintaining the optimal number of employees. All of these goals are served by intrafirm systems of labor remuneration, incentives and motivation of personnel, which should be developed in the organization. The creation of a system of payment and labor incentives for any organization is a very specific and complex process, requiring a professional understanding of the essence of labor motivation, knowledge and experience in the development and application of personnel remuneration methods.

Keywords: remuneration, potential, intellect, innovation, motivation, remuneration.

Introduction. In a market economy, the employee-enterprise relationship is centered on the exchange of the employee's labor results on the totality of all types of remuneration that are provided by the enterprise. In accordance with modern concepts within the system of rewards that are used by the enterprise, there is a division into external and internal rewards. External remunerations are controlled and distributed by the enterprise: these are cash payments, bonuses and social benefits that are used by the enterprise to stimulate the effective work of its employees, this is the socio-psychological atmosphere and management style that are presented in the organizational culture of the enterprise, in short, all external incentives and conditions labor in the broadest sense of the word. External rewards can and should be managed, they can be changed, designed and modeled.

Internal satisfaction of the worker does not directly depend on the organization, this is the psychological state of the working personality, the emergence of which depends on many factors associated with the motivational structure of the individual, with his psychological characteristics and attitudes, and not only with the system of external remuneration. From the enterprise only conditions under which the working person can receive internal satisfaction from work depend.

Monetary compensation is crucial in labor motivation, and the meaning of monetary compensation for an employee is not limited to compensating for the time, energy, and intellect spent by an employee when achieving the organization's goals. The monetary compensation, or more precisely the forms of its receipt, as well as relative and absolute sizes, are perceived by the employee as evidence of its value for the organization, affect the employee's self-esteem, directly speak of his social status. The money received by the employee is also a measure of personal and professional self-realization [1].

Motivation of employees was and is one of the important issues for managers of any company. The most important incentive, of course, is material gain. To increase the level of staff motivation, it is possible to apply the so-called compensation package consisting of the actual wages and social benefits

provided to employees (payment of insurance, food, transportation and other expenses). And both the first and the second components of the reward should be reviewed annually, compared with the benefits offered by other enterprises. For example, you can apply the following types of financial incentives: - individual one-time awards for special merits; - revision of wages based on the results of the evaluation of the employee's work for the year; - corporate award for the year (its size depends on the results of the work of the enterprise, while the calculation of the remuneration for each employee in accordance with its rank, apply different coefficients); - social package. It is also recommended to apply the bonus system (for combining professions and positions, for the complexity and timeliness of the work performed, for working in harmful working conditions, for working at night, for managing the team, for professional skills, personal allowance). However, this approach can cause some problems. If the bonus is paid regularly, it will be perceived by employees as an integral part of wages. In this case, the deprivation of the premium will be equivalent to a reduction in wages. An inefficient remuneration system can cause employees dissatisfaction and lead to negative consequences for the organization in the form of demotivation of employees, a decline in productivity, high staff turnover, the tension between employees. An effective remuneration system raises the productivity of employees, directs their activities to the right direction for the organization. Of course, we must understand that although material compensation plays a fundamental role in motivating employees, it is not the only way to encourage employees. This can also be the provision of time off, promotion, recognition of the team, comfortable working conditions, etc. What kind of recommendations can be made to improve wages? It is important not to turn labor payment into a simple social payment that does not depend on the employee's contribution. It is necessary to strive to ensure that tariffs and, if possible, all wages, be adjusted for a rise in prices if not 1: 1, then in the proportion that maximizes the demand for the company's products while raising prices. Lagging of the growth rate of wages from the rate of price growth leads, first of all, to a narrowing of consumer demand and to a further decline in output, which is compensated for by a new price increase. The indexation of wages, as much as possible compensating for the increase in prices, allows to maintain the stimulating role of wages. At the same time, taking all measures to preserve the stimulating function of wages, it is necessary to do everything possible to ensure that even the slightest exclusion of an employee from the labor process is compensated not in the form of wages, but in the form of guarantee and compensation payments, usually set lower than the tariff payment. Any reduction in the individual result of labor must be accompanied by a decrease in wages. Guarantees and indemnifications can, within certain limits, compensate for this reduction, if it occurred not through the fault of employees. If the funds received by the employee are clearly divided into paid for work and paid by way of compensation, then with an improvement in their performance, employees can claim additional payment in the amount of the difference between payment for work and payment for replaceable compensation payments. It is necessary to strengthen the social security of the working people. In wages, it is expressed, first of all, in that the level of payment ensures the normal reproduction of the labor force of the corresponding qualification. Social security also consists in ensuring that all opportunities for the growth of individual wages are provided by increasing the personal results of labor. Also important elements of improving labor remuneration - is the rationing of labor. It allows you to establish a correspondence between the amount of labor costs and the amount of its payment in specific conditions. Another way to improve pay is bonuses. The incentive systems developed at enterprises can be aimed at stimulating output growth or limiting this growth (regressive bonus systems). But in any case, bonuses should be paid to employees when the established standard of labor is reached or exceeded, with a high rate of work. Thus, there are three main options for improving the remuneration of employees: - on the basis of a significant increase in the incentive effect of tariff payment; - on the basis of an increase in the incentive effect of non-tariff payments (bonuses, fees for overfullfilment of norms, allowances, distribution by KTU of the non-tariff part of the collective payment fund); - on the basis of strengthening the stimulating role of the mechanism of education and distribution of wage funds by business units. Work on the improvement of labor