

## Sociological Evaluation of Effectiveness of Labor Workers' Behavior

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The main problem, that prevents the effective using of staff, is not so much the lack of or improper streamlining labor relations, how much deformation behavior of individuals in the production sphere. This is because quite often the improvement of qualitative characteristics is not leads to the growth of their wealth and doesn't create positive behavior examples. Therefore, the individual's relationship to work should be reviewed and to the basis of personnel management should put incentives to self-development as a key factor in productivity combined with a high level of self-development and labor discipline. This article focuses on the need for exposure studies of motivation of the personnel the stimulating effects. There was made analysis of motivational mechanism in organizations based on determining the level of effectiveness of labor employee behavior. The findings that have made it necessary to study the exposure of staff motivation incentive effects. To do this, the authors believe, can be based on an examination of capacity and staff needs for self-expression and improving their social status.

**Key words:** Relationship of the individual to work, personnel management, aspects of motivation, efficiency, labor behavior, motivations and incentives, the efficiency of the labor market, social protection.

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The conversion from industrial to post-industrial society has led to the identification of the personnel not through the term "expenses" but "resources". No less affected by the transformation of the production process, the expression of which manifested itself in the change of the duration of the stages of the life cycle of products, i.e. the compression of economic space has resulted in dynamic and rapidly changing needs updating product categories. With respect to human resource management, this means that there is a need to develop new governance structures as well as the quality requirements change personnel. In modern conditions the

organization to a more careful approach to the issue of recruitment, as constant updating products dictates the need for teaching and enhancing qualifications of workers.

To the formation of such requirements leads the transformation of goods, reflected in its individualization. So, if the production process was aimed at increase of manufacturing capacities, and personnel management system-to gain control, the individualization of goods leads to improved product quality and refocuses the management with an evaluation of the activities on the harmonization and coordination of the goals, as well as evaluating the result of labor (Silin and Khairullina, 2004).

Note, that increasing the degree of individualization of product per worker holds a

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wider range of roles, leading to the transformation of the functions of staff performing purely towards empowerment and accountability. In doing so, according to the authors, should be reviewed the motivational mechanisms that drive personnel and to influence how the factors of production, and on the psychology of employees from the interests that affect the result of the company's management. This is due to the fact that most Russian organizations have no motivation to performance. Most workers don't take or afraid to take responsibility for decisions, not trying to identify themselves with the organization and don't seek to achieve unity of personal interests and the interests of the enterprises (Bakhtizin *et al.*, 2001). Employees often don't have the professional knowledge and skills, and what is more important, have no desire to acquire them. As a result, workers are not able to assess the impact of their decisions, they are not able to adequately respond to changes of the external and internal environment of the organization.

Exploring the role of and approaches to motivating personnel reveal the essence of this notion. Motivation should be considered in two aspects as:

- a) The totality of the factors motivating the workforce and human specifying its targets;
- b) Subjective relationship of the individual to work, his interest in the process and results that determines the degree of involvement in the labor process.

In this context, consider historical aspects of motivation, the motivational development mechanism. Formation of scientific thoughts of the causes of human activity related to the IV-III millennium BC. Representative thinkers of the ancient East, Greece, Rome, described as requirements as the need for something (a need) is regarded as the driving force that allows something to be discovered, for example, the habit of work. Labor relations in the countries of the ancient East III-II Millennia BC touched on social and labor problems of society, and characterized the Organization of a primitive economy based on the Division of labor, centralized distribution of labor.

The analysis of works of this period suggests that old Oriental civilization laid the foundations of a modern system of social division of labor established institutional. Division of labor

through legislative and judicial practice, serving as the basis of labor motivation (Farkhutdinov and Bondarenko, 2014).

Before 1930s as a research facility performed not so much human abilities and possibilities, how much his work as measured by the amount of time and the amount of wages. By midcentury, the motivation was seen through the prism of administrative methods and their relevance to the needs of the person. So, A. Maslow classified the people's needs in five categories, offered the strict hierarchical pyramid of them. Later, F. Gertzberg and D. McClelland developed substantive theories of motivation, also based on the research of the needs. Group procedural theories demonstrated that people's behavior is dictated not only needs, but also perceptions and expectations associated with the effects of their chosen type of conduct to achieve goals.

Theories of motivation are correlated with the development of the concepts of the relationship to the person in the workplace. As a resource organization staff study in the unity of his work, the state and social relations took place in the 1970s, and from 1990s. Staff became interpreted as a main competitive advantage organization (Gaisina, 2009; Gaifullin and Rybalko, 2011; Mikhaylovskaya and Sultanova, 2014).

In 1979, economic reform aimed at the intensification of the economy, namely the fundamental changes of the subject production (Bakhtizin, *et al.*, 2014; Bondarenko, 2014). The forms and methods of work organization, corporate culture, and moral and psychological climate in the team; skills training; system of material and moral incentives and others required the improvement. Formation of a new attitude toward work involves changing the material and technical basis of work and its environment, the comprehensive development of the system of vocational training of workers (M.A. Aitov, U.N. Baryshnikov, V.I. Gerchikov, G.T. Toshchenko, M.N. Dushkevich, I.I. Changli, V.M. Alekseev, Z.I. Fainburg).

In 1986 the "restructuring has begun, what means the acceleration of the socio-economic development of the USSR (Bondarenko, 2014; Gaisina *et al.*, 2008). In the documents appears the term "human factor", which in the context of socialist production, was identified with the

development of the individual. The state put the task of uncovering the creative potential of the person and its connection with the improvement of the system of material and moral incentives.

There was an inefficiency of traditional systems of motivation during that period. Moreover, for example V.Y. Bocharov speaks about the crisis at the present stage of motivation and the need for a new approach to development and to satisfaction of the higher worker's demand (Bocharov, 2001). Most recently, staffs were increasingly seen as a variable. It is necessary to identify this motivation and develop with regard adaptation mechanisms to it. In this regard, the experience of forming teams is of interest because the process of dynamic development of the organization, together with the multiple probabilistic natures of business processes creates the preconditions for transition to design model without the involvement of advisory and supportive personnel management subsystems. The fundamental difference between teams from "traditional" organization team is the ability to generate management decisions on the basis of the principle of "variable", when the leader takes a team member, recognized by all as the best specialist in a particular area (Khairullina, 2012; Belonozhko and Lavrishev, 2013). This team in development of the Stockholm School of business was named "circle". This mechanism involves a team of a certain sequence of stages of development, among which the self-study, self-management and self-organization.

At the same time the style and methods of personnel management transform, so as to constantly changing conditions and factors of the external environment have led to a shift from a subjective-objective management in hierarchical structure of methods of formation teams, taking into account the principles of self-organization. U.D. Krasovskiy emphasizes that the management of the leader is constantly improving the skills of organizational maneuvers, expanding, shrinking, and rebuilding the range of their business contacts to combine formal and personalized management structures (Krasovskiy, 1997).

Motivational factors of employees of the companies of developed countries ranked by M.I. Magura revealed the identity of motivational attitudes (Magura, 2002). In first place was the team

of the working group, which includes people, the second is their interest, called work, and in third place is the ability to control their work and level of autonomy.

It is impossible not to share the view of the E.A. Smirnov, whereby the self-organization and self-management played two important roles: to compensate for gaps in the case of insufficient professional guidance; initiate development of artificial (formal) management and Organization (Smirnov, 2000). At this context, it is necessary to recognize the important role of the concept of integration, which is based on the recognition that the mechanisms of the work of the Organization are interconnected and can exist only in the unity of the strategic, tactical and operational levels.

## METHOD

### **Subject of studies made by the enterprise personnel management system**

Research carried out by the personnel management system of oil and gas companies were designed to study the need for transformation of existing systems based on determining the effectiveness of the tools actually used and the allocation of the priorities of the impact on staff motivation.

Achieving the goals of sociological research was the need to address specific tasks at each stage of the study. At this stage of the study should analyses the motivational mechanism in organizations based on determining the level of effectiveness of labor employee behavior.

The object of research were personnel management system of the enterprise. As a subject of study, the research examined subjective assessments which the respondents made about certain elements of the personnel management system and its implementation.

Originally forward was put the following hypothesis: the existing research organization HR systems and tools used to manage don't allow to provide the required level of motivation of employees and their timely adaptation to current developments, which is indicative of the ineffectiveness of existing practices of personnel management enterprises and the need for changes (Gaisina, 2015). It should be pointed out that part of the research undertaken prior to the onset of

the global financial crisis, whose consequences affected including Russian enterprises, that forced them to reconsider the policy in the sphere of personnel management is not in favor of workers.

Thus, at this stage was made an analysis of the motivational mechanism in organizations based on determining the level of effectiveness of labor employee behavior. For this we conducted a survey of 383 employees of oil and gas companies.

#### **Components of motivation**

Motivational mechanism for research purposes, the authors of its segmented into the following blocks, each of which is reflected in the survey:

- a) value orientations of employees;
- b) the most effective motivation and incentives;
- c) environmental factors affecting the efficiency of labor conduct;
- d) self esteem status of work performed;
- e) self-satisfaction of needs of different levels;
- f) vision of the future.

Gender structure of respondents in terms of their posts is characterized by relatively uniform distribution. The number of surveyed men was twice the number of women surveyed. In the group of senior executives there is a deviation due to the historically established ideologies in the area gender and age structure of the population (Figure 1).

- a) Age characteristics of the sample allow us to judge the possibility of taking into account the specifics of perception of reality by people of different ages. In fact, the survey covered all age groups are included in the calculation of the working population. The distribution between the groups relatively uniform except for groups of 25-35 years (the largest number of respondents – 28,1%) and over 50 (the smallest number of respondents – 21,3%). In the remaining group accounts for about a quarter of respondents.
- b) The combination of age and the “official” structures sampling revealed that senior officials, mainly represented workers older than 35 years. The same is found among middle managers (Table. 1).

The study groups of senior executives were represented by persons not under the age of

25 years. This category has the highest percentage of surveyed workers and employees. The age structure of the sample corresponds to the age structure of the economically active population, which also confirms the representativeness of the composition of the respondents.

According to experts, the effective labor worker’s behavior suggests that staff efficiently and conscientiously performs his duties, in the interest of production and his team in the face of the changing situation and the increased demands is willing to go beyond their duties, while making the extra effort shows activity, cooperation and assistance. In other words, the employee is satisfied with its work and is not going to change it.

At the basis of labor conduct lie motives: internal aspirations and values that define the focus of human activity and its form.

## **RESULTS**

### **The analysis of the results of a survey conducted by the sociological research**

In this regard, it is appropriate to consider the motivations and incentives of labor conduct employee. Judging by the results of research, internal demand for labor is the determining factor at 62,6% of respondents, while every fourth respondent answered “Yes”, 6,6% answered negatively and couldn’t answer the same number of survey participants (6,6%).

Salary is one of the most important factors that drives employee, usually a person wants to receive compensation for the performance of their duties for some time, satisfies his material and spiritual needs and values. Material interest is one of the universal human activity incentives. So, three-quarters (75,9%) argue that high earnings are an important factor in the execution of labor duties, every sixth respondent answered “Yes”, answered negatively only 5,3% of respondents. It should be noted that this question almost nobody had experienced difficulties with the response.

The most common incentive, an overwhelming majority of respondents is the need to ensure their children a proper upbringing and education (99,4% positive responses), followed by family well-being and your health (Figure. 2).

It was revealed that career growth as a

**Table 1.** The age structure of the sample in terms of levels of managerial hierarchy

Level management hierarchy	Unit	Age groups				Total
		18-24	25-35	36-49	50 and more	
Top leaders	People	0	4	9	8	21
	%	0,0	4,2	10,3	11,1	6,2
Mid-level managers	People	10	11	25	19	65
	%	11,9	11,6	28,7	26,4	19,2
Employees and workers	People	74	80	53	45	252
	%	88,1	84,2	60,9	62,5	74,6
Total	People	84	95	87	72	338
	%	100,0	100,0	100,0	100,0	100,0

**Table 2.** The distribution of answers to questions about the effectiveness of monetary incentives, %

Question	Yes	Rather Yes	Rather No	No	Difficult to answer
Whether the size of your salary levels your professional competence?	9,9	23,8	22,7	28,2	15,5
Whether the size of your salary to your degree of impact at work?	13,1	25,7	20,2	29,0	12,0
Increase your salary if you work better?	8,8	14,3	35,2	28,6	13,2
Will you work better if your salary increase?	53,9	29,7	5,0	4,4	7,1

worth is not important for a quarter of the respondents.

Currently planning and maximizing the growth of employees in theoretical and practical management are relevant. A clear view of the employee, that he, after some time will take a new position, then later a different one, gives the employee a sense of confidence and responsibility. But in practice, a large number of companies today can provide the planning and growth management employees. Three quarters of those polled (74,6%) believe that career development is important to them, while every fifth respondent has not shown interest in your career growth and 4% of respondents did not answer the question.

Note that the respect and recognition of co-workers for the vast majority of respondents (95%) are important components of success, and 3,2% of respondents hold the opposite opinion. At the same time 1,8% of respondents could not answer the question.

According to the study, rest, socializing with friends, family, your own health as well as health and parenting affect labor behavior of workers. Our own health and relaxation are relevant for 96,2% and 95,1% of respondents, respectively;

health care and education for the majority of respondents (99,4%), family well-being for 97,9% of the respondents. The data obtained revealed a list of environmental factors influencing the effectiveness of labor workers' behavior (Figure 3).

In the context of the coming crisis, according to the authors, many workers threatened loss of working places; therefore significance saves the problem of unemployment.

It should be noted that the passion for their work, awareness of the importance and its relevance, satisfaction with the content of labor and his organization have an impact on employment behavior. The content of labor is the most important motivational factor, on which depends the result and staff interest in work (Khairullina, 2013; Gaifullin and Sadykov, 2012; Belonozhko and Skifskaya, 2011).

The stresses of the work process, the state in which the worker has to work, the extent of the efforts which have to apply, also affect the results and intensity of labor.

#### **Factors the effectiveness of work**

On the effectiveness of employment affects social security of workers. The presence of

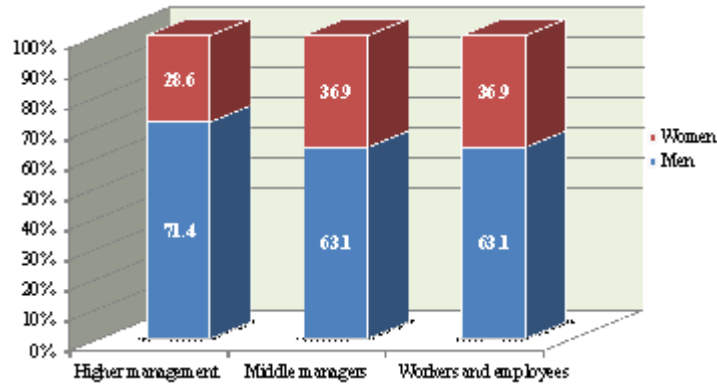


Fig. 1. The gender structure of respondents in terms of levels of managerial hierarchy

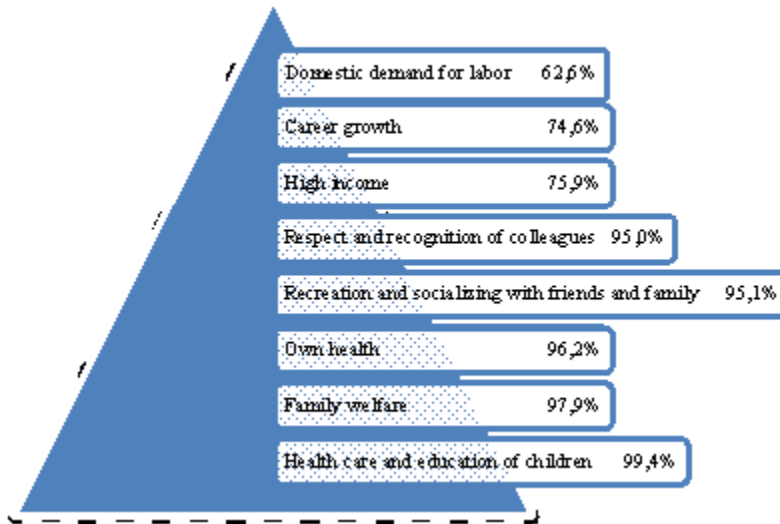


Fig. 2. Rating of work incentives (% of respondents)

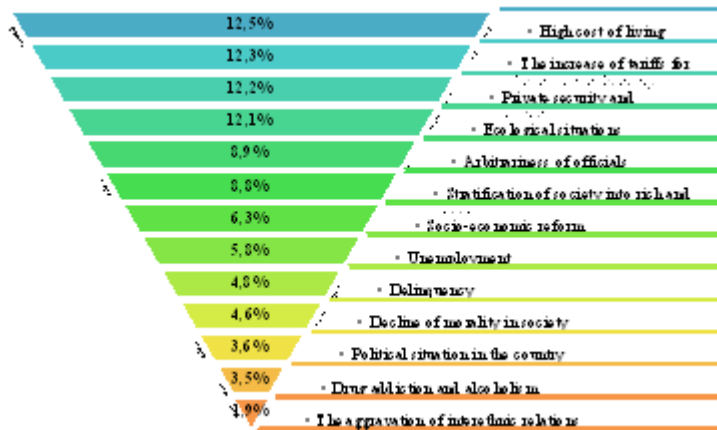


Fig. 3. List of environmental factors influencing efficiency of labor conduct workers (% of respondents)

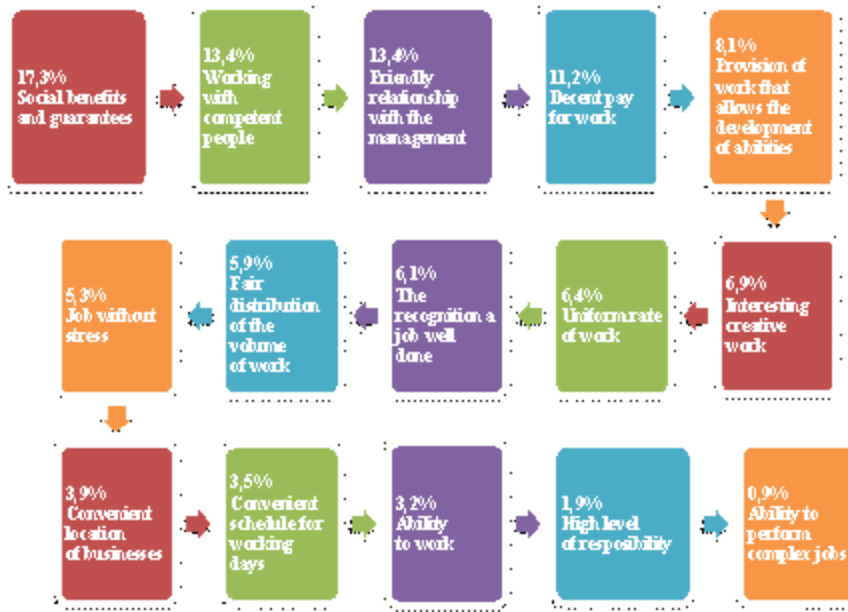


Fig. 4. Basic motives and incentives to work (% of respondents)

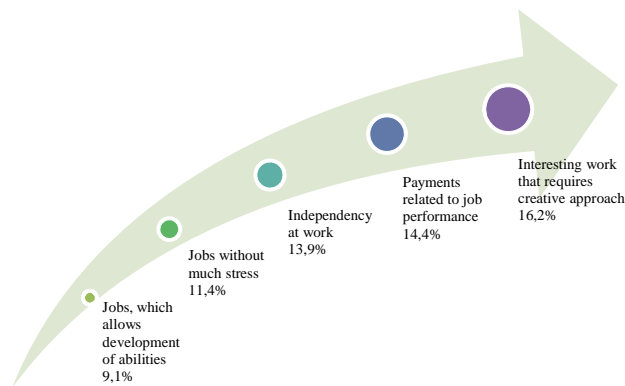


Fig. 5. The most important motives to effective employment among executives (% of respondents)

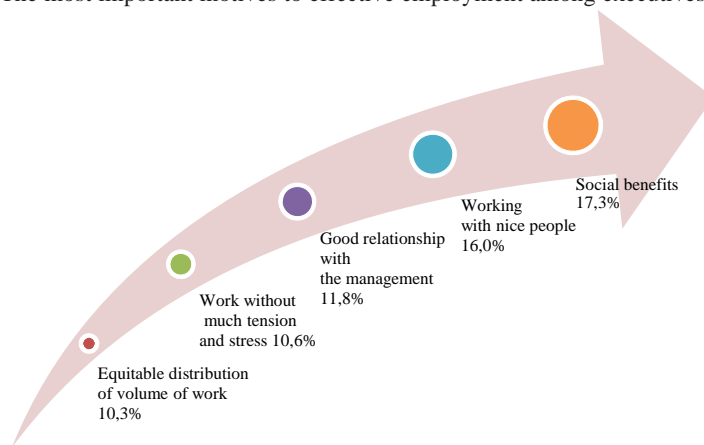


Fig. 6. The most important motives for the effective employment of workers and employees (% of respondents)



a social package guaranteed by collective agreement, provision of medical services, the creation of safe working conditions, the presence of holiday destinations, meals, reimbursement of training costs, etc. in organizations affects the employee's responsibility for completion of tasks.

According to the author, the efficiency of labor employee behavior is influenced by the attitude of the administration towards employee, taken by management decisions, as well as relations in the workplace.

Consider the basic motives and incentives to work. In General, a hierarchy of motives is as follows (Figure 4).

However, by the level in the management hierarchy there is some separation. So, for management personnel are most important are the following reasons to work, shown in Figure 5

Analyzing these results, the authors conclude that managerial staff in the course of their work gets the opportunity to meet the needs of a higher level than the employees for which the motivations and incentives to work are ranked differently (Figure 6).

To the question "What would you say that you are satisfied with your work?", the following replies had been received. Every third party poll said yes, every second respondent tend to consider themselves pleased with his work. An equal number of respondents-every tenth-believe that rather unhappy with their work or were undecided, while 7,6% gave a negative answer.

In accordance with the results of the study participants' level of education survey eighty cases out of a hundred matches the executable and to posts, but 20% of those surveyed do not work.

It should be noted that every fourth party poll would like to participate in the management of the enterprise. The same number of respondents (18,5%) gave no affirmative answers: "Yes" and "No". Every third interviewed claim that doesn't wish to participate in the process of enterprise management, quite a significant number of respondents 7,1% were undecided.

According to 56,5% of the respondents career development depends on professional skills and competencies of the worker, every third party survey disagree with this point of view, almost each tenth was unable to answer this question.

While 58,7% of respondents believe that

progress on the career ladder depends on relationships with management, every fourth party poll has the opposite view, every sixth found it difficult to answer your question.

Exactly half of the respondents claimed that they like to work under the guidance of a strong personality, in addition, every fifth participant survey tend to think that the work under the guidance of the leader of the effective and fruitful, while 8,7% of respondents gave a negative answer and 16,6% are generally difficult to answer this question.

So on the question of compliance with the aspirations of the respondent organization, received the following answers. Every fifth participant said yes, 40,1% of respondents answered "Yes", 1 out of every 10 says no. At the same time, one fifth of the respondents couldn't give a definite answer to this question.

It is noteworthy that only 4,8% of respondents refused from work in case they have another source of income. Every tenth while stopped would work. Three quarters of the respondents have not stopped would work if there are other sources of income, and 8,9% were undecided on the issue.

#### **Factors of motivation**

At the end of the 1950s Frederick Herzberg with staff motivation model developed based on the needs. It was called two-factor theory Herzberg hygiene theory or factors.

Herzberg concluded that factors associated with labor, affect the satisfaction of needs, and divided them into two groups: hygiene and motivation.

Hygienic (wage, interpersonal relationships, the nature of the control exercised by the head of) relate to satisfaction with work. If they are sufficient, by themselves do not cause job satisfaction and cannot induce human to something. To achieve the motivation you need to achieve action motivating factors (feeling of success, promotion, recognition from others, responsibility, etc.).

Judging by the results of the study, two-thirds of respondents with a desire to return to work after a long break or rest, while every fifth participant survey does not experience high demand for work after a long break, and the rest were undecided on the issue.



Satisfaction of the conditions of their work expressed 75,7% of respondents, while 5,5% did not answer this question; the other employees are not satisfied with the conditions of their labor.

Modern management experts believe that cash motivator should necessarily be complemented by others, but money remains a major motivator. For many respondents the level of payment is an important indicator of status and means of meeting the needs of a higher order.

To the question "are you satisfied with the amount of wages you receive for their work?" only 6,5 percent of respondents answered Yes, every fifth answered "Yes" to every third-"no" almost every second party poll gave a negative answer, 5,4% did not answer the question.

Next, consider the opinion of respondents on the conformity of the wage level of professional competence of the personnel and the impact on work and the willingness of employees to improve the efficiency of the labor process in case of increase of the remuneration for their work. To do this, compare the data presented in table 2.

Answers to the first two questions were distributed in approximately the same way. Almost every third party survey gave negative answers to both questions; every fifth responded "No", every tenth of respondents answered in the affirmative. In addition, when you reply to the third question, one in four believes that even if it will work better, his wages do not increase, and every third respondent tend to think that if you increase the intensity of his work, his salary is not likely to change. In doing so, 83,5% of the survey participants would increase the effectiveness of their work, subject to increase remuneration. The authors believe that if the survey was conducted in the context of the coming financial crisis the effectiveness of monetary incentives would be the following: workers would seek to retain jobs, maybe, being prepared for a specific lower wages.

To the question "whether your company professionally and competently wage?" only 12,7% of respondents answered "Yes", every fourth answered "Yes", answered every fifth or found it difficult to answer. At the same time every seventh replied "No". This suggests that in collectives to carry out explanatory work on remuneration packages and pay.

## DISCUSSION

This study allowed the authors to identify the motives and incentives are important values for workers in various fields. The first phase of sociological study found that of all possible systems of incentives and motives to the effective employment interviewed employees allocate values higher order, the role of money and material incentives remains visible, however, is declining. Already at this stage, it becomes obvious that the observed outcome is the product of social changes in society that affect the values of individuals, actualizing the need for reflection and qualitative assessment of the impact of social change. Personnel management system there is many unresolved issues, first and foremost, social change. As a result of such changes, the staff organizations proved to be mostly unmotivated, resulting in insufficient self-appraisal, an underestimation of the importance of teamwork, and also those employees do not see prospects for further development, as well as see no domestic incentive to use the full potential of which many are not involved. Pay satisfaction is also low, as evidenced by the results of the survey.

## CONCLUSION

The findings that have made it necessary to study the exposure of staff motivation incentive effects. To do this, the authors believe, can be based on an examination of capacity and staff needs for self-expression and improving their social status. In addition, it will highlight the most effective incentives that can be recommended for implementation discussion of the practice for the functioning of the system of personnel management organizations. Workers surveyed, characterize low levels of motivation to improve productivity, as intra organizational motivating factors, such as competition between the employees and the ability to realize the potential of employee is missing. In addition, there is an impression that many workers are not in place, because their own low conformity assessment post coincides with the opinion of the managers, but most workers saw themselves have untapped potential. This testifies to the high degree of ineffectiveness of the existing personnel

management system (Gaisina, 2015). The situation is aggravated by a partial reassessment of self-worth separate categories of workers, as well as the fact that in many organizations, the efficiency of the personnel management system is assessed by the criteria of profitability and refers to the staff as a resource, rather than a key factor and the source of our success.

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