

*Синяєва Л. В., д.е.н., зав.кафедрою Таврійського державного агротехнологічного університету
Sinyayeva L.V.*

ROLE OF LABOR NORMS AND STANDARDS IN THE ORGANIZATION OF WORK AND ITS PAYMENT IN MARKET ECONOMY

In article problems of rationing of work as the integral component of business management are considered. Norms and the standards established in the course of rationing of work act as effective means of achievement of an optimum ratio between a measure of work and its payment. In turn, the optimum ratio between a measure of work and a measure of its payment promotes positive motivation of work, to growth of its productivity, providing a proper correlation between accumulation and consumption funds, and thus acts as a necessary condition of normal development of economic processes. The market demands substantial increase of a role of labor norms and standards in the organization of production, work and a salary. Lack of scientific methods of an assessment and definitions of a measure of individual work gave to emergence of equalization and a diskriminatsiya in compensation of high qualification. All mentioned negatively is reflected in existing system of material stimulation of workers. As a result of the conducted research in article advantages of use of system of scientifically reasonable norms of work to social partners are defined: for workers, for the enterprise and for the

Keywords: *labor norms, standards, salary, mechanism of rationing of work, labor productivity*

В статье рассматриваются проблемы нормирования труда как неотъемлемой составляющей управления предприятием. Именно нормы и нормативы, устанавливаемые в процессе нормирования труда выступают действенным средством достижения оптимального соотношения между мерой труда и его оплатой. В свою очередь, оптимальное соотношение между мерой труда и мерой его оплаты способствует положительной мотивации труда, росту его производительности, обеспечению правильного соотношения между фондами накопления и потребления, и таким образом выступает необходимым условием нормального развития экономических процессов. Рынок требует значительного повышения роли трудовых норм и нормативов в организации производства, труда и заработной платы. Отсутствие научных методов оценки и определения меры индивидуального труда привели к появлению уравниловки и дискриминации в оплате труда высокой квалификации. Всё упомянутое отрицательно отражается на существующей системе материального стимулирования работников. В результате проведённого исследования в статье определены преимущества использования системы научно обоснованных норм труда для социальных партнёров: для работников, для предприятия и для государства.

Ключевые слова: *трудовые нормы, нормативы, заработная плата, механизм нормирования труда, производительность труда.*

В статті розглядаються проблеми нормування праці як невід'ємної частини управління підприємством. Саме норми і нормативи, які встановлюються в процесі нормування праці виступають дієвим засобом досягнення оптимального співвідношення між мірою праці та її оплатою. В свою чергу, оптимальне співвідношення між мірою праці та мірою її оплати сприяє позитивній мотивації праці, зростанню її продуктивності, забезпеченню правильного співвідношення між фондами нагромадження і споживання, а отже виступає необхідною умовою нормального розвитку економічних процесів. Ринок потребує значного підвищення ролі трудових норм і нормативів в організації виробництва, праці і заробітної плати. Відсутність наукових методів оцінки і визнання міри індивідуальної праці призвели до виникнення зрівнялівки і дискримінації в оплаті праці високої кваліфікації. Все зазначене негативно позначається на існуючій системі матеріального стимулювання робітників. В результаті проведеного дослідження в статті визначені

переваги використання системи науково обґрунтованих норм праці для соціальних партнерів: для працівників, для підприємства та для держави.

Ключові слова: трудові норми, нормативи, заробітна плата, механізм нормування праці, продуктивність праці

Formulation of the problem. In the activities of all employees (workers, engineers, economists, managers), anyone involved in the production and sale of goods, services, labor standards playing an important role. Commercial success today is impossible without the awareness of normalization process as an integral part of management and industrial relations. Matching workers can not work without introduction the necessary costs and benefits of labour. As Marx pointed out, even Robinson "should accurately allocate his time between different functions ..." (1.S. 87).

Hopes of enterprises to maximize profits can now implemented without establishing relationships between labor and rationing system of payment, without obligatory knowledge of multiple options for decisions made and the choice of optimal one considering labor. A full picture of labor regulation give labor standards. They provide coordination elements of any production process and the interests of employees. Standards are the basis of the planning and regulation of business units, organizations wage personnel costs accounting for production, management productivity and social and labor relations. Virtually no such areas of the enterprise, wherever used labor standards.

The lack of scientifically based standards and norms leads to serious issues in equipment-load planning, production planning and inventory management, staffing at state enterprises. Normative costs of production if they are based on conflicting standards will also be controversial, that will result in serious issues in pricing, calculating profit and sales policies. Conflicting rules and regulations cause erroneous logistic actions, equipment selection and enterprise planning. As this directly affects on workers salaries, on all levels of the organization of production should be well organized system of inspection rules, regulations and conditions.

Analysis of recent research and publications. The problem of revival norms and standards and their role in the organization of work and pay attention riveted by many economists. The famous Ukrainian scientist A.M.Kolot exploring the role of labor regulation issues in the context of its payment emphasizes that the essence of work valuation lies in determinating of the cost of living labor to perform a certain type of work in specific organizational and technical conditions and in establishing of the labor measure on this basis. To his opinion, because of the determining of the labor measure by the valuation, it should be considered as one of the main elements of the wages organization [2].

This view is shared by other researchers, including members of the Research Institute of Labour and Employment Ministry of Labour and NAS of Ukraine, stressing that the regulation of labor on the one hand is a means of establishing and ensuring of the control over measure of consumption, on the other hand it is aimed at increasing of productivity and efficiency, and hence in productive employment [3, p.41].

O.M.Bondarenko system calls valuation work an important part of the regulatory mechanism measures the relationship of work and remuneration. In her opinion normative measure of labor enables material to encourage those who spend more labor and a higher production results. Remuneration should be built based on the most accurate assessment of qualitative and quantitative components of degree work. Quantitative evaluation is carried out by means of regulation, which plays an important role in the mechanism of personal stimulation [3, s.162]. It also notes that the constant deterioration of the quality standards is a lack of national tariff system. In her opinion, this is due to the fact that labor standards actually function as a regulator of wages at the expense of its main functions - creation of science-based measures of labor socially normal for specific types of work conditions and intensity. In order material interest of employees in the work of progressive norms O.M.Bondarenko suggested ways to eliminate the negative impact of economic factors on the quality standards: use premiums to maintain average wages between the increase of tariff rates; increasing dynamism of tariff rates; increasing dynamism of tariff rates while using premiuyvalnoyi system [4].

Russian scientist R.A.Yakovlyev notes that in a market economy, regulation of labor - a scoping certain quality (content) that the employee is to perform at the cost of his labor, that labor is a norm that price expressed in units of work [6, p.64]. He stresses that a market economy can not be wage labor without rationing, and rationing ignoring labor deprives wage criterion zaroblenosti.

The researchers dealing with wage and its valuation underline that the rules and regulations that are set in the regulation of labor are the effective means to achieve an optimal balance between the amount of labor and its payment [5,7, 8]. In turn, the optimum ratio between the amount of labor and its payment measure promotes positive motivation, increase productivity, ensuring the right balance between accumulation and consumption funds, and therefore a necessary condition for the normal development of economic processes [2].

OA Grishnova stresses that the objective determination the labor contribution of individual artists and their teams in the overall performance of a company is only possible if accurate installation and equally intense labor standards for each workplace [6, s.361]. This means that only scientifically based standards are able to step out labor workers.

Russian scientists PE Shlender and Yu.P.Kokin, emphasizing the important role of labor standards in determining the earnings report that in a market economy for employees have to be set quantitative relationship between the degree of implementation of labor standards (job duties), ie actual results of work and its remuneration in accordance with the cost of labor and labor standards. They believe that every quantitative measurement unit labor standards should receive monetary value based on the price of labor, and worker and employer must agree on the amount of payment of labor exceeds the norm [9, s.351].

Unsolved problems. The most significant problems associated with the motivation of hired workers, is a contradiction of norms and standards, providing inadequate working conditions, and insufficient coverage of workers material incentives system. All these issues are closely interrelated and if not watch them all the time, the system of labor motivation cease to operate as planned.

Market relations to the extent of development make many changes to the existing labor organization employees. One of the main regulatory framework is lagging wages on changes in the mechanism of its organization. This is due to the fact that market conditions do not need business leaders established the state proportion of pay, depending on its complexity, conditions, actions, and also the fact that the leader knows best of all the features and conditions, which employ workers. Moreover, the right manager to decide wages combined with its responsibility for the results of the decisions taken. On the one hand, it is certainly positive.

But on the other hand, simplification of calculation of pay has drawbacks. First, reduced staff Trudoviks professionally engaged in the organization of wages, and many enterprises are completely gone. Proof of this is our research organization wages in agricultural and industrial enterprises of Zaporizhia, Kherson, Dnipropetrovsk and Donetsk regions, industries m. Melitopol. The issues involved in wage accountants or personnel officers. Lack of professionalism affects the stimulating role of remuneration.

Second, in contrast to the widespread opinion among practitioners, wage system do not work by themselves. To be effective, they must be carefully developed and more closely monitor their implementation and application through continuous monitoring and inspections.

The purpose of the article. The current state of regulation of labor in our country is making a considerable proportion of their process to the destabilization of the economy and worsening financial status of workers. The low level of production, management and regulation of labor causes a growing number of violations of labor and technological discipline, accidents and injuries, poor quality of products and so on. By this, in many cases added stubbornness to pay wages that does not motivate employees to work effectively. Market needs significant enhancement of the role of labor norms and standards in production, labor and wages. Rationing of Labour is a factor that affects competitiveness and profit margins [10]. The article is to develop a mechanism of regulation of labor as a basic component of the market mechanism remuneration (organizational and economic bloc) [11, p.9].

Research results. In the broad sense of work measurement - a regulation of labor costs at the macroeconomic (national or regional) and micro (or intra-branch) level.

An important aspect of valuation work is that it is a key element of the labor market. The act of buying and selling labor services provides their assessment on time, frequency, content and scope of the provision. Rationing in the enterprise is the main instrument of the organization wages. All systems salary and bonus based on a comparison of actual results and statutory employment services.

In developed market economies entrepreneurs realize that normalization is a prerequisite for the rational organization of labor, reduce production costs, increase profits and, consequently, higher wages. Jobs in production areas, workplaces employees with detailed descriptions of the content of work defined standard time for their implementation. Developing and maintaining the stability of rules and regulations based on the following conditions: Preparation reasonable valuation techniques, based on specific, previously developed methods for each operation and quality standards; approved revision procedure acceptable norms and standards by gradual changes in working methods based on proposals to improve working methods of operations; competent salary structure, which is based on an acceptable permanent system of evaluation of the results of labor. To determine the standards used in all areas of the system trace element standards developed in the USA and adapted to the specific conditions of other countries.

Material incentives are applied correctly, is the most valuable tool for managing the motivation of hired workers. This requires a certain stability of rules and regulations. Any attempt averaging wide changes and inclusion to the average norm will result in significant fluctuations in the size of earnings. Therefore, the prerequisite is precise and detailed description of the method and quality standard, on which the rate of output. If there is no confirmation of the basis on which it was established norm, even a slight change in the methods and reduce requirements for quality standards able to destroy the system of financial incentives. Minor changes may not draw immediate viewing standards, but eventually changes in working conditions, the materials, the use of more modern equipment will result in understated or conflicting norms, or both, and the second time. The extent of such deviations should wake-known in advance, especially when changing materials used in production, downtime, etc. and be paid at rates higher than the officially established standards. To control the processes of this sort should provide an appropriate procedure for measuring the actual data, which will introduce standards for such unusual cases or to or in the process of change. To change that can not be expected, for example, a simple technical or organizational reasons, it is necessary to apply the well-known timing. It will specify the deviation in time and pay them accordingly. Finally, an important part of the mechanism of monitoring changes in production are accurate count of the number of products or definition of output. If all this is not expected, the incentive system of hired workers will not be effective.

Mandatory requirement of the market system of remuneration for employees is the dependence of wages on the quantity and quality of work, that its results. This dependence is the basis for performance wage a major functions - stimulating, the realization of which in modern conditions is extremely interested employers (including government) and employees. However, objective measurement of labor input of workers and thus determine the fair financial remuneration is not possible without quality valuation work, which in most domestic enterprises is abandoned.

It should be noted that the role of valuation work is crucial in ensuring the efficient operation of production at all levels. This is due to the increased role of economic factors in the relationship between employers and employees, and increased social orientation of modern management. All participants of the production process have a need to establish reasonable labor standards as an employer seeking maximum profits with minimum costs, including personnel and pay for his work, while employees growing interest to realize their human abilities, in turn, is impossible without objectively calculated labor standards.

Thus, when calculating the salary of employees, determining the value (cost of labor) normalization counts. So, first, a considerable number of factors affecting these indicators, a prominent place is the definition of working time, the degree of labor intensity and pace of work, part of the contents of the operational valuation work at the production level.

Secondly, one of the main functions of labor standards is their use to assess the results of workers and determination of the basis of the amount of their wages. It is well known that the use of piece work

piece-rates defined using output norms (standard time), and the use of time-based form to set service standards or standardized tasks for a certain period of time.

Thirdly, through labor standards calculated not only the basic wages but also is the decision to pay bonuses, premiums and co-payments (in the case of a surplus or performance standards).

Fourth, in a market economy function valuation of labor as a measure of its payment is the prerogative of enterprises, resulting in the role of labor standards as a means of distribution and promotion of employment of staff [12].

In addition, the state regulation of labor in production and quality standards that are used, those are the limiting factors that affect the decision on the effective use of a form or pay system. In particular, there are more stringent requirements that apply to the valuation of work in the case of piece-shape on wages - definition of piece wages is possible only if there is a perfect system of regulation of labor standards and *naukovoobrruntovanyh* time and output. An obligatory condition for the use of time-based form of remuneration is the development and use of reasonable standards of care, standardized tasks, size standards for categories of staff, which makes it possible to provide the same level of production load on the workers of the same skill level.

Fifth, labor standards can play both stimulating and differentiating role. Through a system of norms and standards workers may be interested in reducing complexity, improving work organization, production, rational use of resources, which will allow the company to get additional revenue, part of which should be aimed at increasing the remuneration of staff.

The level of performance standards when used combined or progressive piece-pay systems provides differentiation of wages of employees of one qualification, working in identical organizational and technical terms, it defines that the rates used to calculate wages, hourly or piece. However, international experience wage formation systems shows that the piece-wage rates are higher than hourly, which encourages employees to increase the results of labor. For example Gantt system used in the United States, provided the following conditions are differentiated remuneration:

-When performing strenuous technically substantiated output norms and 100% payment occurs at hourly rates that 10-15% lower compared with the calculated piece rates;

-at performance to standards and more than 100 percent paid by piece-work form for pricing designed to travel on tariff rates [13, s.271].

According to Atkinson system, which is similar to the system Gantt and found widespread use in the United Kingdom, time *pochasovykiv* tariff rates 33% lower tariff rates pieceworker and system *Ellenhema* - 25% [13, s.272].

Establish different tariff rates for different level of implementation of labor standards were recommended and domestic employers in the Guidelines for determining salary workers, depending on the employee's personal contribution to the final results of the company, approved by the Ministry of Labour and Social Policy of 03.31.1999 № 44 p. In Recommendations indicated that the level of performance standards of output and production targets below 100% of wages should be made for the hourly tariff rates (rates), and the performance and up to 100 percent - on piece. Rationing of Labour herein named an integral part of evaluating its results and Payroll most categories of workers [14].

Provide a link between the degree of implementation of labor standards and wage allows wage system, which is the relationship between indicators of the measure (norm) as labor and its remuneration within and beyond labor standards, which guarantees the employee salary fee corresponding actual results achieved labor (relative to normal) and agreed between employer and employee labor cost [15, p.8]. Therefore, in summary, the place of work measurement system of remuneration implies, above all, the definition of labor standards (standards of time, norms, standards of service, normalized job, etc.) the rules wages (wage rates, piece rates, salaries etc.) and objective evaluation work. The most important procedure is to compare the actual progress of work with established rules and choose one of three options:

1. Results of work and meet approved standards officer shall determine the amount of base (basic) salary. In some cases under the provisions of the current system of remuneration can stimulate employees by 100 percent performance standards;

2. Actual results exceed the norm (except standard time) - provides bonuses personnel, except in cases where standards are not exceeded welcome (is limited demand for manufactured products, there is limited production resources, increased production leads to lower quality products, etc.);

3. In default of the standards of workers normally receive wages below the basic and respect it can be used destymulyuyuchyh system of measures, including deprivation of premiums, reducing its size, depriving other incentive payments (in case of prolonged failure) and others.

Salary particular employee under the conditions of the current system of pay is determined on the basis of this comparison, taking into account the rules of payment. Thus, from the above figure shows that if the company used unjustified, outdated and / or substandard labor standards if the valuation of work not covered by specific categories of staff, even if the use of sophisticated techniques to determine salaries it is impossible to calculate the effective and fair wages and thus determine the optimal labor costs.

Concentrated benefits such singled out on the basis of studies leading domestic and foreign experience in valuation work which shows that by their nature are positive effects are socio-economic and interdependent. In addition, there are three hierarchical levels: Level I - employee → the second - the third company → - state. Thus, obtaining positive effects from the use of scientifically based standards at the enterprise level is only possible if feeling changes by employees and obtaining macroeconomic effect at the national level - in the presence of these results on the second level.

As noted, in a market economy valuation work in the enterprise proper organization acts as a basis salary and shall be based on the use of innovative, science-based standards. At the same time, the use of poor-quality rules and regulations can cause workers to distrust reality implementation of production tasks and equity wage system used in the enterprise.

H.T.Zavinovska notes that the deficiencies in valuation work, which are expressed in different intensity standards determine the level of their performance ratio in breach of pay, depending on the complexity of the work. Labor standards contribute to equal pay for equal work only if they reflect his equally tension. According to her, the organization wages are largely dependent on the quality of legal materials, as excessive use of the rules of time and understated to standards in assessing the value of labor costs leads to a violation of the principle of payment depending on the amount of labor spent [16, p.77].

According A.M.Kolota, reducing the quality of labor costs inevitably leads to accumulation of deficiencies in pay. It is primarily the result of tariff reduction in wages the workers. A large percentage of over-rules creates illusory idea of increasing the productivity of their labor. Since the level of tension and their over-rules are different for different professions, groups of workers, it leads to inconsistency salary levels of piecework, unjustified differences in pay of workers in general. Unfounded difference in wages violates the principle of equal pay for equal work and becomes a powerful Despair [17, s.164].

Lack of scientific methods for assessing and recognizing individual measures of labor conditions led to equal pay for unequal work (leveling and wage discrimination qualifications) [11, p.12].

Conclusions and suggestions. Based on the above, the following conclusions.

First, there is a considerable backlog regulations on wage changes in the mechanism of its organization.

Second, issues of wages at the enterprises of various sectors involved not Trudoviks and professionally untrained personnel officers and accountants, due to sharply reduced the quality of the regulatory framework as the basis for remuneration.

Third, the low valuation of labor, organization and management of production entails violation of labor and technological discipline, poor quality products, serious mistakes in planning production, the composition of the state enterprises and others.

Everything indicated a negative impact on the existing system of material incentives for workers. It is necessary to update the state of business office specialists valuation and remuneration. In terms of economic reform, when the company equipped with new equipment and advanced technology, particular importance should be given the establishment of norms and standards that meet modern requirements. Among the entrepreneurs necessary to carry out a wide clarify that wage as one of the main reasons to highly labor should be based only on evidence-based standards and regulations.

Based on the aforementioned, the development of mechanism for regulation as required by current regulations address three interrelated problems:

1. Removal economic factors that adversely affect the quality standards. Increase agility and differentiation of tariff rates and improving economic conditions provide bonuses establishing and maintaining standards of equal and optimal tension.

2. The establishment of scientifically-based standards and procedure revision of relevant instruments planned regulation of their quality. For this to be widely involved methods of trace element analysis and standardization of work processes.

3. Creating a specific system of economic incentives quality standards, based on tariff rates and premiums for the material interest of employees in the work of progressive norms.

Creating a high-quality system of work measurement needs and introducing hourly wages in respect of which the domestic enterprises for a long time there is discussion. Establishing standardized tasks is a prerequisite for the use of hourly pay.

Thus, considering the valuation of work in the regulation of payment can highlight the following priorities on its fair wage formation and regulation of labor costs:

-definition objective assessment work (recorded by comparing actual results of work with established norms and standards) as the basis for calculating fair wages. During fair wage offer to realize such a remuneration that clearly meets the quality and quantity of labor expended;

-forming (gain) material interest of workers in improving production efficiency through over-the desire to achieve standards or at least 100 percent of their execution (for existing organizational and technical conditions);

-ensure economically reasonable relationship between productivity growth and wages;

-creation of conditions for rational use of labor by ensuring effective wages. Thus the effective level of wages should be considered as one that gives a revenue growth of the company (gross product) growth in the size of funds for salaries.

The argument in favor of the improvement and development of the valuation of work at all levels of government, increased attention to the validity of labor standards on the part of all actors of industrial relations should be a system of benefits provided by the formation of a system of scientifically based standards for labor conditions, social market economy. Contents of this system, in our view, is as follows.

Benefits of using scientifically based system of labor standards for social partners, namely:

-for employees - is to ensure the normal intensity of labor; maintaining efficiency; obtaining fair remuneration; forming job satisfaction; the emergence of reasons for increasing labor activity and the labor force;

- For the company - is: increase efficiency; rational use of the workforce; effective use of funds for salaries of staff; reduce social tension in the team, optimize relationships with employees of the employer; increase the competitiveness of the company and its investment attractiveness;

- The state - is an effective use of labor potential; welfare of citizens; reducing the number of social and labor conflicts; development of various sectors of the economy; economic growth in the country.

СПИСОК ДЖЕРЕЛ

1. Маркс К., Енгельс Ф. Соч. Т. 23. С. 87.
2. Колот А. Нормування праці та його роль у функціонуванні економіки ринкового типу // Україна: аспекти праці. - №3. - 1998. - С.46-50.
3. Савкова С., Терещенко О. Шляхи вдосконалення нормування праці (за матеріалами регіонального обстеження) // Україна: аспекти праці. - 2002. - №2. - С.41 - 45.
4. Бондаренко О.М. Міра праці і винагороди в системі ринкової мотивації робочої сили // Регіональні перспективи. - 2002. - № 3-4.- С. 161 - 162.
5. Бондаренко О.М. Нормування праці як важлива складова ринкової системи стимулювання робочої сили // Социально-экономические аспекты промышленной политики. Социально-трудовете

отношения и социальная политика в современных экономических условиях: Сб. науч. тр. - Т4, ч.2 / НАН Украины. Ин-т экономики пром-ти. – Донецк, 2003. - С.105 – 111.

6. Яковлев Р. Нормирование труда: необходимость и задачи возрождения // Российский экономический журнал. - 2001. - №9. - С.64 – 68.

7. Грішнова О.А. Економіка праці та соціально-трудові відносини: Підручник. – К.:Т-во «Знання», КОО, 2006. – 559 с.

8. Сандуленко М.Ю., Перепельчук Т.В. Принципи та методичні підходи до створення нормативної бази для нормування праці на підприємстві // Формування ринкової економіки: Зб.наук. праць. Спецвип. до 100 річчя Київського національного економічного університету та 40-річчя кафедри управління персоналом. Управління людськими ресурсами: проблеми теорії та практики. Т.2.Управління персоналом в організаціях. – К.:КНЕУ, 2005. – С.278 – 283.

9. Экономика труда: Учебник / Под ред. П.Э.Шлендера и Ю.П. Кокина. – М.: Юристъ, 2002. – 592 с.

10. Дулуб Л.М. Організація праці та заробітної плати в ринковій економіці: Автореф. дис... канд. екон. наук: 08.06.01 / Харківський державний економічний університет. - Харків, 2000. - 16 с.

11. Бондаренко О.М. Вдосконалення ринкового механізму оплати праці: Автореф. дис... канд. екон. наук: 08.00.07 / Інститут демографії та соціальних досліджень. - К., 2007. - 22 с.

12. Зубкова А., Суєтина Л. Нормирование труда в рыночных условиях // Человек и труд.– 2000. - №2. – С.81-85.

13. Адамчук В.В. и др. Экономика труда: Учебник для студентов вузов, обучающихся по экон. спец. / Под ред. В.В.Адамчука. – М.: Финстатинформ, 1999. – 432 с.

14. Рекомендації щодо визначення заробітної плати працюючих в залежності від особистого внеску працівника в кінцеві результати роботи підприємства / Наказ Міністерства праці та соціальної політики № 44 від 31.03.1999 р.// <http://zakon.rada.gov.ua>

15. Шабанова Г.П. Система оплаты труда и компенсации на предприятии. – СПб.: ООО «Изд-во ДНК», 2001. – 192 с.

16. Завіновська Г.Т. Економіка праці : навч. посібник. – К.: КНЕУ, 2003. – 300с.

17. Колот А.М. Мотивація персоналу: Підручник. – К.: КНЕУ, 2002. – 337 с.

18. Экономика труда и социально-трудовые отношения / Под ред. Н.А.Волгина, Ю.Г.Одегова. – М.:”ЭКЗАМЕН”, 2002.- 736с