



ARTÍCULOS

UTOPIA Y PRAXIS LATINOAMERICANA. AÑO: 25, n° EXTRA 10, 2020, pp. 208-219
REVISTA INTERNACIONAL DE FILOSOFÍA Y TEORÍA SOCIAL
CESA-FCES-UNIVERSIDAD DEL ZULIA. MARACAIBO-VENEZUELA
ISSN 1316-5216 / ISSN-e: 2477-9555

Solutions to Increase the Efficiency of Staff Activity

Soluciones para aumentar la eficiencia de la actividad del personal

ELENA GADZHIEVA

<https://orcid.org/0000-0003-4662-0072>

beliki@mail.ru

Astrakhan State University,
Russian Federation

LIUDMILA KHORUZH

<https://orcid.org/0000-0003-3061-1374>

dka1955@mail.ru

Russian State Agrarian University, Russian Federation
Moscow Timiryazev Agricultural Academy Moscow,
Russian Federation

VLADIMIR OSIPOV

<https://orcid.org/0000-0003-3109-4786>

vs.ossipov@gmail.com

MGIMO University, Moscow, Russian Federation

MAGOMED TASHTAMIROV

<https://orcid.org/0000-0002-6777-3863>

basxo@yandex.ru

Chechen State University, Russian Federation

Este trabajo está depositado en Zenodo:
DOI: <http://doi.org/10.5281/zenodo.4155499>

ABSTRACT

The main problems of the personnel component of the public civil service of the Russian Federation (transparency improvement, informatization development of processes and procedures of personnel activity, and the application of up-to-date management approaches) show the need of the state and society for a highly competitive system of the public administration as a whole. The study findings are correlated with the data from all-Russian studies which note that most people apply for public service to earn a living. Various changes in an organization, its growth, and reorganization require the adjustment of the motivation system to changing factors.

Keywords: Human resource management, motivation, public servant, public service.

RESUMEN

Los principales problemas del componente personal del servicio público de la Federación Rusa (mejora de la transparencia, desarrollo de la informatización de los procesos y procedimientos de la actividad del personal, aplicación de enfoques de gestión actualizados) muestran la necesidad del Estado y la sociedad por un sistema altamente competitivo de la administración pública en su conjunto. Los hallazgos del estudio están correlacionados con los datos de toda Rusia que señalan que la mayoría de las personas solicitan el servicio público para ganarse la vida. Varios cambios en una organización, su crecimiento y reorganización requieren el ajuste del sistema de motivación a factores cambiantes.

Palabras clave: Gestión de recursos humanos, motivación, servicio público, servidor público.

Recibido: 30-08-2020 Aceptado: 25-10-2020



INTRODUCTION

According to the Russian Association for Innovative Development, the Russian Federation currently occupies the place only within the beginning of the second hundred on the top of public servants' work efficiency (Russian Association for Innovative Development: 2017). Such a state of affairs undoubtedly requires the reform of the Russian public service, which is being conducted today. The reform of the public service, being implemented in our country, is aimed at improving its effectiveness, which should result in the improvement of the activities of separate authorities at federal, regional and municipal levels, improvement of existing mechanisms and the introduction of new ones that allow for the achievement of higher quality and efficiency of public administration in the country (Morozova et al.: 2019; Akhmadeev et al.: 2019; Federal Law: 2004; Saenko et al., 2019).

The efficiency of the public service system of the Russian Federation is largely due to the validity of the professional personnel recruitment and work of professional personnel. The analysis of the relevant scientific papers and statements of the top public officials of the state show that the motivation of public servants is of great importance in the transformation of the public service of the country because the problem of transparency and submission to the control of the society of the state institutions is directly related to the problem of the motivation of public servants - people employed in the public service.

METHODS

Among the main problems of the personnel component of the public service of the Russian Federation, experts and researchers (Turchinov & Magomedov: 2010; Regaña et al., 2019; Tavokin: 2010; Soltero Lopez and Lopez, P., 2020; Bukharina et al., 2014) point out the following ones.

Firstly, it is a problem of the personnel recruitment of the Russian state service, its reasonable recruitment and development, requiring the heads and employees of the relevant departments of the state bodies to fundamentally revise and modernise the methods and technologies used for the management of public service personnel. In this regard, it should be noted that this modernisation should be brought into action on the basis of modern scientific and practical achievements and best human resources practices of both state and commercial structures (Prodanova et al.: 2019a, pp.2075-2078; Rapoport, 2020).

Secondly, modern civil society, as emphasized by A.I. Turchinov and K.O. Magomedov imposes ever-increasing requirements upon the public service both in Russia and foreign countries while in the Russian practice the assessment of the professional performance of public servants has a weak relation to the quality of public service provision by authorities to citizens and organizations. In this regard, it seems appropriate to promote the development of managerial personnel of a new type without which they cannot be considered politically and socially sufficient. This process can be carried out through the establishment of new systems of territorial administration aimed at real and sustainable growth of the living standards of the population (Turchinov & Magomedov: 2010; Dunets et al.: 2019, pp.1217-1229; Puryaev et al.: 2019).

In the Russian Federation, the "ideal image" of a public servant has such professional and personal traits as loyalty to country and people, desire to be of benefit to society and state, professionalism, justice and respect for laws, responsibility for the professional activity, fidelity to principles, benevolence to other people. That is, the conclusion is obvious that the public servants in the public consciousness in Russia and foreign countries are subject to higher and stricter requirements than those that are used to assess the behaviour of ordinary citizens (Kressler, 2020; Yemelyanov et al.: 2020; Petukhov et al., 2018; Prodanova et al., 2019b). Practically, the image of a public servant in the mass consciousness of Russian citizens is mainly negative. In particular, Magomedov K.O. identifies three groups of negative qualities which are more characteristic of public servants according to the survey results:

- Professional activity: bribery, bureaucracy, corruption, disrespect for laws, and private interests;

- Professional ethics: indifference and disrespect for people, dishonesty, lack of fidelity to principles;
- Professional functions: irresponsibility for official duties and imitation of activity (Magomedov: 2004).

The results of sociological researches carried out by the professionals of the Division of Public Service and Personnel Policy of the Russian Presidential Academy of Public Administration (RPAPA) make Tavokin E.P. conclude that the assessment of the personnel of the federal state service of Russia has recently tended to be characterized negatively, i.e., the situation is getting worse (Tavokin: 2010).

The public servants themselves, as Tavokin E.P. indicates, quite adequately assess the negative traits of a public servant's image specified by the citizens: 73.7% of public servants consider the image "more negative than positive", 14.5% - "negative", 7.6% - neither agree nor disagree (Tavokin: 2010; Bykanova et al.: 2017, pp.70-84; Sedov et al., 2014; Gabidullina et al., 2019).

The studies carried out by Russian specialists indicate the need for targeted efforts by the state to improve the image of public servants in the public consciousness. It is necessary to constantly study and evaluate public opinion about the effectiveness of the public service, introduce the advanced methods of work with personnel and effective technologies into human resource management activities which are intended to contribute to the correct motivation of public servants, improve their professional competence and, as a result, strengthen the authority and prestige of the public service (Akhmadeev et al.: 2019, pp.1197-1216).

Thirdly, there should be mentioned the problem with the lack of information and automation of a number of personnel procedures. In light of this, the activities of public service bodies often require to be more greatly focused on their consumers - individual citizens and society as a whole. Owing to that, it is necessary:

- Improve the transparency of both the activity of public service as a whole and separate mechanisms and procedures for the development and movement of personnel;
- Develop the system of transparency and accessibility to information of various kinds;
- Ensure the public openness of personnel processes and lack of protectionism;
- Improve the effectiveness of public authorities.

It should be noted that some work is being already conducted. In particular, one form of transparency of personnel procedures is the significant growth of the number of external experts in the evaluation and certification commissions who are not public servants, and they are from public councils, educational institutions, etc., i.e., the persons who are not directly employed by state bodies and, therefore, are not interested in making a predetermined decision (Dunets et al.: 2020, pp.2213-2227).

Fourthly, the researchers mention the absence of an independent authority for the management of the public service in Russia as one of the problems of the public service of the Russian Federation. The missing of an independent and competent authority of public service has resulted in the lack of mechanisms to protect the professional competence of civil servants. This problem is one of the reasons for the fact that a number of personnel procedures in the authorities, for instance, certification, is carried out just for the procedure and is a bureaucratized procedure and is not a real means of ensuring a high level of professionalism of the public authority personnel (Kuzhaeva et al.: 2019).

All these problems, namely, the improvement of transparency, development of informatization of processes and procedures of human resource management activities, application of up-to-date management approaches in the Russian public civil service, show the need of the state and society for a highly competitive system of public administration as a whole.

The Russian and foreign experience of developing the system of staff motivation in state and municipal authorities and public servants prove that the problem of finding the mechanism to improve the efficiency of their activities, issues of evaluation of their work and its payment are of current interest all over the world. The experience of reforming the public service systems of different countries shows that this system goes far

beyond the raise of payments, clearer differentiation of salaries according to qualification and experience, the volume of benefits granted.

As it is known, the Ministry of Labor and Social Protection of the Russian Federation has developed many measures and methods in recent years that in one way or another affect the motivation of public servants, persons filling positions in the public civil service and other employees of state administration bodies. These methods are being developed and improved, but in a few years ahead they may have every chance of becoming a part of the activities of public authorities (Prodanova et al.: 2019c, pp.279-292).

Currently, the existing system of motivation of the personnel in public authorities and public servants is mainly implemented through strict administrative methods, and the special attention is paid to the control over the performance of functions, compliance of their activities with the established norms and procedures which provokes formal attitude to the performance of official duties or their non-performance.

With a view to the current problems of organizing the activities of state authority staff and public servants, the sociological study of the system of public servants' motivation of the Agency on Organization of Activities for Magistrates in one of the regions of Russia was carried out to clarify the aforementioned problems.

RESULTS

The research goal is to determine the directions, mechanisms, forms, and methods of improving the motivation of the staff of the Agency on Organization of Activities for Magistrates (Agency) in order to increase the personnel's job satisfaction.

The research objectives are:

- Identification of the factors, significantly influencing the attitude of Agency employees to their job and increase their job satisfaction,
- Identification of the problems and shortcomings of the motivation system,
- Identification of the conditions when employees can perform their job responsibilities more effectively,
- Design of measures for the upgrading of the motivation system of the Agency personnel.

To carry out the study, the questionnaire was developed; its questions are correlated with the data of all-Russian studies. The All-Russian studies of motivation and job satisfaction of public servants and other personnel members of authorities have been conducted for many years by the National Research University "Higher School of Economics" (NRU HSE), the Division of Public Service and Personnel Policy of RPAPA, as well as the scientists of the Russian Presidential Academy of National Economy and Public Administration (RPANPEA) (National Research University Higher School of Economics (NRU HSE): 2007; Turchinov & Magomedov: 2009; Turchinov & Kononenko: 2013).

47 respondents, including the employees of the Agency and the staff members of the regional courts of justice of the peace, which is about 25% of the total staff, participated in the survey.

Then, the qualitative composition of respondents is worth discussing.

The gender structure of the respondents is characterized by the following ratio: the women make 91.5% and men – 8.5%. The majority of the respondents (78.2%) have one higher education, and 21.8% - several higher educations.

Mainly young employees under 40 years of age participated in the survey: 31.9% of respondents - under 30 years and 51.1% - at the age of 31-40 years. A small number of respondents are older employees: 14.9% – aged 41-50 and 2.1% – aged 51-60. The distribution of staff respondents by the length of service is shown in Figure 1.

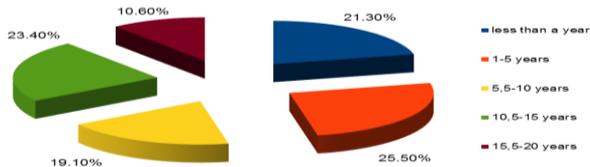


Figure 1. The distribution of the respondents by the length of service

Reasoning from the qualitative characteristics of the respondents, the average employee of the Agency who took part in the survey can be described as follows: a woman with higher education under 40 years of age and work experience within 15 years.

Describing the main groups of characteristics that a public authority employee should have, the respondents highlight professional knowledge, skills, and experience. 98% of the respondents think that these traits are mandatory (Figure 2).

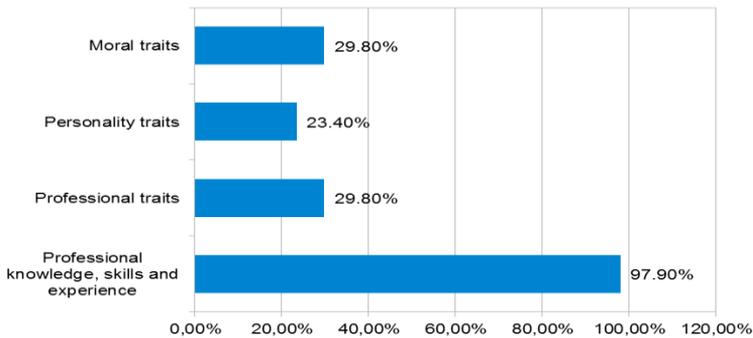


Figure 2. Main groups of characteristics that an employee of a public authority should have

All the other characteristics, such as professional and moral traits, personality traits, are of minor importance according to the respondents.

Characterizing the reasons for applying for the job in the public authorities in the subject of the Russian Federation (Figure 3), the respondents put to the 1st place the possibility of obtaining guarantees for stable job and position. That was pointed out by 68.1% of the respondents.

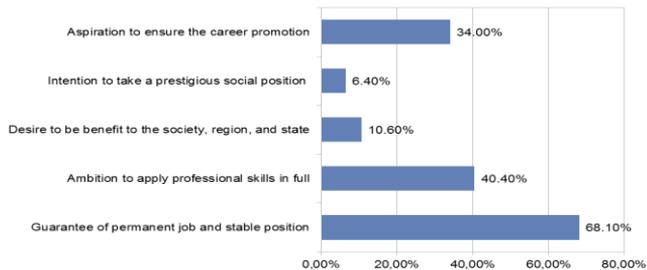


Figure 3. Reasons for applying for the job in the public authority

40.4% of the respondents also mention the ambition to fulfil their professional skills more fully, and 34% of the respondents indicate the aspiration to ensure the career prospects among the significant reasons.

The results obtained in this research part are correlated with the data of the above-mentioned all-Russian studies which have repeatedly noted the persecution of self-interests applying for the job in public authorities and, in particular, the state civil service. It is meant that people work in the public authorities to ensure the stability of their position, establish useful relationships, gain valuable experience and advance their skills. Specifically, E.P. Tavokin emphasises that the general trend in the motivation to work in public authorities is the increasing importance of personality-oriented factors and decline in the importance of the role and factors oriented to the service for the society (Tavokin: 2010).

Among other things, the same is pointed out by the fact that the Russian public servants and other employees of state bodies express their dissatisfaction with the level of financial remuneration as reasons for dissatisfaction with their job for several years. This factor ranks first and is of increasing importance. The lack of prospects for career advancement takes the second place among the reasons for dissatisfaction, that is, the career aspirations of employees who are not at all oriented to achieve social goals (Tavokin: 2010).

So, the results of the survey of Agency staff's opinion confirm the earlier findings by other researchers (Table 1). 100% of the respondents point out the low salaries as the main reason for job dissatisfaction in the state body, the second place takes a vast amount of work which was proved by 59.6% of the respondents, and 25.5% of the respondents put in the third place the fact that the work of a public servant, in their opinion, is little valued by the society. Besides, a rather significant reason for dissatisfaction is the lack of promotion prospects, which is noted by 17% of the respondents. The other reasons for job dissatisfaction in public authority are minor.

Reasons	% of the respondents
1. Reasons of dissatisfaction with the job in the public authority:	
- low salary	100
- a vast amount of work	59.6
- the work of a public servant is little valued by the society	25.5
- lack of promotion prospects	17
- dissatisfaction with the relations with chiefs	10.6
- lack of clear criteria of work results	6.4
- the level of qualification is higher than that is required to perform the duties	6.4
- relationships with colleagues are unsatisfactory	6.4
- job content is unsatisfactory	2.1
- there are no tangible results of work	2.1
- disrespect for the institute of magistrates by citizens	2,1
2. Reasons that make the employees to quit the job in a public authority:	
- low salaries	100
- overtime workload and tight schedule	57.4
- lack of career prospects	19.1
- challenging emotional climate	14.9

Table 1. Reasons for job dissatisfaction in a public authority and main reasons that make employees quit

Table 1 highlighted the main reasons for quitting the job by the Agency staff where 100% of the respondents also mentioned low salaries and 57.4% of the respondents are not satisfied with the overtime workload and extremely busy working hours. Thus, the reasons that make the staff feel disappointed with the job in the Agency encourage the staff to quit.

Describing the satisfaction of employees with their job in the public authority understudy, it should be specified that the opinions of the respondents are distributed approximately equally (Figure 4): 46.8% are generally satisfied with their job, and 42.6% do not feel satisfied with their job. The rest of the respondents find it difficult to answer the question unequivocally.

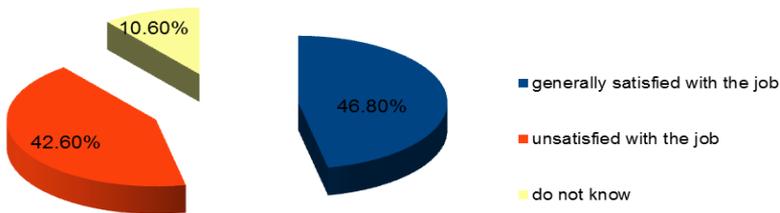


Figure 4. The respondents' job satisfaction

Such a rather negative assessment of the situation should be a cause to concern for the managerial staff as a very large proportion of staff are unsatisfied and will, therefore, seek either to reduce their work efficiency (working on the principle of "least efforts") or to find another place of work, which will eventually lead to the high turnover of staff.

So, special attention should be paid to the factors and causes of dissatisfaction and to the factors contributing to the improvement of satisfaction from the activities in order to take measures to eliminate "bottlenecks" in the staff's work and improve the efficiency of both the work process and the mechanisms for staff motivation.

The staff members, the survey participants, point out the factors that can positively influence their attitude to work and increase satisfaction (Table 2): stable salaries, payment for real work results, good promotion prospects, the possibility of professional development (training, retraining, advanced training), and provision of social guarantees during the employment). Other factors and tools are not important to the Agency staff.

Factors	% of the respondents
Stable salary	63.8
Payment for real work results	48.9
Good perspectives for promotion and career	42.6
Possibility for professional development	31.9
Provision of social guarantees during the work	25.5
Timely and objective assessment of the duty performance by managerial staff	12.8
Potential for rising social status	10.6
Well-deserved salary	8.4

Table 2. Factors that can affect the attitude to the job and improve job satisfaction

As for the most significant and effective methods for staff motivation, 100% of the respondents unanimously put economic motivation through salaries and other types of remuneration in the first place (Figure 5).

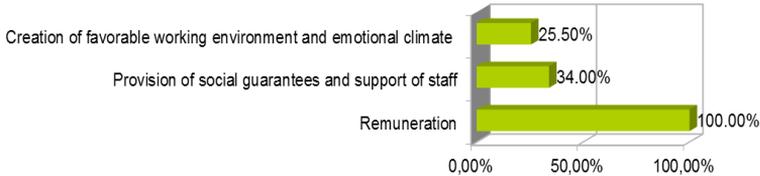


Figure 5. The most important and effective methods for staff motivation

The second most important motivation method is, in the respondents' point of view, the provision of social guarantees and support for all staff of the organization. In third place, in terms of influence efficiency, there is the creation of a favorable working environment and emotional climate among the staff members according to 25.5% of the respondents. The respondents do not consider intangible motivation (without payments) to be an effective way at all to encourage the employees to work effectively.

The obtained results are fully consistent with the researches carried out in the Russian Federation by NRU HSE, Division of Public Service and Personnel Policy of RPAPA as well as by the scientists of RPANEPA when it was repeatedly found out that most people apply for the public service and job in state authorities mainly for earning money to live on (National Research University Higher School of Economics (NRU HSE): 2007; Turchinov & Magomedov: 2009; Turchinov & Kononenko: 2013).

The respondents' responses to the final question of the questionnaire on the urgent changes required to improve the effectiveness of the authority under investigation are distributed as follows (Figure 6).

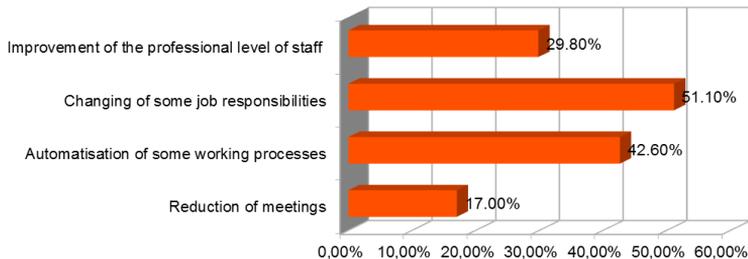


Figure 6. The responses to the question “What would you change in the organization of the working process to improve the effectiveness of the public authority activity?”

As it follows from the responses of the Agency staff, the most important changes should relate to the adjustment of the job responsibilities of some staff categories, as well as the automation of some working processes, which, in our view, correlates with the previously identified reasons for dissatisfaction of the authority staff understudy and leaving the job by some staff members, i.e., enormous amount of work, overtime workload and a tight schedule. In this regard, the staff members' dissatisfaction with payments is also reasonable. Since the workload is huge and the content and conditions of work are not quite satisfactory, the remuneration received for this work seems inadequate and insufficient.

DISCUSSION

To sum up, it is possible to conclude that the Agency staff is most unsatisfied with a number of important parameters of their work, which have the greatest influence on motivation and efficiency:

- Vast workload;
- Low (inconsistent with the vast workload) salary;
- Lack of prospects for promotion and professional development;
- Quite unsatisfying working conditions.

So, the priority corrective actions should be aimed at eliminating the identified bottlenecks:

1. To create the favourable working environment and reduce the workload, respondents point out that it is necessary to automate some work processes, as well as to create an adequate working environment for the magistrates and delivering of justice.

2. To strengthen the motivation of the staff members, it is efficient:

- To develop the system of performance assessment criteria for different categories of the Agency employees and design the effective contract to link the incentive part of the salary to the performance of every separate employee;

- To introduce the mentoring system by developing the Mentoring Regulation. The most prominent employees should be appointed as mentors for beginners, receiving an extra payment in a certain amount (for the adaptation period of a new employee, e.g., for 2-3 months). It can be both the increase in the efficiency of the adaptation process for new employees (as a result, reduction of staff turnover) and a kind of bonus payment for successful employees, as well as opportunities for the professional development of staff;

- To use non-financial motivation elements to enhance the value and importance of the institution of magistrates to the society, in particular, to create an electronic board of honour where to mark and briefly describe the most extraordinary and professional employees.

CONCLUSION

The studies in this area show the need to introduce modern methods of personnel work and efficient technologies into personnel activities which are intended to contribute to the correct motivation of public servants, increase their professional competence and, as a result, increase the authority and prestige of the public service (Mineva et al.: 2020). The personnel of the state administrative apparatus remain the main driver of public service reform. The quality of making management decisions depends on the level of their competence, professional knowledge, readiness to work, internal interest in the results of work and a high motivation to work.

The personnel motivation system should be based on the analysis of personnel needs; it should be flexible, take into account professional and age-specific characteristics of employees. Each employee should know what is being rewarded or punished in the organization, which requires clear criteria for evaluating staff performance. Various changes in the organization, its growth, and reorganization involve the adaptation of the motivation system to changing factors.

BIBLIOGRAPHY

- AKHMADEEV, R, MOROZOVA, T, VORONKOVA, O & SITNOV, A (2019). "Targets determination model for VAT risks mitigation at B2B marketplaces". *Entrepreneurship and Sustainability Issues*, 7(2), pp.1197-1216.
- AKHMADEEV, R, REDKIN, A, GLUBOKOVA, N, BYKANOVA, O, MALAKHOVA, L & ROGOV, A (2019). "Agro-industrial cluster: supporting the food security of the developing market economy". *Entrepreneurship and Sustainability Issues*, 7(2), pp.1149-1170.
- BUKHARINA, I. L., ZHURAVLEVA, A. N., DVOEGLAZOVA, A. A., KAMASHEVA, A. A., MUHAMETNAGIMOVNA, S. A., & KUZMIN, P. A. (2014). "Physiological and biochemical characteristic features of small-leaved lime(*tilia cordata* mill.) in urban environment". *Advances in Environmental Biology*, 8(13), 79-83.
- BYKANOVA, OA, AKHMADEEV, RG, KOSOV, ME, PONKRATOV, VV, OSIPOV, VS & RAGULINA, YV (2017). "Assessment of the economic potential of sovereign wealth funds". *Journal of Applied Economic Sciences*, 12(1), pp.70-84.
- DUNETS, AN, VAKHRUSHEV, IB, SUKHOVA, MG, SOKOLOV, MS, UTKINA, KM & SHICHIYAKH, RA (2019). "Selection of strategic priorities for sustainable development of tourism in a mountain region: Concentration of tourist infrastructure or nature-oriented tourism". *Entrepreneurship and Sustainability Issues*, 7(2), pp.1217-1229. doi:10.9770/jesi.2019.7.2(29)
- DUNETS, AN, YANKOVSKAYA, VV, PLISOVA, AB, MIKHAILOVA, MV, VAKHRUSHEV, IB & ALESHKO, RA (2020). "Health tourism in low mountains: A case study". *Entrepreneurship and Sustainability Issues*, 7(3), pp.2213-2227. doi:10.9770/jesi.2020.7.3(50)
- FEDERAL LAW (2004). No. 79-FZ "On the Public Service of the Russian Federation" dated 27.07.2004.
- GABDULLINA, F. I., KORGANBEKOV, B. S., MAKAROVA, V. F., ZAKIROV, R. A., & KAYUMOVA, G. F. (2019). "Concept «teacher» in language consciousness of students of philological faculty". *XLinguae*, 12(3), 45-54. doi:10.18355/XL.2019.12.03.04
- KRESSLER, B. (2020). "Critical Self-Reflection as Disruption: A Black Feminist Self-Study". *Journal of Culture and Values in Education*, 3(1), 21-38. <https://doi.org/10.46303/jcve.03.01.2>
- KUZHAIEVA, AA, DZHEVAGA, NV & BERLINSKII, IV (2019). "The processes of hydrocarbon conversion using catalytic systems". *Journal of Physics: Conference Series* 1399(2).
- MAGOMEDOV, KO (2004). "Sociological analysis of ethical problems of the public service". *State Service*.
- MINEVA, OK, ARUTYUNYAN, SA & GADZHIEVA, EA (2020). "Motivation and Stimulation of Work Activity". *Textbook*, Edited by Mineva O.K., Moscow: INFRA-M.
- MOROZOVA, TV, AKHMADEEV, RG, BYKANOVA, OA & PHILIPPOVA, NV (2019). "Harmonizing the valuation standards of the EEU agricultural companies". *International Journal of Recent Technology and Engineering*, 8(1), pp.2167-2177.
- NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS (NRU HSE), (2007). "Analytical review. Motivation factors in state civil service". Retrieved March 25, 2020 from the Federal Portal of Government Human Resources <http://rezerv.gov.ru/GovService.aspx?id=56&t=34>.
- PETUKHOV, I., STESHINA, L., & GLAZYRIN, A. (2018). Application of virtual environments in training of ergatic system operators. *Journal of Applied Engineering Science*, 16(3), 398-403

- PRODANOVA, N., SAVINA, N., KEVORKOVA, Z., KORSHUNOVA, L., & BOCHKAREVA, N. (2019c). Organizational and methodological support of corporate self-assessment procedure as a basis for sustainable business development. *Entrepreneurship and Sustainability Issues*, 7(2), 1136-1148. doi:10.9770/jesi.2019.7.2(24)
- PRODANOVA, NA, PLASKOVA, NS, BOCHKAREVA, NG, BABALYKOVA, IA, GAZIZYANOVA, YY & ZHERELINA, ON (2019a). "Integrated corporate reporting as an innovative business reporting model". *International Journal of Engineering and Advanced Technology*, 8(5), pp.2075-2078.
- PRODANOVA, NA, TROFIMOVA, LB, BASHINA, OE, KACHKOVA, OE, ILIENKOVA, ND & POLYANSKAYA, TA (2019b). "Approaches for obtaining audit evidence at fair value measurement". *International Journal of Economics and Business Administration*, 7(3), pp.279-292.
- PURYAEV, AS, PURYAEVA, ZA, KHARISOVA, AR & PURYAEV, AA (2019). "Investigation and explanation of mathematical tooling for accounting non-economic characteristics during the investment." projecteffectiveness' assessing process. *IOP Conference Series: Materials Science and Engineering*. <https://doi.org/10.1088/1757-899X/570/1/012074>
- RAPOPORT, A. (2020). "Editorial: Technologization of Global Citizenship Education as Response to Challenges of Globalization". *Research in Social Sciences and Technology*, 5(1), i-vii. <https://doi.org/10.46303/ressat.05.01.ed>
- REGAÑA, C., PIÑERO-VIRUÉ, R., & REYES-REBOLLO, M. (2019). "How Multimedia Support Collaborative Research: Best Practices". *Research in Social Sciences and Technology*, 4(2), 58-72. <https://doi.org/10.46303/ressat.04.02.5>
- RUSSIAN ASSOCIATION FOR INNOVATIVE DEVELOPMENT (2017). Retrieved March 25, 2020 from <http://rair-info.ru/publication/publication14>.
- SAENKO, N., VORONKOVA, O., VOLK, M., & VOROSHILOVA, O. (2019). "The social responsibility of a scientist: Philosophical aspect of contemporary discussions". *Journal of Social Studies Education Research*, 10(3), 332-345.
- SEDOV, S. A., VALĪEV, I. N., KUZMĪN, P. A., & SHARĪFULLĪNA, A. M. (2014). "On the issue of environment-oriented measures to eliminate the causes and reduce the effects of technogenic impact on the territory". *Biosciences Biotechnology Research Asia*, 11, 169-172. doi:10.13005/bbra/1456
- SOLTERO LOPEZ, A., & LOPEZ, P. (2020). "Expanding Our Reach: Cross-Institutional Collaborations and Teacher Preparation in Hispanic Serving Institutions". *Journal of Culture and Values in Education*, 3(1), 120-135. <https://doi.org/10.46303/jcve.03.01.8>
- TAVOKIN, EP (2010). "Public servants (Part 1: self-evaluation of efficiency, professional and moral qualities)". *Monitoring of Public Opinion*.
- TURCHINOV, AI & MAGOMEDOV, KO (2009). "Modern Problems of Personnel Policy and Personnel Management in Russia". Sociological analysis. Monograph, Moscow: RAGS.
- TURCHINOV, AI & MAGOMEDOV, KO (2010). "Personnel Potential of Public Service: Spiritual and Moral Problems". Monograph, Moscow: RAGS.
- TURCHINOV, AI, KONONENKO, TA & MAGOMEDOV, KO (2013). "Modern Personnel Policy and Personnel Management in Russian Organizations: Sociological Analysis". Monograph, Moscow: MAX Press.
- YEMELYANOV, V, NEDELKIN, A & YEMELYANOVA, N (2020). "Expert system software for assessing the

technical condition of critical lined equipment". doi:10.1007/978-3-030-37916-2_92

BIODATA

E.A. GADZHIEVA: Candidate of Economic Science, Assistant Professor, docent Chair of Management, Astrakhan State University. Research interests: tourism, sustainable tourism, regional economy, management, financial management. ORCID ID: <https://orcid.org/0000-0003-4662-0072>. *E-mail: beliki@mail.ru

L.I. KHORUZHYY: Russian State Agrarian University - Moscow Timiryazev Agricultural Academy Moscow, Russian Federation Timiryazevskaya street, 49, Moscow 127550 Doctor of Economics, Professor, the Head of the Department of Economics and management in agribusiness Research interests – accounting expertise, financial control, audit, financial reporting in accordance with sustainable development, management accounting ORCID ID: <https://orcid.org/0000-0003-3061-1374>. E-mail: dka1955@mail.ru.

V.S. OSIPOV: MGIMO University, Moscow, Russian Federation Prospekt Vernadskogo, 76, Moscow, 119454. E-mail: vs.ossipov@gmail.com. Doctor of Economics, Professor of Risk Management Department Research interests - institutional theory, market architecture, agricultural policy, state and political order. ORCID ID: <https://orcid.org/0000-0003-3109-4786>. E-mail: vs.ossipov@gmail.com.

M.R. TASHAMIROV: Chechen State University, Russian Federation, 364907, Grozny, Sheripov Street, 32. PhD in Economics, Associate Professor of Finance and Credit, Chechen State University. Expert in ensuring the sustainability of the banking system, development and balance of public finances, economic analysis of economic organizations and evaluation of their effectiveness. Scientific interests: regional economy, banking system, system of the interbudgetary relations, monetary and credit regulation, analysis of efficiency of financial and economic activity. ORCID ID: <https://orcid.org/0000-0002-6777-3863>. E-mail: basxo@yandex.ru.