



Abstract: The article is devoted to the study of the management system of intangible incentives used for the personnel of organizations. The authors defined groups of the main tools of intangible motivation of personnel including working conditions, tools of social support, elements of corporate culture and tools of stimulation of self-realization opportunities; revealed the main principles of the system of intangible motivation of personnel representing a cycle including the following managerial stages: planning, design of methods, techniques and measures of intangible motivation of personnel; plan implementation; coordinated actions, monitor. The system of intangible motivation tools application is formed and on its basis the complex evaluation of intangible motivation system of personnel in Belgorod higher educational institutions is performed and the most effective methods of personnel motivation in higher educational institutions of Belgorod region are revealed, the satisfaction of respondents with the system of intangible motivation of personnel is revealed. Further, the authors offered the project to improve intangible motivation of personnel, including forms, methods, recommendations for implementing methods of intangible motivation on the example of educational organizations of Belgorod. It was revealed that it is possible to form a parametric system, including the goal and the way of achieving the goal, requirements for the result and the project result, as well as the final users of the project result, aimed at developing a system of intangible motivation of personnel of educational organizations, which will allow to carry out activities that contribute to the implementation of the required effect in the socio-economic sphere.

Keywords: intangible incentives, motivation, motivation tools, rating, motivational activities, performance results.

[1].

[2].

[3].

[4].

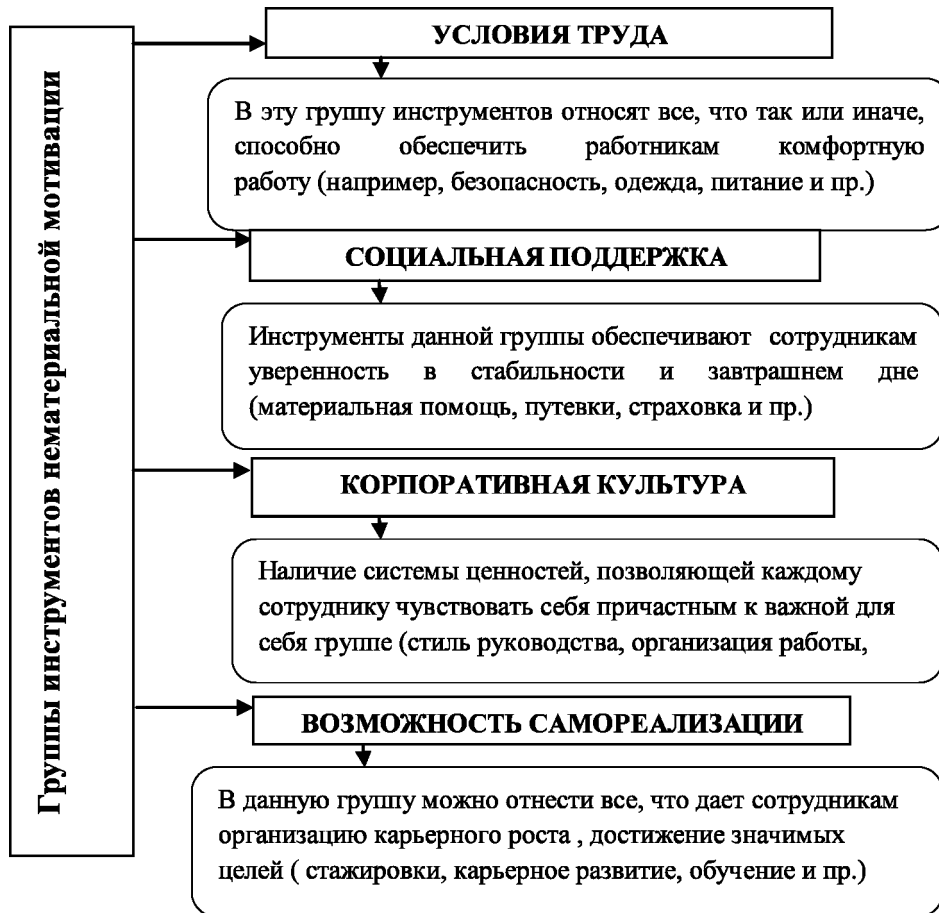
[5].

- 1) ( - , , . .);
- 2) ;
- 3) ;
- 4) ;
- 5) ^^^^^^^ ( , );
- 6) ( , ) , , )).

( , ),

·  
,  
,

1.



« XXI : »

, [6],  
[7], ,

:

1) ( );

2) ( ; ).

3) ( « »

^ );

4) ,

, ; : , ,  
; « » ; ( )  
» » , 1

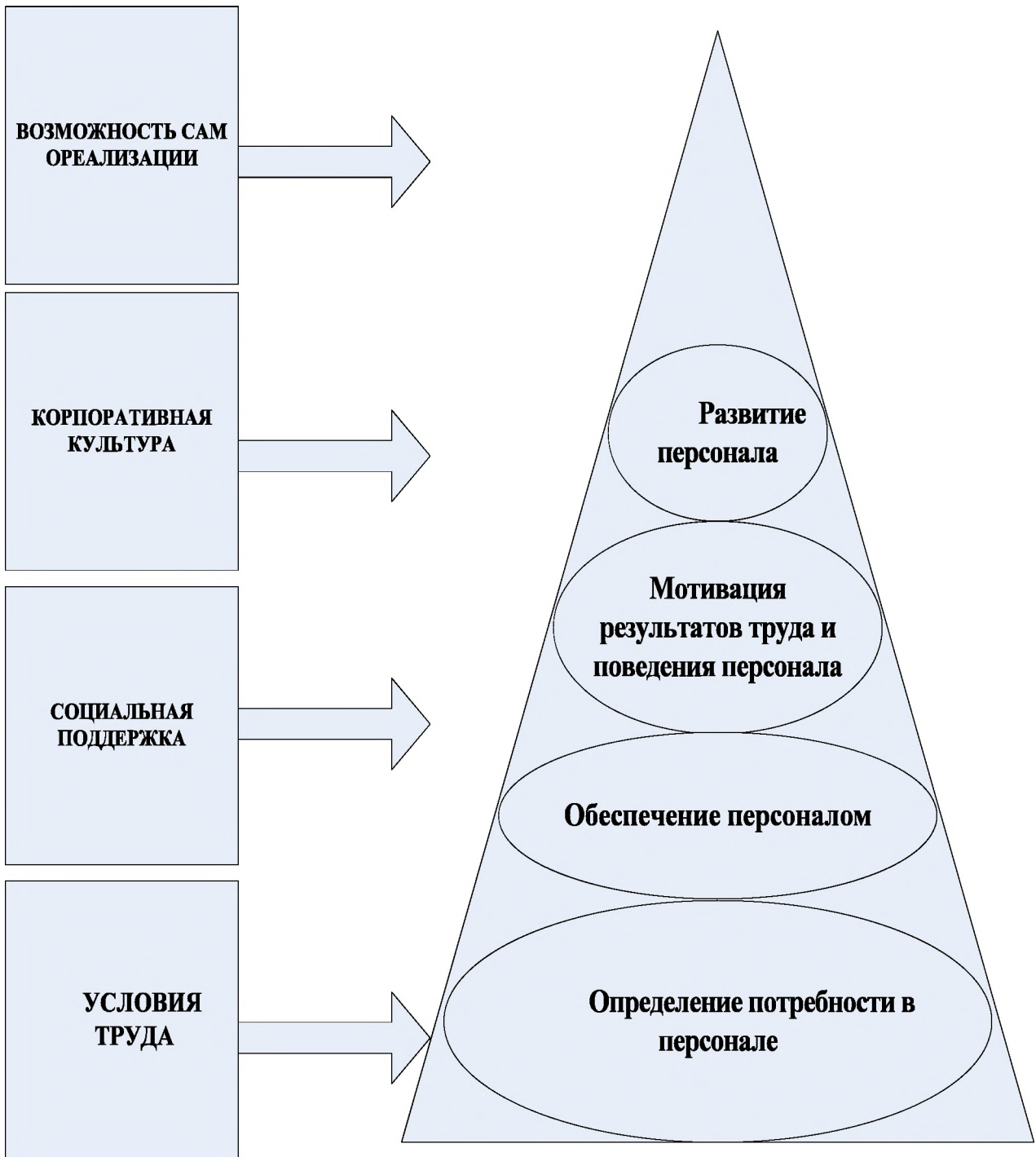
, 2.

[8],

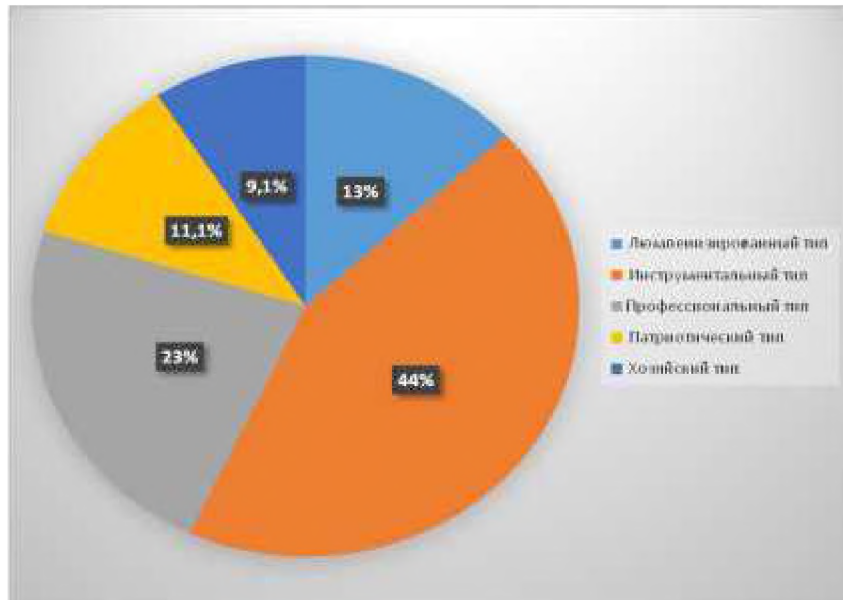
- , [9].

— ;  
- ;  
- ;  
—

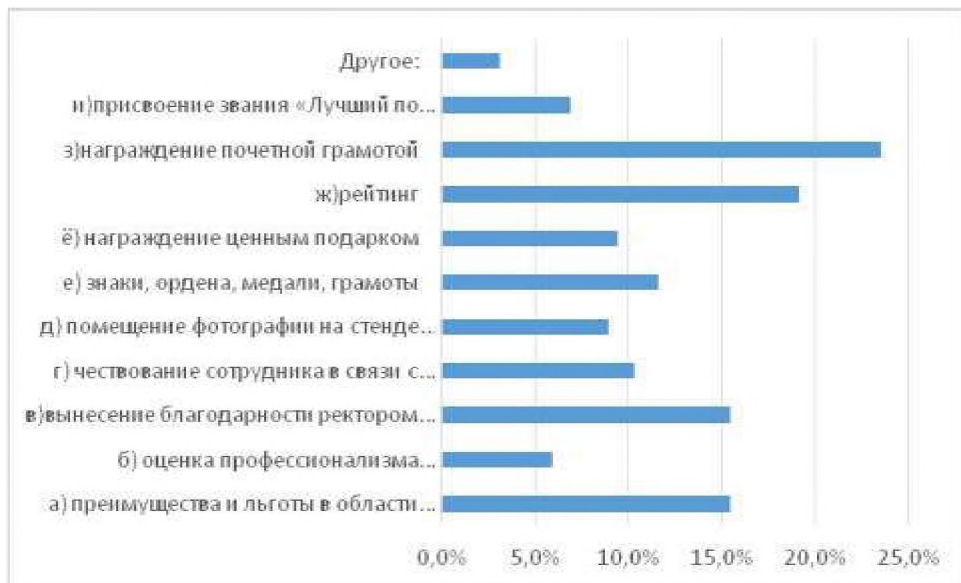
( ).



2 -



3 -



4 -

: «

?»

4

(23,5%),

« XXI : »

?»

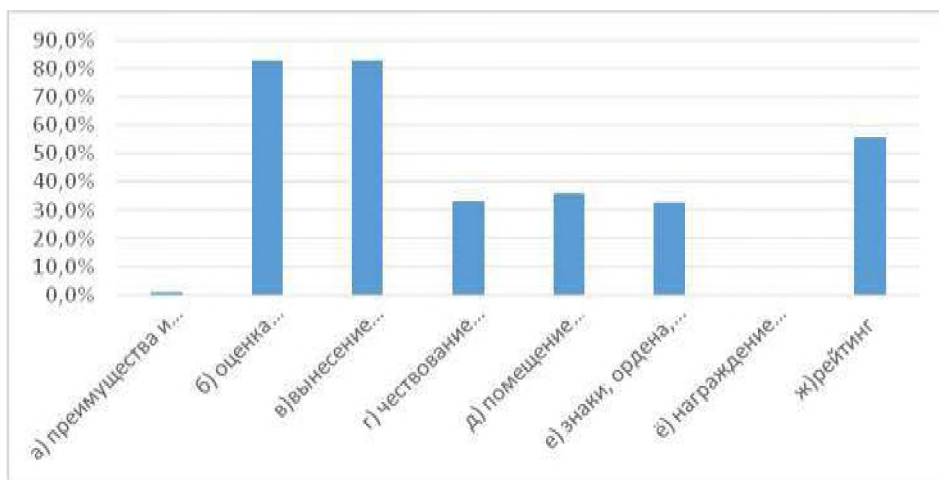
«

?»

0,7.

(83,3%)

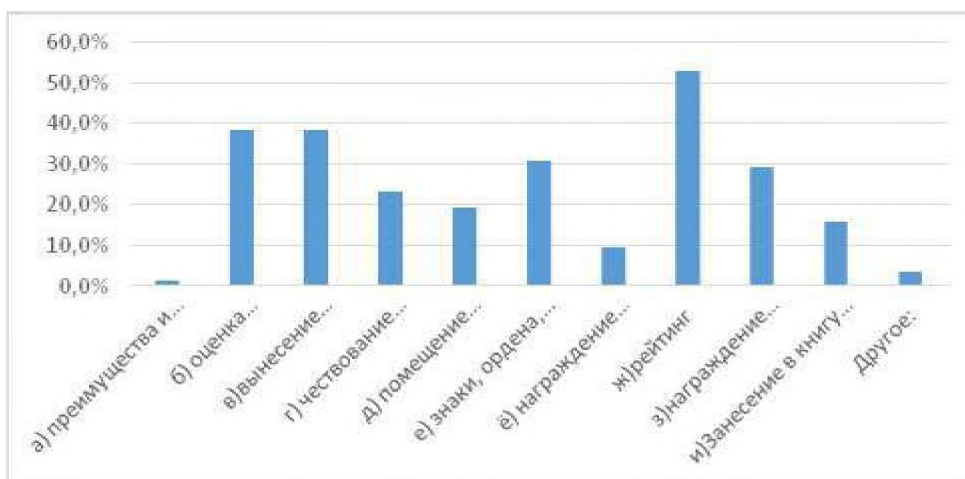
( )



5 -

: «

?»



6 -

: «

?»



« XXI : »

(38,5%)

, —  
 , ,  
 ( ).

(56,1%),

(53,1%)

, (57,9%) ,  
 . 39,2%

, .  
 , .  
 , .  
 )

( .1).

1 —

	« »	1 . ; 2. ; 3.
,		1. 2. , .
		150^ ^ ^ ^ ^ ,
		1 . « 2. » . 3. ,

« XXI : »

2 -

	2,5%,

[10].

-

;

-

,

,

:

,

,

;

;

,

;

(

« »).

.

.

-

.

,

,

,

.

,

,

,

,

,

.

,

.

1. . . .  
. 2005. . 1. . 2-10.

*II*

2. Farber, S. Material and Non-Material Work Incentives as Ideologies and Practices of Order // Review of Radical Political Economics. 1982, 14, . 4. .: 29-39

3. Yang, F.; Gao, Yu. Study on Non-material Incentives of Modern Enterprise Management in Our Country / : 2nd International Conference on Economic, Business Management and Education Innovation (EBMEI 2014): Singapore, NOV 05-06, 2014.

: Lecture Notes in Management Science. 2014, 43, C.: 14-17.

4. . . . :

- . 2015. 315 .

5. . . . ; . . .

// . 2019. . 3. 1

(28). . 574-577.

6. Xu, H.; Li, Yu.-M. The Influence of Non - material Incentives Based on Team Trust Cognition on Innovation Performance / : 3rd Annual International Conference on Management Science and Engineering (MSE): Guilin, Peoples R China, AUG 18-20, 2017.

: AEBMR-Advances in Economics Business and Management Research. 2017, 50. C.: 153-156.

7. . . . .

»//. . 2017. . 7. . 1 (25). . 252-261.

8. Zunac, A.G.; Buntak, K.; Tisler, P. Size of a Company and Its Impact on Perception of Intangible Motivation // International Journal for Quality Research. 2019, 13, . 1. .: 3-12.

9. Yoon, H.J.; Sung, S.Y.; Choi, J.N.; c . Tangible and Intangible Rewards and Employee Creativity: The Mediating Role of Situational Extrinsic Motivation // Creativity Research Journal. 2015, 27, . 4. .: 383-393.

10<sup>^^^^^^</sup>) . . . .  
// . 2020. . 3. . 79-85.

## REFERENCES

1. Gerchikov, V.I. Nematerial'noe stimulirovanie personala // Motivaciya i oplata truda. 2005. 1.8.2-10.

2. Farber, S. Material and Non-Material Work Incentives as Ideologies and Practices of Order // Review of Radical Political Economics. 1982, Tom 14, Vyp. 4. S.: 29-39

3. Yang, F.; Gao, Yu. Study on Non-material Incentives of Modern Enterprise Management in Our Country / Konferenciya: 2nd International Conference on Economic, Business Management and Education Innovation (EBMEI 2014): Singapore, NOV 05-06, 2014. Seriya knig: Lecture Notes in Management Science. 2014, Tom 43, S.: 14-17.

4. Belozerova, S.I. Kak rasshirit' social'nye funkcii zarabotnoy platy: Uchebnoe posobie - M. 2015. 315 s.

5. Logachev, V.O.; Logacheva, K.O. Nematerial'noe stimulirovanie na predpriyatii kak sposob podderzhki vysokokvalificirovannykh specialistov // Alleya nauki. 2019. T. 3. 1 (28). S. 574-577.

6. Xu, H.; Li, Yu.-M. The Influence of Non - material Incentives Based on Team Trust Cognition on Innovation Performance / Konferenciya: 3rd Annual International Conference on Management Science and Engineering (MSE): Guilin, Peoples R China, AUG 18-20, 2017. Seriya knig: AEBMR-Advances in Economics Business and Management Research. 2017, Tom 50. S.: 153-156.

7. Suhorukova V.V., Yakovleva E.A., Azarova N.A. Metodika modelirovaniya planovykh i fakticheskikh znacheniy strategicheskikh pokazateley social'no-ekonomicheskogo razvitiya Voronezhskoy oblasti na primere pokazatelya «Proizvoditel'nost' truda v promyshlennosti»//Lesotekhnicheskii zhurnal. 2017. T. 7. 1 (25). S. 252-261.

8. Zunac, A.G.; Buntak, K.; Tisler, P. Size of a Company and Its Impact on Perception of Intangible Motivation // International Journal for Quality Research. 2019, Tom 13, Vyp. 1. S.: 3-12.

9. Yoon, H.J.; Sung, S.Y.; Choi, J.N.; s soavtorami. Tangible and Intangible Rewards and Employee Creativity: The Mediating Role of Situational Extrinsic Motivation // Creativity Research Journal. 2015, Tom 27, Vyp. 4. S.: 383-393.

10. Tret'yakova L.A. Podgotovka upravlencheskikh kadrov na osnove dual'nogo obrazovaniya // Menedzhment v Rossii i za rubezhom. 2020. 3. S. 79-85.