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**A.F. SIRAZEEVA,**  
*PhD in Pedagogics, Associate Professor*  
*Kazan (Volga Region) Federal University*

**A.R. MUKHITDINOVA,**  
*1<sup>st</sup> year student*  
*Kazan (Volga Region) Federal University*

## THE ROLE OF THE SOCIAL FACTOR IN LABOR PRODUCTIVITY GROWTH

**Abstract.** Labor productivity is one of the most important aspects of production effectiveness and its constant growth is the key to bettering the economy of Russia. The tendencies of labor productivity vary in different countries and for Russia the most prominent differences are the growth of mechanization, automation and constant implementation of new technologies. These have been the priority for centuries, however the relevance of the human resources development as the way of increasing labor productivity has found its way into practice only in the last decades. Consequently, the goal of this paper is to analyze human resources and their role in labor productivity. The research is based on studying theoretic aspects of labor productivity and their development with time. The results of the analysis are proven by the evaluation of the social factor and its role in labor productivity growth, using statistics and official reports of a chosen company and its ways of managing human resources effectively.

**Keywords:** labor productivity, human resources, social factor, effectiveness, management, production.

Nowadays Russia confronts the task of developing an economic system that is able to remain stable during the negative influence both on macro and micro levels. In order to achieve this goal, this system should prioritize the modernization of production, strengthening the international and regional market relationships and the ability of goods to participate in both import and export.

The labor productivity is both the method and the measure of the effectiveness of this system. Depending on the level of the labor productivity, the population wellbeing, the levels of unemployment and the potential of production are affected. The rising levels of labor productivity on independent productions are combined, forming the overall economic potential of the country.

Karl Marx defined labor productivity as every difference of the process of labor that shortens the working time that is needed to make a product, so that the less amount of work is able to create more use value. The same definition was given by a management expert Peter Drucker: "Productivity means the balance between all factors of production that will give the greatest output for the smallest effort" [1].

The classic formula is based on the definition and it estimates this figure as the ratio of the output to the factor inputs [2]. The output is usually measured as the number of goods manufactured or their total cost. Inputs are assessed as production costs, i. e. the hours paid or the overall number of employees. Sometimes in order to achieve a more precise measurement of the labor productivity, the labor intensity is divided into several parts, which gives the opportunity to calculate the productivity of research workers, production people or the management separately. The other formulas include connecting labor productivity to other factor inputs, aside from the labor itself. For example, with the growth of capital-labor ratio, the labor productivity levels grow too. Traditionally, labor productivity levels intertwine with Gross domestic product (GDP) on a macro level, with the direct correlation between these two indicators of economic growth.

This approach and the plurality of formulas open a chance of comparing labor productivity and labor effectiveness. While productivity growth can be measured according to different formulas, considering all the expenditures, effectiveness is the way of achieving the set goals using different

methods. If effectiveness is the notion, productivity will be its quantitative indicator [3]. To sum up the analysis, labor productivity can be defined as the way of measuring labor effectiveness.

However, with the modern tendencies of mechanization, automatization and implementation of new technologies, labor productivity comes down to equipment productivity. Referring to Marx's "Capital" [4]: "In the labor-process, therefore, man's activity, with the help of the instruments of labor, effects an alteration, designed from the start, in the material worked upon. The process disappears in the product; the latter is a use-value, nature's material adapted by a change of form to the wants of man... If we examine the whole process from the point of view of its result, the product, it is plain that... the labor itself is productive labor". This is where the question about the role of people in labor productivity comes into play. In order to figure this out, factors of labor productivity growth must be analyzed.

Marx and his followers usually distinguished objective and subjective factors of labor productivity, where the former meant using new technologies and new methods and the latter was connected to the well-being of the employees and their ability to create use-value [1]. The quality of any classification would depend on the period of time when it was created. Also, it is worth mentioning that some of the factors represent outside influences. That's why it is impossible to create a unified classification for all economic systems, countries and industries. On this basis, different economists pointed out detailed and extensive classifications, which can be summarized into a classification of material, social, organizational and industry-specific factors.

It is important to point out that social and organizational factors have their differences. The organizational factor is aimed at decreasing labor intensity and rational resources management. It might include some of the following indicators: the way the production buildings are positioned, the improvement of planning and management in the company and the way of following government directions and orders. Its primary goal is improving the systematization of the production process and minimizing risks and losses.

The social factor on the other hand focuses on the employees, their wellbeing and condition, both physical and mental. With that considered, it includes taking precise care of the work discipline and motivation system, proper protection of employees' rights, the level of mutual relations in the workplace, and the development of the corporal culture.

According to the analysis above, labor productivity growth has a dual nature: general questions of management and automatization of the production process and developing human resources [5]. But the ability to manage human resources and their effectiveness will fall behind managing material resources. According to D. Scott Sink the labor productivity growth in the USA aerospace industry depends on implementing technologies (60 %), investing (25 %) and the labor itself (15 %). The percentage of the human resources role is surprisingly low; however, its growth did not remain a problem, being irrelevant and having no further perspective [6].

In the XXI century, on the other hand, the process of labor has undergone quite many changes. The most recent and the most destructive would be the COVID-19 pandemic that was accompanied by the biggest decrease in the economy of all countries in the world and the changes in international trade [7]. The main feature of the pandemic was that mostly it affected human beings, not resources of machines. Still, the GDP levels all over the world dropped dramatically (table 1). This was basically a wake-up call that proved an important point: production and its productivity depend on human resources to a bigger extent than it seemed before.

Table 1  
GDP growth (volumes, %) [8]

GDP growth	In 2019	In 2020
USA	2.3	-0.4
Germany	0.6	-1.2
France	1.3	-0.8
UK	1.4	-0.7
China	6.1	0.2
Brazil	1.2	0.4
India	5.3	3.6
Australia	1.8	-0.6
World	2.9	0.7

The post pandemic period is characterized by the inability of the previous production chains to remain in the same position as they were before. The main reason for that is the change in labor structure and organization, mainly because of the quarantine and self-isolation. Social distancing, remote work and regular health-checks are only a few measures that have been necessary during the pandemic, however they have had quite an impact on the employees and the effectiveness of their work [9]. This is where the massive changes in labor productivity are taking place. The growth of labor productivity is the answer to a demand to adapt the most stable and planned-ahead models to the challenges of modern life.

The pandemic left a huge imprint on the general treatment of the employees, which led to the rising attention to the social factor of labor productivity. The goal of the management has changed from blind robotization and mechanization in the production process to providing each worker with individual conditions that would lead to rising levels of labor productivity. Nefis Cosmetics JSC was chosen to analyze this imprint. The company, located in the Republic of Tatarstan, is the manufacturer of chemical products: household chemicals and technical products. It owns well-known brands and trademarks as “AOS”, “BiMax”, “Sorti”, “BiAsept”, “Free Time”, etc. Total produced is more than 300 kinds of products [10].

According to the annual reports of the company, a lot of funds and resources were invested in the measures that, combined together, form the potential of developing the material factor of the labor productivity. However, like any other huge company, Nefis Cosmetics JSC pays a lot of attention to improve human resources. Company tries to increase the levels of motivation, attract employees with high qualification levels and provide facilities to the further improvement of the staff.

Among the measures, aimed at achieving this goal, some of the following might be pointed out. They are strongly connected to other factors of labor productivity growth, including material and organizational ones. In order to solve the problem of an age gap between employees and the falling levels of qualification that comes with old age, the company participates in a program of the Ministry

of Labor and Social Protection of the Republic of Tatarstan that is aimed at building digital literacy of the elderly staff and their further professional development [11]. A big part of human resources management is also the cooperation with universities in order to attract students for practice and further employment. The director of the company is an alumnus of the Kazan National Research Technological University, which is a close partner with the company in terms of recruitment and internship [12].

Nefis Cosmetics JFC also hosted a number of different events, aimed at popularizing the brand and displaying the company as a perfect workspace for employees with families that need their constant care and attention. Some of them include material support for women on maternity leave with the free goods of the company when they are discharged from the hospital, as well as providing a thousand first-graders from low-income families with stationary and also supporting nonresident students of the Kazan Federal University with household chemistry during the quarantine [13, 14].

Also, aside from the singular activities, the company supports the staff with regular bonuses and presents and organizes events to build and strengthen mutual relationships between employees of different areas.

Firstly, these measures are not directly connected to the amount of goods manufactured, but they have quite an impact on labor productivity. Qualification improvements help to navigate tasks between employees of different spheres better and they overall lead to minimize work intensity. Combining the young workers, who are willing to show their skills in practice, and older employees, who, with the help of the company, give the ability to keep up with new trends and work conditions, build a strong force of knowledge, creativity and skill. The constant motivation for self-development would emerge from these kinds of relationships between employees. In this case improving qualifications leads to productivity growth.

Secondly, supporting families with goods help encourage the staff to constantly improve the quality of the products being made. Connecting the results of their work with their usage in everyday life opens up a chance for different

approaches on production and its enhancement. Also, aside from motivation, these kinds of measures help employees feel more satisfied with their work realizing that the company they work in supports people in need with the goods made by themselves. This aspect helps to prevent job burnout. According to surveys, 49 % of the employees feel at least some kind of exhaustion, which in perspective leads to insomnia, fatigue, irritation, etc [15]. Employees would not be able to do their jobs properly and on time, in worse cases it can lead to resignations. Taken together, this means a decrease in labor productivity. Due to this fact, it is important to openly demonstrate to employees the results of their hard work not only in numbers, but in real actions.

Finally, building the corporate culture helps to maintain relationships between employees and help them communicate better with each other. This way they would work more efficiently by considering the abilities and opinions of their colleagues more attentively.

The results of the measures that are connected to the social factor of labor productivity are proven by the statistics (table 2) [16, 17]. Over the period of 2019–2021, the income of the company has risen by 36.54 %; the number of goods manufactured has risen by 17.78 % and the total labor productivity, calculated as the ratio of output (in manufactured goods) to input (the numbers of man-hours) has increased by 14.3 %.

To sum up, labor productivity is one of the most crucial factors of production effectiveness, and its constant growth is the objective of any company. It is affected by both objective and subjective factors, none of which are of more importance than the other. Social factor in labor productivity growth enables the employers to stabilize the work

in their companies, while building a secure base for possible improvements, which was proven in practice.

It is impossible to organize constant growth of the labor productivity without considering human resources on the same level as machines and production organization. All of the factors go hand-in-hand with each other and positive results cannot be affected if at least one of them is neglected. The social factor has been overlooked for too long and rising attention to this aspect nowadays proves that it is indeed crucial. It is still a long way to progress to better measures of labor productivity and ways to improve it, but it can be said with confidence that social factor will play a huge role in that.

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Table 2

### Nefis Cosmetics JFC labor productivity analysis [17]

	In 2019	In 2020	In 2021	Change in percent (%)
Output (the cost of goods manufactured, tons)	260 461	286 269	316 811	17.78
Input (the number of man-hours)	1946			–
Total profit	870 778	1 569 202	1 372 100	36.54
Labor productivity, per one man-hour	133.8	147.1	162.8	14.3



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#### Информация об авторах

**Сиразеева Альбина Фернатовна**, кандидат педагогических наук, доцент, Институт управления, экономики и финансов, Казанский (Приволжский) федеральный университет.

**E-mail:** sirajik@yandex.ru

**Мухитдинова Аделя Рафитовна**, студент 1 курса, Институт управления, экономики и финансов, Казанский (Приволжский) федеральный университет.

**E-mail:** adelyamukhitdinova@gmail.com

**А.Ф. СИРАЗЕЕВА,**

*кандидат педагогических наук, доцент*

*Казанский (Приволжский) федеральный университет*

**А.Р. МУХИТДИНОВА,**

*студент 1 курса*

*Казанский (Приволжский) федеральный университет*

#### РОЛЬ СОЦИАЛЬНОГО ФАКТОРА В ПОВЫШЕНИИ ПРОИЗВОДИТЕЛЬНОСТИ ТРУДА

**Аннотация.** Производительность труда является одним из важнейших аспектов эффективности производства, а ее постоянный рост – залогом улучшения экономики России. Тенденции производительности труда различаются в разных странах, и для России наиболее заметными отличиями являются рост механизации и автоматизации и постоянное внедрение новых технологий. Это было приоритетом на протяжении веков, однако актуальность развития человеческих ресурсов как способа повышения производительности

труда нашла свое воплощение в практике лишь в последние десятилетия. Следовательно, целью данной работы является анализ человеческих ресурсов и их роли в производительности труда. Данное исследование основано на изучении теоретических аспектов производительности труда и их развития с течением времени. Результаты исследования подтверждены оценкой социального фактора и его роли в повышении производительности труда с использованием статистики и официальных отчетов выбранной компании и ее способов повышения эффективности управления человеческими ресурсами.

**Ключевые слова:** производительность труда, человеческие ресурсы, социальный фактор, эффективность, управление, производство.

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