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MANAGEMENT OF THE MOTIVATION AND INCENTIVE SYSTEM OF WORK OF TEACHERS

Аннотация: в статье рассматриваются основные вопросы, связанные с управлением мотивационной и стимулирующей системой работы педагогических работников. Стабильная система мотивации и стимулирования способствует повышению профессионального уровня, развитию компетенций педагогической сферы.

Ключевые слова: управление, мотивация, стимул, система стимулирования, педагогические работники, формы оплаты труда, принципы оплаты труда.

Abstract: the paper is devoted to the main issues related to the management of the motivation and incentive system of the work of pedagogical workers. The stable motivation and incentive system contributes to raising the professional level, developing the actual competencies of the pedagogical sphere.

Keywords: *management, motivation, incentive, the motivation and incentive system, pedagogical workers, forms of labor remuneration, principles of labor remuneration.*

In modern conditions, school management is one of the most complicated organizational processes, therefore, the head should have theoretical and practical skills from the field of management, in addition to professional knowledge in the field of pedagogy.

The quality of education depends, in fact, on the level of professionalism of the teaching staff of the school, that is why raising of the professional level of teachers and creating the necessary competencies are integral aspects of the modernization of the education system. In this regard, there is a need to ensure a sustainable motivation for professional development, to determine the system of material and moral incentives for teachers, who, by their attitude to professional activity, will be able to work qualitatively in constantly changing conditions.

It should be noted that the motivation and incentive system is one of the urgent and significant problems of the personnel policy of the educational organization, and, accordingly, the fundamental condition for achieving new results and a new quality of education.

The issue of managing the motivation and incentive system of pedagogical workers is particularly significant for today, which is due, first of all, to the mission that the teacher performs in the process of becoming of a growing generation. Thus, to interest teachers in professional development means to ensure success in the development of the school.

Competent management of the professional development of teachers by the school administration assumes an individual approach, it is necessary to give the employee what he or she really wants and what he or she is striving for, because every person is motivated by various factors. An important point is that the work of teachers is not always perceived as prestigious, but, nevertheless, remains creative, requiring constant development and self-giving. The following are the main tools of the motivation and incentive system of teachers: [2, p. 11]:

- employee compensation – wages, bonuses, payments from the incentive part of the payroll of the educational organization;
- honorable recognition of an individual through letters of appreciation, valuable gifts, gratitude, etc.;
- public recognition of group activities, for example, the delivery of souvenirs to all members of the group;
- personal recognition by directing through expressions of gratitude, birthday greetings, etc.

It should be noted that one of the main sources of the need to improve the motivation and incentive system in the educational organization is a relatively low level of payment for pedagogical work. The salaries of teachers increased 2 times between 2010 and 2015, but if you go deeper into the analysis of indicators taking into account inflation, it turns out that the actual purchasing power of the teacher either remained the same or the increase was insignificant [4, p.97]. Thus, the wage premium has a stimulating effect on the pedagogical worker, motivates him to professional development, emphasizes its importance for the educational organization.

Competent management of motivation and incentive system of teachers by the administration of the educational institution allows to ensure a positive dynamic of the quality of work of pedagogical workers [1].

The motivation and incentive system should include those incentives that generate exactly the expected behavior in the employees; be clear, transparent and objective. Only in this case the system of motivation and stimulation will bring a positive effect. Ensuring the operation of the system assumes the following principles [3]:

- organization;
- flexibility;
- performance;
- efficiency;
- sequence;
- availability of feedback.

A well-established system of motivation and incentives is the foundation of stability and competitiveness of any organization.

The modern director needs to take into account that changes in the external environment affect the motivational component, so the motivation and incentive system should be filled with new tools and opportunities, since it is an important part of management activity.

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