

## SET OF VALUES IN THE STRUCTURE OF LABOR BEHAVIOR OF PERSONNEL

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**Abstract:** The labor behavior of personnel depends on a set of factors: social and professional characteristics of workers, employment terms, system of regulations and values, labor motivation. It is created under the influence of private and group interests of people and serves to satisfying the requirements. Therefore the special part in management of labor behavior is assigned to the creation of personnel motivation system based, among other matters, on values. The motivation for work is only the part of motivation to life therefore its harmonious and optimum creation essentially determines the integrity, readiness and comfort of a personality, and also it is one of key factors of workers' labor behavior in the national economy of Russia in modern concepts. The purpose of this sociological survey of state and non-state sectors' employees was a discovery of personnel labor behavior features. Results of the conducted survey are presented in this article. The basis of this survey was formed by components of labor motivation: values, motives, satisfaction with work, etc. The consideration of mentioned factors creating the labor behavior of personnel allows the head of the company not only to strengthen weak links, but to manage the personnel activity competently and professionally in general.

**Keywords:** enterprise, labor activity, personnel, labor behavior, motivation, values.

### INTRODUCTION

The labor behavior as one of forms of social behavior is the research object for a long time. The concept of labor behavior is developed by such sociologists as N. I. Dryakhlov, A. I. Kravchenko, V. I. Verkhovnin, V. N. Shalenko, A. S. Orlov, V. V. Shcherbina, etc.

The labor behavior is considered, first, as a form of adaptation of the personality to various conditions, a functioning method in the system within a specific group, a collective; second, as an active form of transformation and change of a social environment according to objective opportunities which the person independently designs and opens for himself/herself, being conformed with own representations, values and ideals (Shpeter, Kas, 1996).

Thus, the labor behavior should be considered as a result of an external environment determination and as a result of subjective determination of human activity in the course of labor activity.

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The labor activity is conditioned upon technological means and rational form of the professional individual activity, not dependent on subjective desires (Sociology of labor, 1993).

The complex of actions and deeds, by means of and in the course of which the synchronization of interests and professional capabilities of a person is provided with the system of objective (organizational and economic and production and technological) terms and it can be referred to a private form of a labor activity-labor behavior. In combination of a labor activity and labor behavior there is a specific system of individual, group, collective and public interests (Gaisina, 2015).

The labor activity is the rational number of transactions and functions fixed in time and space and made by people united in the production organization. Ultimate goals of such activities are: the creation of material benefits, survival facilities with various, customer-oriented properties; rendering services of various purpose; production of scientific ideas; values and their applied analogs; accumulation, preservation and information transfer, etc. (Gaisina, Gareev, Valitova, Khairullina, Ustinova, 2015). The labor activity is connected with the distribution of benefits, services, values and ideas; with the structuring and management of workers occupied in a social production; providing the exchange of activities' results and their equivalents. The labor activity in general is characterized by a number of general properties: functional and technological set of labor transactions, functional program attributed to workplaces; set of corresponding qualities of workers fixed in professional, qualification and employment characteristics (by the structure of social and professional statuses); material conditions and spatiotemporal frames of implementation (technological structure); by a certain method of an organizational and technological and commercial link of workers with means and terms of their implementation (organizational and economic structure, etc. (Sociology of labor, 1993).

The labor activity supposes a certain functional algorithm which in certain organizational and technological and economic conditions leads to the predetermined specific result (Gaerner, Sedikides, Graetz, 1999). The task of sociology of labor consists in the determination of real and optimum correspondence of a human factor to that functional algorithm which is set by a workplace and the technical process, in the analysis of the social orientation of the personality for the specific labor function.

The traditional problem of the relation to work is considered in the form of behavioral strategies and programs which project the variety of the subject world of the person on the functional algorithm of a labor activity. Therefore the complex of human actions and deeds which connect the worker with the labor process belongs to the category of labor behavior. In the sociological analysis the emphasis is placed on behavioral (real and verbal) characteristics of person's activities.

The labor behavior represents a rational complex of individual and group actions and activities determining an orientation and intensity of the human factor implementation in an organization (Silin, 2008; Koltunova, Fokina, 2015; Ustinova, Khairullina, 2014).

Allocation of the special category “labor behavior” is explained by the fact that the person included in the system of labor activity is a flexible element of the functional system. Between labor functions, stated by a workplace and capabilities of the person, a certain distance remains to a greater or lesser extent. The point of issue is that the worker treats the labor functions as means and conditions for the achievement of personal purposes, interests and requirements.

Thus, the measure of concordance of labor behavior to production requirements would be that higher, than individual interests are closer to the purposes of social organization. In this regard it is possible to speak about a certain extent of worker’s identification with the working process which, as it is known, varies in a very broad range from positive to negative values.

The labor behavior of the worker, according to N. I. Dryakhlov, on the one hand, reflects the objective necessity: the set course of operating conditions existed in strict limits of a production situation. With another - it is rather free, multialternative, determined by free choice that creates levels and hierarchy of motivation (Sociology of labor, 1993).

The motivation is connected with the specific type of personal activity, the range of claims which causes subject and axiological sense of tactics and strategy of behavior. The valuable and standard basis determines means and implementation methods of labor behavior, frames of its functioning, acceptable for the individual, according to requirements and tasks of production process and finally balance, hierarchy and a ratio of individual, group, collective and public interests. The suitability measure of two parts of labor behavior – statutory and selective (depending on a will of the individual) - shows the orientations, degree of interest in coordination of actions with the purposes of the organization.

The sociology studies those social and functional features of the worker which determine nature, methods and forms of labor behavior. The measure of tension and intensity of social links, identification type with the specific labor process substantially depend on those features. N. I. Dryakhlov emphasizes, first, the status and role characteristics of the worker determining an opportunity and quality of professional capabilities’ application; second, professional capabilities by which it is possible to judge about the method of organizational and technological inclusion in the production process. Third, he stresses the qualification characteristics performing the concept of its professional opportunities’ quality within the production and technological specialization and respectively of its professional claims’ extent, intentions within real achievements; fourth, the valuable and standard installations which are the center of a behavioral stereotype which plays a role of

the internal regulator; fifth, the culturological characteristics determining rather steady standards, samples and motivators of the worker's behavior as the typical representative of one or another social professional group. (Sociology of labor, 1993).

Thus, the labor behavior appears as the connection prerequisite of professional capabilities with conditions and means of their implementation.

The purposes and strategy of labor behavior are determined by a specific set of alternatives which the individual chooses for the implementation of professional achievements within the stated status and role repertoire in the context of real opportunities connected with economic and social recovery of expenses. The labor behavior has a very complicated structure, is organized within a certain existential prospect, being combined in various ratios with functionally necessary actions and forms of communication, group and collective actions. It varies in a very broad range from standard, institutionally necessary actions to individual behavioral actions, reactions and acts (Khairullina, 2014). The labor behavior can be transformed from the organization of professional transactions on a workplace to the characterological actions expressing the unique emotional world of the person (Ustinova, Chuprina, 2014).

The structure of labor behavior possesses a complicated configuration, functional and target program and includes: cyclically repeating actions, similar by result, reproducing standard status and role conditions; marginal actions which are created in phases of a transition state of one status into another; behavioral schemes and stereotypes, expressing deeply internationalized social and cultural examples, elements of professional subculture and means and methods of communication, communications and symbolical actions corresponding to it. It also contains unique acts derivative of individual experience, methods of achievement of vital and professional purposes; actions based on the rationalized semantic schemes of steady beliefs; actions made under pressure of various circumstances; the spontaneous reactions and acts provoked by emotional condition; consciously or unconsciously repeating stereotypes of mass and group behavior; the actions and acts which are transformation of influence of other subjects applying various forms of enforcement or persuasion. Similar acts are the result of the agreement reached on the basis of internal belief, the palliative agreement or administrative (economic) enforcement (Sociology of labor, 1993).

Technique. For the purpose of extent identification of various factors' influence on the labor behavior of personnel the employee survey in organizations of governmental and non-governmental sectors has been conducted (LLC Sibmashstroy, JSC Sibeksgroup, Committee of social protection of the Central administrative district of Tyumen, etc.) – (total – 213 people).

Among them 39.4% are men, 60.4% - women. According to age respondents were distributed as follows: aged under 25– 16.5%; from 26 to 40– 46.9%; from 41 to 55– 31.9%; of 56 and older– 4.7% (fig. 1).

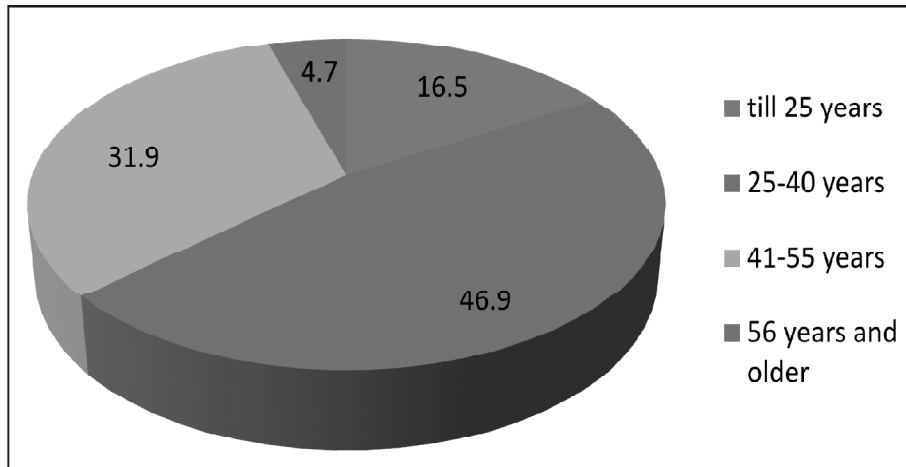


Figure 1: Age structure of respondents, %

2.8% of respondents have secondary education; 10.4%-secondary professional education; 3.7%-the incomplete higher education, 80.4% – higher education and 2.8% – academic degree. (Fig. 2).

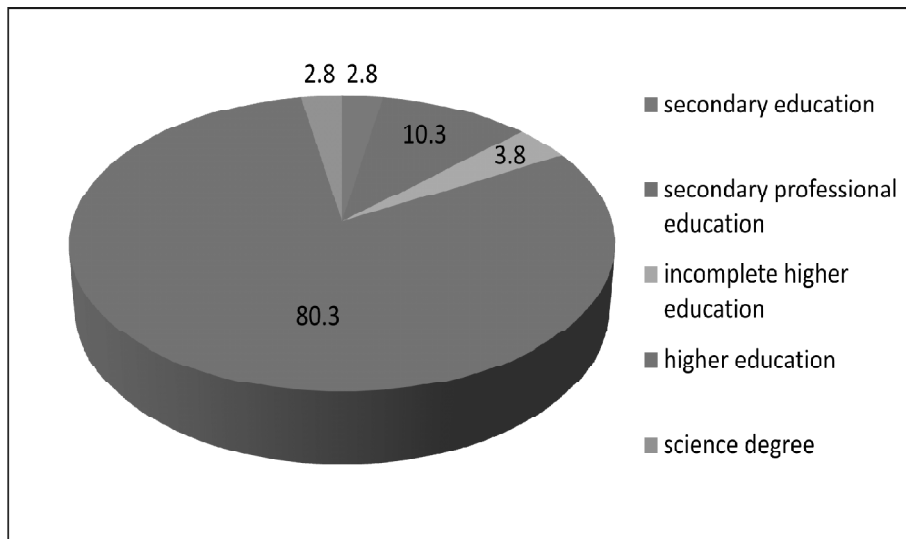


Figure 2: Structure of respondents by the education level, %

An insignificant share of respondents is constituted by workers (2, 8%), clerks (30, 1%), specialists (59, 7%), chiefs (7, 5%). At the same time, 76, 5% of respondents work in their specialization. (Fig. 3).

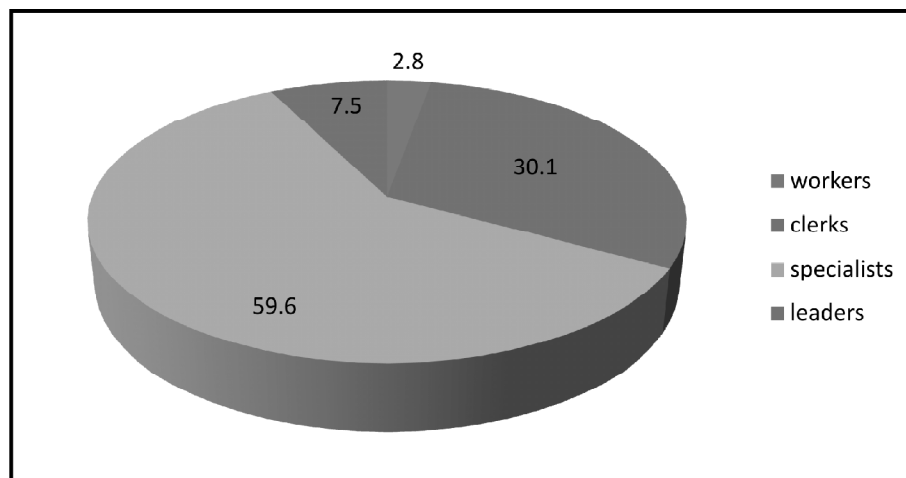


Figure 3: Structure of respondents by types of activity, %

According to employment spheres respondents are presented as follows: production of goods – 37, 1%; the non-productive sphere – 62, 9%, including: services industry, including social – 28, 2%, science – 33, 8%, trade – 0, 9% (table 1).

TABLE 1: SPHERES OF RESPONDENTS' EMPLOYMENT, %

Age groups	Spheres of employment			
	production of goods	servicing including social service	science	trade
under 25	4,2	4,2	8,0	-
26-40	18,3	16,0	11,7	0,9
41-55	12,3	7,0	12,7	-
55 and older	37,1	1,0	1,4	-
TOTAL	37,1	28,2	33,8	0,9

Authors note that types of respondents' activity depending on the gender have one essential feature, women with higher education constitute most of clerks (25,8% women are clerks among 30% of respondents), specialists (women constitute 32,4% of specialists in case of their total quantity of 59,6%). The specific weight of female chiefs is more than 4 times less than men, respectively 1, 4% of total number of respondents – 6,1%.

The analysis of activity types by age groups allows drawing the following conclusions: among young people till 25 there are no heads, 8, 5% of respondents belonging to this age group are specialists, 0, 9% - workers. In the age group from 26 to 40 the number of specialists increases by 3 times and constitutes 28, 2% of total number of respondents and the maximum number of chiefs – 4, 7%.

The age group from 41 to 55 is characterized by decrease in a share of specialists, chiefs in case of higher education level and high specific weight of those who has an academic degree.

There are no heads and workers in the age group of 56 and older (tab. 2).

TABLE 2: THE RESPONDENTS' DISTRIBUTION OF AGE GROUPS BY TYPES OF ACTIVITY, %

Agegroups	Category of working			
	workers	clerks	Service industry	Specialists, heads
under 25	0,9	7,0	8,5	-
26-40	1,4	12,7	28,2	4,7
41-55	0,5	9,9	18,8	2,8
56 and older	-	0,4	4,2	-
TOTAL	2,8	30,0	59,7	7,5

A quarter of respondents does not work in their specialty (23, 5%), 16, 9% – women, 46, 6% – men. Among young people under25 the main part works in the specialty (13, 6% of respondents from 16, 4%). In other age groups the specific weight who does not work in the specialty makes about a third. So in an age group from 26 till 40 11, 7% of respondents do not work in the specialty, 35, 2% work in the specialty, in an age group from 41 to 55 respectively 8, 5% and 23, 5%.

**Results.** The research of labor behavior assumes the study of priorities in the system of universal values which influence over the personality formation and motivation of the labor activity.

The analysis of the data containing in tab. 3 has allowed revealing the main values of respondents.

TABLE 3: PRIORITIES OF RESPONDENTS IN A VALUE SYSTEM, %

System values	Yes	Rather yes	Rather no	No	I Am at a loss	Total to answer
Internal requirement to work	54,5	37,6	1,9	2,8	3,3	100
High income	75,6	18,3	4,2	1,4	0,5	100
Career development	36,2	25,8	24,4	8,0	5,6	100
Rest, communication with friends	73,2	21,6	3,3	1,4	0,5	100
Own health	82,2	11,7	5,2	-	0,9	100
Education of children	77,5	14,6	2,8	1,4	3,8	100
Family prosperity	86,4	10,3	0,9	0,5	1,4	100
Environmental protection	51,6	36,6	6,1	2,8	2,8	100
Welfare of homeland	51,6	33,6	2,8	3,8	8,5	100

The family prosperity, communication, education of children, own health are with highest priority for respondents, and the internal necessity to work should be noted especially. According to authors' opinion the availability of internal necessity

to work is the most important condition of the effective motivational mechanism formation (92, 1%).

High income is referred to priority values - 75, 6% of respondents have answered affirmatively, 18, 3% - "rather Yes", 1, 4% - No, of 4, 2% - "rather No". The importance of high income for all categories of employed people allows using the latter for the improvement of the motivation system of labor behavior, but the administrative (state) income regulation does not allow fully utilize the motivating salary role that reduces the impact efficiency on the motivational mechanism in general.

Such values as environment, the prosperity of nation also have rather high rating (table 4).

TABLE 4: MOTIVES OF LABOR BEHAVIOR, %

<i>Motives</i>	<i>Yes</i>	<i>Rather Yes</i>	<i>Rather No</i>	<i>No</i>	<i>I Find it difficult to answer</i>	<i>Total</i>
Convenient location of the organization	41,3	33,8	16,9	6,1	1,9	100
Purity of a workplace	55,9	34,3	8,0	1,4	0,4	100
Work with pleasant people	71,8	24,9	1,9	0,5	0,9	100
Good relations with a management	62,9	31,9	1,9	0,9	2,4	100
Sufficient information about a situation in the enterprises	50,2	35,7	7,0	3,8	3,3	100
Uniform rate of work	49,8	29,1	12,2	6,1	2,8	100
Flexible schedule of the working day	45,5	27,7	14,6	8,9	3,3	100
Considerable additional benefits	46,5	30,0	15,0	5,2	3,3	100
Work without the big tension and stresses	46,5	32,9	13,6	3,8	3,2	100
Equitable distribution of amount of works	51,2	32,9	8,9	3,3	3,7	100
payment connected with results of work	64,3	25,4	3,3	3,8	3,2	100
Recognition and approval of well performed work	54,9	35,2	5,2	3,3	1,4	100
Work allows developing the capabilities	68,5	23,5	2,8	2,8	2,4	100
Difficult work	26,8	40,8	16,9	9,4	6,1	100
The activity allowing to work independently	54,0	32,9	6,1	2,3	4,7	100
High degree of responsibility	21,6	43,7	19,2	8,0	7,5	100
Interesting work	78,4	19,2	0,9	0,9	0,6	100
work requiring creative approach	52,1	32,9	5,6	4,7	4,7	100

Most of respondents (55, 4%) in case of choice of profession would choose the same again. At the vast majority of respondents the family approves choice of profession and a kind of activity (87, 7% of respondents). Besides, 42, 9% men



and 24, 8% of women, on the question “Would you like to participate in the enterprise management?” have answered “Yes” and “Rather Yes” (tab. 5)

TABLE 5: DISTRIBUTION OF ANSWERS OF RESPONDENTS TO THE QUESTION “WOULD YOU LIKE TO PARTICIPATE IN THE ENTERPRISE MANAGEMENT?” %

	<i>Yes</i>	<i>Rather Yes</i>	<i>Rather No</i>	<i>No</i>	<i>difficult to answer</i>	<i>Total</i>
under 25	14,29	20,00	31,43	22,86	11,43	100,00
26 - 40	17,00	19,00	28,00	29,00	7,00	100,00
41 - 55	10,29	17,65	35,29	30,88	5,88	100,00
56 and older	0,00	10,00	30,00	50,00	10,00	100,00

## DISCUSSION

Authors have allocated 18 motives of labor behavior; part of them is determined by the economic environment of organizations, another part –by the internal environment, including managerial aspects, work management. From the point of view of respondents the most significant aspects are: interesting work, work with pleasant people, self-realization opportunity, and the dependence of job compensation on its results. Independent, creative work, work in comfortable conditions (order on a workplace) is attractive to respondents. Good relations with the company management are considered as the determining motive of a labor activity for 62, 9% of respondents.

The motives connected with the work management are less significant for respondents, so the equitable distribution of works is marked as a motive by 52,1% of respondents, sufficient information about a situation on the enterprise – 50,2% of respondents, convenient working hours – 49,8% of respondents, flexible daily routine – 45,5% of respondents. Work without much tension and stresses is preferred by 46, 5% of respondents; 26, 8% of respondents agree to perform difficult work.

The analysis of affirmative answers (“Yes”, “it is rather Yes”) allows determining a rating of labor behavior motives, motives of the choice of the employment place. 97,6% of respondents consider the interesting work as the main motivator; 96,7% - relationships in the collective, 94,8% - safe relations with a company management (authors believe that the last two motivators represent a motivational and target resonance, that is understanding of management motives by subordinates and understanding of subordinates’ motives by the company management; 92,0% - self-realization in the course of work; 90,2% - comfort and order on a workplace; 90,1% - recognition of work results, approval of well performed work; 89,7% - payment according to work results; 86,9% - independence; 85,9% - knowledge of a situation in the enterprise; 85,0% - creative nature of a labor activity; 84,1% - equitable distribution of amount of works; 79,4% - work without tension and stresses; 78,9% - equal rate of work; 76,5% - considerable

additional benefits; 75,1% - a convenient location of the organization; 73,2% - the flexible schedule of the working day; 65,3% - high degree of responsibility; 65,3% - responsible and difficult work.

The causal attribution allows drawing a conclusion that intrinsic and extrinsic motivations are equally significant.

Answers to the questions connected with the labor activity, compliance of education to nature and the subject-matter of work and labor compensation widen and specify the concept of labor behavior motivation.

The analysis of motives of labor behavior allows drawing a conclusion that they reflect valuable priorities of respondents (tab. 3). Thus, on a question if there is an internal necessity for work among respondents, 54,5% have answered "Yes", 37,6% - "rather Yes". The question "If you found another source of the income, then you would cease to work?" - 55,9% of respondents have answered "No", and there are 31,5% - "rather No".

The significance of labor activity has found in the answer to the question "Whether your free time is more important for you than your labor activity" when 44,1% of respondents have answered "rather No" and 23,5% - "No" (47,4% - the answer was "Yes"; 34,3% - the answer was "rather Yes").

The analysis of results of a survey has allowed the authors to draw the following conclusions:

- when forming the motivational mechanism of the organization the special importance is assumed by the motivation degree as the employees, motivated on success, plan the future for long periods (the theory of expectation);
- importance for personnel of universal human values, including morals, is noted;
- intrinsic motivation, or internal necessity to work, is the most significant for respondents and is determined by a number of external motivations (degree of awareness and clarity of motivation object, expected result, problematical character, independence, object appeal, regularity, adequacy of performance appraisal);

## CONCLUSION

Considering theoretical conclusions about management of motivation and results of social research, authors believe that the strategy of labor motivation management in the modern organization should consider the following aspects:

### 1. Non-material stimulation, work humanization:

- improvement of interrelations by means of implementation of collective works, the implementation of the corporate ethics code, corporate actions, suppression of gossips, etc.;

- provision of additional benefits for women, workers and employees of the lower grade (the health insurance, board allowance, gifts for children, paid booking documents for treatment on recreation, payment of transportation expenses, education of children, etc.);
  - affordance for workers and employees of the lower grade, including women of the working schedule which is not allowing emergency works in extra working hours and allowing flexible planning of working hours.
2. Participation of employees in corporate management:
- discussion of general questions by all team. The friendly atmosphere promotes satisfaction of the person's necessity for respect, need to be considered as the significant member of group, to belong to the group which has become referential (Ustinova, Chuprina, 2014; Khairullina, 2012). Satisfaction with social and psychological climate in group, collective considerably influences on general job satisfaction, creates the motive resistance to this work. The valuable and orientation unity in a team is of great importance for strengthening of the motive (Ilyin, 2000). The latter assumes the application of methods and functions of the human relations' concept;
  - work content, labor functions, creative nature of work, independence, an opportunity to make decisions increase productivity of the individual's activities, influence on the degree and stability of the motive;
  - target realization, sufficient amount of information about the organization activity, the importance of the individual's activities for the organization creates the degree of motivations, influence on the change of a ratio in value and availability levels.
3. Personnel policy:
- carrying out actions for the personnel development,
  - carrying out actions for horizontal staff rotation including regular field change of the worker's activity every 3-4 years;
  - implementation of accurate, rational and well-known procedures of employee recruitment for the career promotion.

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