

## **SALARY IMPACT ON THE LABOR BEHAVIOR OF EMPLOYEES**

Nursafa Gafurovna Khairullina<sup>\*</sup>, Oksana Vyacheslavovna Ustinova<sup>\*</sup>,  
Elena Anatolevna Soloveva<sup>\*\*</sup>, Gulnur Akhmerovna Sulkarnaeva<sup>\*\*\*</sup> and  
Nina Dmitrievna Kulishova<sup>\*\*\*\*</sup>

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Fair labor compensation is an integral component of successful performance of the modern enterprise. The objectivity and impartiality in labor assessment stimulate the employees, reveal their opportunities and abilities. And conversely, egalitarian system and subjectivity dramatically reduce the work motivation, provoke discontent and staff turnover. In order that the work was adequate to results and obtained objective compensation, many indicators must be taken into account: qualifications, work experience, education, work quality and quantity, skills, knowledge, initiative, abilities, etc. It is very difficult to set the salary scale, which takes into account these indicators.

Modern social studies prove the necessity of a direct dependence of the worker's payment amount on the achieved results. Meanwhile, there are two fundamentally different approaches to the priorities' definition in the chain: work performance – salary. In the first case, we can improve the work performance and, as a consequence, increase the salary. In the second case we can first increase the salary and ensure the high work performance due to the high motivation of the staff in the future.

The article presents the social survey findings of employees of governmental and nongovernmental sector organizations, aimed at showing the impact degree of employees work behavior on salary. The measures to enhance the stimulating role of salary are suggested.

**Keywords:** enterprise, labor activity, labor behavior, staff motivation, salary

### **INTRODUCTION**

The structure of labor behavior has a complex configuration as well as functional and target program and includes:

- cyclically recurring actions of the same type on the result, reproducing status and role standard states;
- marginal actions, which are formed in transition phases from one state to another;
- behavior patterns and stereotypes expressing deeply internalized sociocultural examples, elements of professional subculture and corresponding ways and methods of communicating, communication and symbolic actions;

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<sup>\*</sup> Tyumen Industrial University, Volodarskogo Street, 38, Tyumen, Russia, 625000

<sup>\*\*</sup> Tyumen State University, Volodarskogo Street, 6, Tyumen, Russia, 625003

<sup>\*\*\*</sup> Tyumen State Medical University, Odesskaya Street, 54, Tyumen, Russia, 625023

<sup>\*\*\*\*</sup> St-Petersburg Higher School of Economics, Kantemirovskaya Street, 3a, St.Petersburg, Russia, 194100

- unique actions derived from the individual experience, ways of achieving of vital and career aims;
- actions, which are based on the rationalized sense framework, transferred, in the field of deep-rooted convictions:
- actions performed under the pressure of particular circumstances;
- spontaneous reactions and actions provoked by the emotional state;
- consciously or unconsciously repeating stereotypes of mass and group behavior;
- actions and activities, which are transformation of the other subjects' impact, using various forms of coercion or convictions. Such actions are an agreement result, based on the achievement of internal beliefs, palliative agreement or administrative (economic) coercion (Sociology of labor, 1993).

Determination of semantic characteristics of behavioral patterns is quite complicated and requires a special sociological tooling. It allows us to observe and record, firstly, the specific diversity of actions, directly or indirectly related to the status and role prescriptions, individual and group interests (Gaisina, 2015; Ustinova, Chuprina, 2014; Ustinova, Khairullina, 2014). Secondly, we can observe and record a set of consciousness acts, reveal themselves in numerous forms of verbal behavior, which indicate the inner world of workers, who are in a certain relation to the labor process, forms and methods of its organization, their professional role (Khairullina, 2014; Gaisina, Gareev, Valitova, Khairullina, Ustinova, 2015; Silin, 2008; Koltunova, Fokina, 2015). The labor behavior is differentiated by the subject-aimed orientation, the depth of the spatiotemporal prospects for a particular purpose, that is by “the limit of achievements”, the implementation context of a particular line of labor behavior; methods, ways and means of a particular result achieving, the achievement intensity of aim and actions stated by the subject, socio-cultural models, taken as a results achieving basis by one or another way, depth and type of rationalization, justification of specific tactics and strategy (Ruchka, Sakada, 1998).

The subject-target orientation of labor behavior suggests that at the end of its particular stage of phase there is a certain result, which can be interpreted, depending on the object of the purpose to be achieved. To the latter can be attributed: firstly, change or retain of their previous social and functional state, secondly, conversion of manufacturing costs and efforts of corresponding conditions, thirdly, transit states –intermediate stages of achievement, design and targets implementation of remote professional future. In the first case we are talking about achieving, acceptable for an individual (in the near temporal perspective) status, providing an optimum satisfaction of his/her claims, or compensating his unrealized opportunities. Selection of an appropriate strategy and tactics involves objects

significant for the individual: power, interest in the labor content, prestige, creativity, material security, stability, personal life, retirement, employment security.

In the second case, changing or maintenance of conditions are meant, which ensure the completeness, or a certain optimum of professional development within an acceptable status, perceptions of opportunities and responsibilities, finally – in the framework of “individual achievements limit”. The third case refers to the temporarily acceptable combination of both.

The prospects depth of labor behavior is determined by a particular spatiotemporal interval, within which major and milestone of individual aims are achieved, resulting from his/her ideas about his/her mission (Gaerner, Sedikides, Graetz, 1999). The prospects’ depth has two semantic contexts – a real and an ideal one. The real context is an idea of the most likely and immediate behavior aims, as well as ways and means of their achievement. The ideal context is a projective, more or less rationalized picture of the future, which is based on significant professional values.

The question of “the prospects depth” of labor behavior and appropriate achievement limits is valid, because the individual vital resources are finite. An individual is forced to build his targets and values in a certain hierarchy, to determine their priority. The smaller the individual resources are, the harder the values system is. Their hierarchy reveals stronger, and their number of elements is reduced. This thesis does not concern only an individual life as a whole, but also its separate cycles, each having an optimum temporary deployment step, in which frameworks the appropriate hierarchy of values forms. It regulates ways to achieve significant social and professional targets.

Context of work behavior is a set of relatively stable factors of production environment, subjects and communication systems, in conjunction with them the diversity of actions and deeds develops. Without them, the latter lose their certainty and even the meaning (Adamchuck, Romashov, Sorokina, 1999).

Interaction ways of individuals, choosing one or another line of labor behavior, constitute the context, in which he/she realizes his/her professional activity. First of all it is necessary to highlight so-called objective context, which content is, firstly, the specific production and technological environment, which determines the functional program and spatiotemporal frames of labor behavior. Secondly, there are institutional parameters of those social and technical organizations, which standard require a certain line of employee behavior in accordance with the given professional status or in a broader sense – with status and role repertoire. Such components form the subject and functional as well as normative basis of labor behavior. In the sociology of organizations it is understood as formal and official behavior standardization.

In addition, the sociocultural context can be selected, that is, a set of behavior patterns and their corresponding communications of symbolic and real actions,

dominating in a particular professional environment. They are essential components of social standardization and identification of individuals. Social and psychological communicating system determines to a large extent the trajectory of individual professional activities, which are the reaction to the incentives of interpersonal communication, the functioning of the intra- and inter-group interaction mechanisms. A vector of labor behavior sets the coordinating process of individual actions (Sociology of labour, 1993).

Methods and tools for results achievement in labor behavior depend on its subject and aim orientation and sociocultural patterns. The achievable result is a derivative of individual efforts and effect of concerted actions of other people. The labor behavior success, oriented at a specific purpose, depends on many factors (sentiments, opinions, assessments, people's preferences), which contribute to system formation of "contrary" actions, affecting one way or another on the behavior producer, as well as the existing system of occupational stratification, inside which a certain line of employment (functional) behavior develops.

System of group of expectations – assessments of the human behavior success in accordance with dominating in the organization standards, patterns and rules – can act in the role of such factors. The collective reflection system is an important condition for the formation of general opinion and the hierarchy of preferences, contributing to decision-making. Apart from these, success factors are the administrative and legal institutions, both formally and informally recognized social mobility channels.

Means for achieving of labor performance can have an institutional character. They provide an individual ability to "move" in the professional stratification system, allow constitution of a particular social role, identifying with the prescribed behavior patterns. With their help the individual occupies an appropriate place on the official prestige scale. In accordance with the existing system of assessments, sanctions, compensation and remunerations, depending on the individual awareness degree of causal relationships between own behavior and achieving the desired, the institutional forms of production regulation allow him/her to claim an acceptable status change in the future.

Instrumental and pragmatic methods of the result achieving correspond to objective opportunities which an individual uses in the process of joining one's professional abilities with the means of their implementation, which involves necessary costs compensation. As a compensation object the result just acts, which is expected to achieve. Such labor behavior scheme is described by the formula "purpose – means – results – remuneration." It may be called a compensation scheme based on the economic and social equivalents.

Thus, labor behavior is a consciously implemented set of employee's actions and activities, related to the synchronization of professional capabilities and interests with the functional algorithm of the production process. This is the self-tuning and

self-regulation process, which provides a certain level of personal identification. Labor behavior reflects the functional algorithm of the labor process. It is a behavioral analogue of labor activity; it is a form of employee adaptation to the requirements and conditions of technological process and social environment; it serves as a dynamic manifestation of social standards, stereotypes and professional settings, which are internalized by the individual in the socialization process and specific life experience; it reflects characterological traits of the worker personality – projection and the outer shell of behavioral patterns; there is a certain method and means of human impact on the surrounding production and social environment (Shpeter, Kas, 1996).

Social scientists distinguish the following forms of labor behavior: aimed, innovative; adaptive-adjustable; ceremonially-subordinated, characterological, unmotivated and spontaneous, destructive ones (Sociology of labour, 1993).

Aimed forms are associated with the realization of the targets which are, firstly, directly related to the implementation of specific work functions at the workplace (functional behavior); secondly, they are aimed at achieving of a certain level of well-being and life quality (economic behavior); thirdly, they are performed in the interaction of organizational and administrative process (organizational behavior); fourthly, they ensure the achievement or changing of professional qualifications and administrative status (stratification behavior).

A functional behavior is a particular realization form of professional activity defined by the technological algorithm of the working place. It coincides with the content of labor activity and it is its behavioral analogue. In turn, the labor activity may be seen as a fixed number of cyclic repetitive operations, performing actions and behavioral stereotypes, as well as the cognitive and conceptual image of the professional activities, fixing the logical and semantical structure of the labor process. Cognitive structure of the functional behavior is inherent in any labor process independently from its complexity degree and specialization. Depending on the dominant element, types of professional activities are distinguished by the predominance of physical or mental stresses. In one case, intellectual functions prevail, and all the other components perform a supporting role, in the other case, the material and practical operations for substances and nature transformation predominate. Thus, functional dominant of the labor activity is determined by the way of technological communication of labor subject, means and objects.

Economic behavior. It is known, that focus on results corresponds always directly or indirectly to the costs quantity and quality of the human resources. On the other hand, labor is always conditioned by the system of social norms and rules. They define the role structure of the labor behavior, including that in the economic sphere. Using their professional skills, an individual is always focused on the optimal balance between costs and their compensation, on the balance between essential needs and ways to meet them. Standard behavior forms and

algorithms are aimed at maintaining stable relations of exchange and balance with the social and production environment. At the individual level, this type of behavior is represented by adaptive forms of cost compensations.

The labor process as a used amount of professional skills assumes the compensation. Individual resources, including intellectual, volitional and energy ones, assume, before their ability to spend, an appropriate way of adequate compensation in the most various forms: commodity-money and natural, economic and social (direct and indirect) ones. Expectation of future compensation only creates the possibility of a “deep dive”, that is, the human integration in the labor process, creates a wide range of motivation and interest in labor, allows him/her to hope and strive for something, to achieve something. Empirical studies show that, to the certain maximum, the higher the compensation and stronger the expectation (a belief in its possibility) is, the greater the involvement and labor efficiency is (Khairullina, 2014; Ustinova, Khairullina, 2014).

Thus, the professional abilities are activated only in case of their real application necessity and possibility, providing a certain level of vital aims achievement. Of course, the optimum use of the employee professional abilities is relative. It depends on the skills quality, methods of their social and economic assessment as well as appropriate ways of aims achieving and cost compensation.

**Methods.** In order to determine the impact degree of salary on staff labor behavior, a survey of employees in governmental and non-governmental sector organizations (OOO “Sibmashstroy”, OAO “Sibeksgrupp” Social Protection Committee of the Central Administrative District of Tyumen and others) was conducted – total 213 people.

There were 39.4% men, 60.4% women. The respondents were distributed by the age as follows: under 25 – 16.5%; from 26 to 40 – 46.9%; from 41 to 55 – 31.9%; 56 and over – 4.7%.

2.8% of the respondents had secondary education; specialized secondary education – 10.4%; undergraduate higher education – 3.7%, higher education – 80.4%, an academic degree – 2.8%.

The number of female respondents with higher education was 47.4%, of men it was 32.9%, an academic degree had 1.9% of male respondents and 0.9% of female respondents (Table 1).

Respondents’ distribution by employment spheres was as follows: 17.4% of men and 19.7% of women were employed in the material production sphere; in the service sector – 9.4% and 28.2%; in science – 21.6% and 12.2% respectively.

An insignificant share of respondents were workers (2.8%), 30.1% – office clerks, 59.7% – professional workers, 7.5% – administrators. At the same time, 76.5% of the respondents worked in their specialty.

On employment spheres, respondents were presented as follows (Fig. 1)

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TABLE 1: EDUCATIONAL LEVEL OF RESPONDENTS, %

Sex / Age	Education				
	secondary	secondary specialized	undergraduate higher	higher	academic degree
Men	1.4	1.9	1.4	32.9	1.9
Women	1.4	8.5	2.3	47.4	0.9
TOTAL	2.8	10.4	3.7	80.3	2.8
under 25	0.5	3.3	2.8	9.9	-
26-40	0.5	3.8	0.5	42.3	-
41-55	1.8	2.8	-	24.9	2.3
56 and over	-	0.5	0.5	3.3	0.5
TOTAL	2.8	10.4	3.7	80.3	2.8

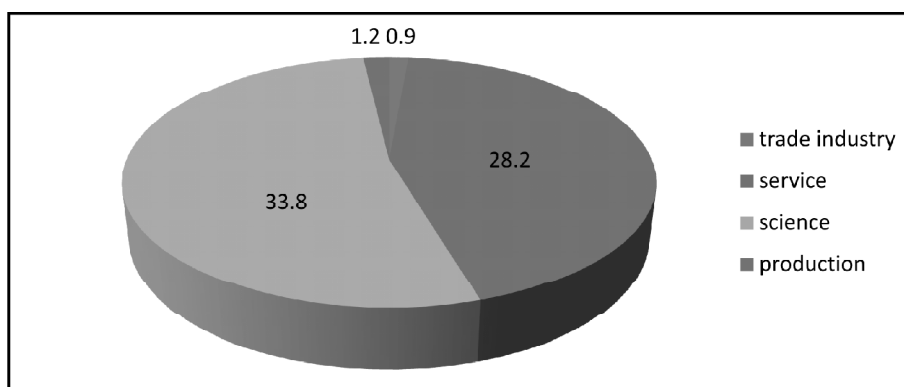


Figure 1: Employment patterns of respondents, %

A quarter of respondents (23.5%) did not work in the specialty, 16.9% of them were women and 46.6% men. Among young people under 25 the main part worked in the specialty (16.4% of the respondents 13.6%). In other age groups the proportion of not working in the specialty was approximately one third. So in the age group from 26 to 40, 11.7% did not work in their specialty, 35.2% worked in the specialty. In the age group from 41 to 55 there were 8.5% and 23.5%, respectively.

**Results.** More than a half of respondents believed that their salary would not increase if they would work better. At the same time, if the salary increased, 68.1% of respondents would work better. 11.3% of employees responded to this question “rather no”, 8.9% – “no”, 11.7% – found it hard to determine their attitude to the question (Table 2.).

The authors explain the given answers by administrative limiting of stimulating function of salary, lack of an effective system of salary differentiation. Confirmation of this conclusion are the answers to the questionnaire “Is the attitude to the issues

TABLE 2: SUBJECT-AIMED ORIENTATION OF EMPLOYEES' LABOR BEHAVIOR

<i>Factors determining the labor behavior</i>	<i>Yes</i>	<i>Rather Yes</i>	<i>Rather No</i>	<i>No</i>	<i>Cannot say</i>	<i>Total</i>
If you had a different income source (inheritance, winning the lottery, and so on), would you stop working?	3.8	3.8	31.5	55.9	5.0	100.0
Is the attitude of your relatives and friends to your labor activity type good?	57.7	30.0	7.0	1.4	3.9	100.0
Is the leisure time more important for you than the labor activity?	7.5	13.1	44.1	23.5	11.8	100.0
If you had to choose your profession again, would you choose the same?	33.3	22.1	11.3	15.0	18.3	100.0
Do you have a wish to return to work after a long break (vacation, sick leave)?	47.4	34.3	11.7	5.2	1.4	100.0
Do your skills and education correspond to the performing duties and functions?	40.8	39.0	8.0	7.0	5.2	100.0
Is your work to a greater extent a freelance work or a menial job?	20.7	16.9	16.4	13.1	32.9	100.0
Would you like to participate in the management of the enterprise?	13.6	18.3	31.0	29.6	7.5	100.0
Will your salary increase, if you will work better?	7.0	11.7	28.6	35.7	17.0	100.0
Will you work better, if your salary will increase?	31.5	36.6	11.3	8.9	11.7	100.0
Is the attitude to the issues of salary determining carefully and indifferent in your company?	13.6	30.0	21.1	7.5	27.8	100.0
Is the salary calculated professionally and competent in your company?	11.3	27.2	17.4	6.1	38.0	100.0
Is the danger of job losing high for you?	9.9	18.8	31.9	16.0	23.4	100.0

of salary determining carefully and indifferent in your company?" and "Is the salary calculated professionally and competent in your company?" When answering the questions, 27.8% and 38.0% respectively found it difficult to assess the attitude to salary accounting, competence and professionalism of employees of the relevant services. The authors believe that employees need to know the size and structure of the salary, the encouragements amount, included in the latter. Salary should stimulate the labor efficiency and correspond to its results. Only 13.6% of respondents assessed the attitude to salary accounting as non-indifferent, that is, they answered "Yes", 30.0% – "Rather Yes". The competence was assessed even lower – 11.3% of respondents answered "Yes", 27.2% – "Rather Yes".

The questions block relating to the assessment of their position in the organization, subject-aimed orientation of labor behavior included questions: "Is



your work to a greater extent a freelance work or a menial job?” “Would you like to participate in the management of the enterprise?” Answers to these questions allow us to determine the labor behavior form of respondents as primarily adaptive-adjustable. A fifth of respondents (20.7%) believed that they had a freelance work, 16.4% – that they had a menial job, and 32.9% found it difficult to answer.

Lack of motivational systems in the management area limits the participatory management style. According to the study results, only 13.6% of the respondents which answered “Yes”, would participate in the management; 18.3% of respondents could be involved in the management under certain conditions (the answer was “Rather Yes”); 29.6% were not ready to participate in the management (“No”) and 31.0% (the answer was “Rather No”).

One of the anti-motivational factors is the employment reduction in organizations and, consequently, earning loss. In this regard, the respondents were asked to answer the question “Is the danger of job losing high for you?” Almost a quarter of respondents (23.4%) found it difficult to answer, 31.9% of respondents believed that it is “Rather No”, 16% did not consider this as a real danger; 9.9% of respondents perceived the real danger of job loss (18.8% answered “Rather Yes”). The confidence lack of more than a quarter of respondents in employment opportunities in the future is due to the labor behavior context and the stability lack.

Analysis of salaries impact on the employees’ labor behavior involves taking account into following factors: labor costs – results; results – remuneration and valence. Under the valence in motivation concept satisfaction and remuneration are understood. In this context, the authors consider the salary as remuneration. People’s needs are different and specific remuneration expected in response to the achieved results is assessed subjectively.

41.3% of respondents answered “Yes” and “Rather Yes” are satisfied with the salary rate received as a work compensation, 30.0% – “Rather No”, 24.4% – are not satisfied. Thus, 54.4% of respondents are not satisfied with the salary rate. According to 40.4% of the respondents, salaries level did not correspond to the professional competence; conformity of salaries and professional competence was noted by 35.7% of respondents (the sum of answers “Yes” and “Rather Yes”); about a quarter of respondents (23.9%) were not able to assess the valence level. The next parameter that characterizes a valence is conformity of the salary rate and the “give back” at work. 49.3% of respondents (the sum of answers “No” and “Rather No”) noted the discrepancy of labor costs (give back) and the work compensation; 33.8% answered “Yes” and “Rather Yes”, are satisfied with the work compensation. 16.9% of respondents were unable to compare the work compensation and work performance (Table 3).

42.7% of respondents assessed the salary and the responsibility degree ratio as positively (sum of answers “Yes” and “Rather Yes”); 35.2% of respondents

gave a negative assessment (“No” and “No rather”); 22.1% found it difficult to assess the above mentioned ratio.

TABLE 3: WORK COMPENSATION ASSESSMENT BY RESPONDENTS, %

	<i>Yes</i>	<i>Rather Yes</i>	<i>Rather No</i>	<i>No</i>	<i>Cannot say</i>	<i>Total</i>
Are you satisfied with the salary rate you receive for your work?	8.9	32.4	30.0	24.4	4.3	100.0
Does your salary rate correspond to the level of your professional competence?	4.7	31.0	26.8	13.6	23.9	100.0
Does your salary rate correspond to the level of your give back at work?	4.7	29.1	31.0	18.3	16.9	100.0
Does your salary rate correspond to your responsibility extent?	10.8	31.9	21.6	13.6	22.1	100.0

## DISCUSSION

The labor process, considered as a used amount of individual resources (energy, intelligent, volitional ones) suggests appropriate adequate compensation. Waiting for compensation forms motivation, interest in the labor results, labor behavior type. Professional abilities are realized in the labor process to achieve the essential vital aims, and the motivating role of salary is limited in terms of failed expectations, the balance upsetting of costs and compensation. The administrative salary regulation remains stable when the instability of the political, economic, institutional, legal environment. Empirical evidence obtained as a study result confirms that the motivational potential of salary is not implemented. The latter affects not only the living standard of the working population, but also acts as the economic growth limiter in the whole country due to the lack of positive dynamics of total effective demand.

The authors emphasize that 87.4% of respondents would not stop working even if there was another source of income (Table. 3), which indicates the labor motivation stability of the respondents' vast number.

A significant proportion of respondents (54.4%) were not satisfied with salary ratio, and also believe that it does not correspond to their professional competence level (40.4%), the give back degree at work (49.3%) and the responsibility degree (35.2%).

High salary is especially significant for young people under 25 (97.1% of respondents) and for the group from 26 to 40 (96.0%), for older people it was significantly reduced (92.6% for the group from 41 to 55, 70% for the group of 56 and over). The importance of high salary for men and women differs insignificantly (94.0% for men, 93.8% for women).

Preferences dependence in the field of the labor compensation depending on the education level is as follows: the higher the education level is, the higher the salary

rate requirements are (secondary education – 83.3% of respondents, specialized secondary education – 86.3%, undergraduate higher education – 87.5%, higher education – 95.3%, those with scientific degrees – 100%). This is explained, according to the authors, by the work complexity, staff professional, creative activity and responsibility degree. The salary rate is significant for workers (100% of respondents), customer officers, professional workers, and administrators – 93.7% of respondents.

## CONCLUSION

Based on the fact, that the high salary is a priority in the value system for the vast number of respondents (93.9%), it is necessary to pay special attention to the system of determining the labor compensation level of the employee. At the moment, according to the study results the stimulating role of salary completely absent, as the majority (64.3%) of respondents believed that their salary would not change while performance improving. At the same time, 68.1% of respondents were ready to work better under condition that salary would also increase.

To achieve the targets to enhance the salary's stimulating role, according to the authors, it is necessary to introduce the following elements of the labor compensation system:

- Elimination of a piece-work labor payment for most types of workers (with the possible exception of the trade sphere), as the piece-work labor payment leads to involuntary reduction in the work performance quality;
- Development of a rate scale with a clear procedure regulation for employee transfer from one tariff rate to another, in accordance with the achieving by him/her the best performance results and professional skills improving;
- Implementation of the collective bonuses system for obtaining concrete benefits of collective work (a major contract conclusion, an object delivery before term, etc.), but not in connection with any date (New Year, a professional holiday).

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