

THE SPECIFICS OF MANAGEMENT EFFECTIVE STAFF MOTIVATION IN E-COMMERCE

Vinnitsia National Technical University

Abstract. *The article discusses the features of the labor market in the field of e-commerce and identifies the most popular and sought-after professions in this field of activity. The main motivational aspects in e-commerce were identified and analyzed. It was also described the most effective methods of managing staff motivation in e-commerce, both from a foreign and domestic point of view.*

Keywords: *e-commerce, labor market, top managers, motivation, management, personnel, efficiency.*

СПЕЦИФІКА УПРАВЛІННЯ ЕФЕКТИВНОЮ МОТИВАЦІЄЮ ПЕРСОНАЛУ В Е-КОМЕРЦІЇ

Анотація. *Розглянуто особливості ринку праці в сфері е-комерції та визначено найбільш популярні і затребувані професії в даній сфері діяльності. Виділено та проаналізовано основні мотиваційні аспекти в е-комерції. Виокремлено найбільш ефективні методи управління мотивацією персоналу в е-комерції як із зарубіжної, так і вітчизняної точки зору.*

Ключові слова: *е-комерція, ринок праці, топ-менеджери, мотивація, управління, персонал, ефективність.*

The rapid development of the e-commerce market, the active use of Internet technologies by companies and the growth of start-ups led to changes in the labor market, formed new trends and significantly changed the basic rules for motivating staff in the digital space [1,2]. The leaders in the ranking of the most demanded professions have changed, and the very system of personnel motivation has changed. Internet projects, startups and other companies operating in the e-commerce market need different specialists at different stages of development. In addition, there are many nuances regarding the design of employees and their motivation.

The term electronic commerce (e-commerce) refers to a business model that allows companies and individuals to buy and sell goods and services over the Internet [3]. E-commerce draws on technologies such as mobile commerce, electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange (EDI), inventory management systems, and automated data collection systems.

Based on the foregoing, it follows a logical conclusion that work in e-commerce requires highly qualified personnel. Especially when it comes to the top-management of the company. Therefore, material motivation is not the root cause and the most effective motivational factor, since the minimum wage in this area exceeds the average salary, as a rule, by two to three times. Non-material methods of motivation come to the fore.

There are very important for companies that work in e-commerce and are looking for good specialists is to strengthen the employer brand. According to a source [1] 85% of applicants will send resumes first of all to companies that told about themselves as employers. Also, 84% of employees are inclined to change their current job if they are offered a vacancy in a company with an outstanding reputation. Therefore, employers need to develop their brand. The most effective tools for this are:

- relationship with respect to their employees;
- creation of such product or service that people would like to work in the given company.

The top 10 most in-demand professions [1,4] included: e-commerce director, omni-channel director, SEO, Big Data director, marketplace director, chief of department of digital marketing and other senior positions in various areas of e-commerce (Fig. 1). It should be noted that the majority of employers believe that strong managerial skills (71%) are sufficient for a successful career in e-commerce [4]. Experience in e-commerce is considered mandatory by 57% of respondents, and 29% believe that a top manager needs a diverse background.

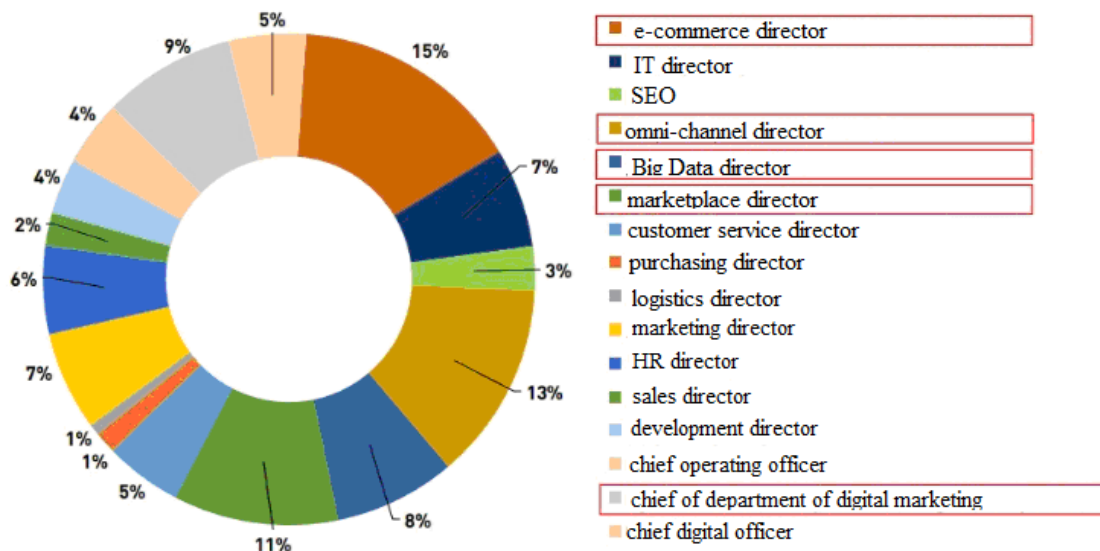


Figure 1. The most demanded professions in e-commerce

Regarding the basic motivational aspects in e-commerce, that foreign experts suggest the following: [5,6]:

1. Invest in Your Employees. Investing in your employees through continued on-the-job training ensures that you have a well-trained staff, shows your employees that you care about their growth and career options, and increases the efficiency of your operations: “mentoring, coaching, suggesting additional training or coursework – all of these can be helpful to employees, and highly valued”.

2. Rewards. A classic way to motivate employees is through incentives and rewards. You can provide bonuses based on exceptional performance reviews, to your top managers performers, or to employees who have stayed with the company for a certain amount of years. You can also award prizes based on individual goals that employees set with their manager by tracking their progress through self evaluations and performance reviews. Offer recognition through an Employee of the Month program that rewards staff members who surpass expectations, have exceptional attitudes, and exceed performance goals. You can even create teams within your staff and reward based on group performances to build teamwork and employee collaboration.

3. Gamification and Non-Monetary Incentives. Motivating your employees doesn't need to be all business - it can be fun too. E-commerce is an exciting industry, and that positivity and enthusiasm should be a part of your incentive program. Employees that enjoy coming into work and genuinely have a great time while they're there have a contagious energy that customers are sure to notice. Engaging your employees doesn't have to always involve cash or financial rewards – get creative! Create short-term games that all employees can take part in. Like, if it is in relation in the sales department, the first one to sell a new product gets to go home early or in a week gets to pick the background music on Sunday. Also, don't forget the importance seminars, master classes, and conferences: professional development opportunities are a great way to motivate employees while also helping them hone their skills. Keeping things fun and engaging is the job of management, and it's important for all supervisors to embody the attitude that you want your employees to repeated.

4. Monitoring the effectiveness of motivation. Employees motivated to do better need to know what is expected of them and where they stand. Once you've implemented the strategies to motivate employees, make sure that schedule regular check-ins to track their satisfaction and progress. Regular performance reviews in the form of one-on-one meetings with management are a great way to hear what your employees like about your incentive programs, what they think is working, and what they'd improve. Encourage management to meet with each direct report once a month for a formal meeting, and be available for more impromptu discussions throughout the week to address any issues that arise. It's also the perfect time for your management team to outline what is expected of the employees and discuss strengths and areas of opportunity with each individual.

5. The right company vision. The right company vision is not only a motivational poster on the wall. For long-term success, it is crucial that you impart your company vision to your employees. Implement your

vision consistently in all areas of your business, whether in strategy, short-term, or long-term goals, and be an example and trailblazer for your employees.

6. Clear Communication. Communication, as is often the case, is the key to successful cooperation. Leaders unfortunately often fail to give clear directives, causing demotivation. So give your employees all the information they need. Clear communication and transparency will lead to better results in the long run.

7. Give meaning to their work. Just as important as clearly communicating tasks is making sure your employee's work has meaning. A person who does not understand why they are doing something will approach their work with much less motivation. By giving meaning, you will motivate your employee and at the same time make it easier for them to do their job well.

8. Abolish outdated hierarchies. Senseless behavior patterns and completely outdated hierarchies – such relics from the past demotivate your employees. Examine your staff structure regularly, because unfounded positions of power in particular will deter your team.

9. Persistent optimization of company processes. When you involve your employees in process optimization, you benefit two ways. For one, your team knows your company well and knows where problems can arise during day-to-day operations. For another, it is highly motivating to implement one's own suggestions for improvement.

10. Recognize strengths – promote talent. People are most motivated if they do what they are good at. Recognize your employee's talents and use their strengths accordingly. Good leadership almost automatically motivates your staff, as every individual in the team makes a contribution to the overall result.

If we talk about the most important domestic motivators, then the system of motivational values was distributed as follows:

- new intellectual challenges;
- interesting projects or startups;
- the ability to combine work on several projects;
- options;
- delegation of authority (lack of hierarchy within the project team and project activities);
- flexible schedule, more vacations and time outside of work.

Summing up, it should be noted that the work considered the features of the labor market in the field of e-commerce and identified the most popular and sought-after professions in this field of activity. Also, the main motivational aspects in e-commerce were identified and analyzed and the most effective of them were characterized, both from a foreign and domestic point of view.

СПИСОК ВИКОРИСТАНОЇ ЛІТЕРАТУРИ

1. Омельчук Н. HR в электронной коммерции: как развитие e-commerce меняет рынок труда? URL: <https://psm7.com/reportage/hr-v-elektronnoj-kommercii-kak-razvitie-e-commerce-menyaet-rynok-truda.html>
2. Nikiforova L.O. Use of innovative information technology in e-commerce and digital economy. *Innovation and Sustainability*. URL: <https://ins.vntu.edu.ua/index.php/ins/issue/view/2>
3. Bloomenthal A. Electronic Commerce. URL: <https://www.investopedia.com/terms/e/ecommerce.asp>
4. Топ-менеджмент в e-commerce: развитие карьеры, межотраслевые переходы, мотивация. URL: <https://www.shopolog.ru/metodichka/analytics/top-menedzhment-v-e-commerce-razvitie-kar-ery-mezhotraslevye-perehody-motivaciya/>
5. Ufford L. Retail Management: How to Motivate Employees to Optimize Productivity. URL: <https://www.shopify.com/retail/retail-management-how-to-motivate-employees-to-optimize-productivity>
6. Ways to motivate employees in e-commerce. URL: <http://blog-karatbars.de/en/wege-um-mitarbeiter-im-e-commerce-zu-motivieren/>

Нікіфорова Лілія Олександрівна - канд. екон. наук, доцент, доцент кафедри економіки підприємства і виробничого менеджменту, Вінницький національний технічний університет, email: nikiforovalilia@gmail.com

Ткачук Олександр Юрійович – студент гр. МПОУз-20мз, факультет менеджменту та інформаційної безпеки, Вінницький національний технічний університет.

Nikiforova Liliia Oleksandrivna - Ph.D. (Econ.), Associate Professor, Associate Professor of the Department of Economic Enterprise and Production Management, Vinnytsia National Technical University, Vinnytsia.

Tkachuk Oleksandr Yuriyovych – student of gr. MEOIc-20sc, Faculty of Management and Information Security, Vinnytsia National Technical University.