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Fomentar relaciones laborales de buena fe y socialmente responsables entre los empleados y el empleador*

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Resumen. Es fundamental cultivar relaciones laborales de buena fe y socialmente responsables, basadas en la confianza mutua y la transparencia, y en el compromiso del empleador de construir relaciones profesionales armoniosas con sus empleados. El propósito de este artículo es identificar herramientas para mejorar la calidad de las relaciones laborales socialmente responsables entre empleados y empleador, con el objetivo de aumentar la confianza, garantizar el buen desempeño de las funciones y minimizar los riesgos para el personal del empleador. La metodología de investigación incluyó la recopilación de información cualitativa dentro de un diseño de investigación analítica jurídica aplicada que combina el análisis doctrinal con la sistematización de las prácticas de gestión utilizadas por los empleadores rusos. Para desarrollar relaciones laborales de buena fe y socialmente responsables entre empleados y empleadores, se debe utilizar un conjunto de instrumentos, entre los que se incluyen programas sistemáticos de capacitación y mejora de las competencias del personal. La capacitación refuerza la lealtad de los empleados hacia un empleador en particular al demostrar el uso y el desarrollo del potencial humano. La formación debe ser sistemática, ya que las sesiones aisladas no logran los objetivos de una conducta de buena fe y, lo que es más importante, no influyen en la eficiencia con la que un empleado desempeña sus funciones. A partir del análisis realizado, se sistematizaron el contrato de aprendizaje (formación), la mentoría y el desarrollo profesional, y se demostró cómo cada instrumento contribuye al desarrollo de relaciones laborales de buena fe y socialmente responsables.

Palabras clave: seguridad del personal, competencias profesionales, protección de los derechos de los empleados, lealtad de los empleados, formación.

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Developing good faith and socially responsible employment relations between employees and the employer

Abstract. Contemporary employment relations are often marked by a deficit of trust and rising conflict, which impedes constructive interaction between staff and employers. In this context, it is essential to cultivate good faith and socially responsible employment relations grounded in mutual trust and transparency, and in the employer's commitment to building harmonious professional relationships with employees. The purpose of the article was to identify tools for improving the quality of socially responsible employment relations between employees and the employer, that are aimed at increasing trust, ensuring the good faith performance of duties, and minimizing the employer's personnel risks. The research methods included qualitative information gathering within an applied legal analytical research design that combines doctrinal (normative legal) analysis with the systematization of managerial practices used by Russian employers. To develop good faith and socially responsible employment relations between the employee and the employer, a set of instruments should be used, one of which is systematic programs for training and enhancing staff competencies. Training underpins employees' loyalty to a particular employer by demonstrating the use and development of human potential. Training must be systematic, since one off session doesn't achieve the goals of good faith conduct and, more importantly, can't influence the efficiency with which an employee performs their job function. Based on the analysis conducted, the apprenticeship (training) agreement, mentoring, and professional development were systematized, and it was shown how each instrument contributes to the development of good faith and socially responsible employment relations and strengthens personnel security within the organization.

Key words: personnel security, professional competencies, protection of employees' rights, employee loyalty, training.

INTRODUCTION

In modern conditions, the issues of ensuring employee loyalty are closely related to the financial stability of the employer. An employer who is not only comfortable, but also interesting and informative to work with, will be able to retain his employees and, thereby, increase the financial attractiveness of the organization (Ruiga et al., 2018; Almuffih et al., 2024). However, by improving the quality of "employee–employer" relations, building trust, and increasing employees' involvement in organizational processes, the employer thereby reduces conflict and turnover—key drivers of personnel risks (Skorlupina, 2019). Legally, this strengthens the basis for the proper performance of job duties and for employees' compliance with safety protocols (Severin, 2023; Fedorov, 2024).

The development of "personnel security" helps prevent negative consequences arising from employees' activities (Kibanov, 2008). According to V. K. Potemkin (2009), personnel security is the state of an organization in which impacts on it and on its employees from the natural,

economic, and social environment are not capable of causing harm. In our view, a more concise and accurate interpretation of personnel security is to understand it as a system of measures to prevent threats and risks associated with personnel and their work (Alaverdov, 2010; Ivanova, 2015; Pozdeev, 2016).

In managing employees and seeking their loyalty, the employer must not forget the lawful formalization of relations with them and the liability for violating their labor rights (Abdullaev, 2023).

Thus, the focus of our study is the development of goodfaith and socially responsible employment relations between employees and the employer; to this end, it is necessary to minimize personnel risks and threats. If personnel threats are individualized—and the employer needs to know each employee's intentions to harm the organization, as well as the causes and possibilities of such harm—then it is important for the employer to offset personnel risks through competent humanresource management and effective work by the HR department with legal support (Grinenko et al., 2025). As research shows, such an approach can prevent 60% of these personnel risks (Dzhabrailov, 2015).

METHODS

Design

The study was conducted in an applied legal analytical research design that combines doctrinal (normative legal) analysis with the systematization of employers' managerial practices. The research focused on legal and organizational mechanisms that influence the development of good faith and socially responsible employment relations. To that end, three instruments were identified: the apprenticeship (training) agreement, mentoring, and professional development. These instruments were identified on the basis of an analysis of the literature and documents. The regulatory framework considered includes provisions of labor legislation (including on staff training and reimbursement of costs) and the employer's internal (local) regulations; the managerial dimension is articulated through the categories of loyalty, trust, and personnel security understood as reducing risk and conflict.

Methods of information collection

(1) Documentary analysis: federal labor law norms; local normative acts (regulations on training and mentoring, model apprenticeship agreements, agreements on professional development); and sample HR documents reflecting the parties' obligations and the terms for cost reimbursement.

(2) An analytical review of scholarly literature and educational methodological sources on loyalty, personnel security, and the legal support of training, as presented in the body of the article and the bibliography.

(3) Case oriented synthesis of practices: aligning legal constructs (apprenticeship, mentoring, professional development) with managerial objectives (retention, conflict reduction, improvement in work quality) and identifying typical risks (disputes over reimbursement of expenses, insufficient formalization of mentoring, episodic training). This set of methods accords

with the stated aim—to show how legal instruments for staff training and development are transformed into a socially responsible model of employment relations.

Processing of results

At the interpretation stage, legal technical construction and comparative analysis are applied: for each of the three instruments, we identify (a) the expected contribution to good faith and social responsibility (trust, opportunities for employees, procedural transparency, predictability of outcomes); and (b) the impact on personnel security (reductions in turnover, errors, and conflicts) while respecting the employee's legitimate interests. The results were grouped by key characteristics, and on this basis practical recommendations are formulated regarding the content of internal regulations and contractual terms (frequency of professional development, formalization of mentoring, conditions of apprenticeship, and possible reimbursement of costs).

RESULTS AND DISCUSSION

It is impossible to eliminate personnel threats entirely (Kashirskaya et al., 2024). Roughly 5% of employees in any organization are a potential personnel threat to the employer. Why? The point is that some employees, by virtue of their character, cannot help but cause harm to the employer. Moreover, harm is understood not only as material damage—such as an employee damaging the employer's property, for which the employer may hold the employee financially liable—but more often the essence of a personnel threat lies in nonpecuniary harm, namely damage to the employer's business reputation (Ivanov et al., 2025). Such employees, even during the hiring process, contemplate the possibility of turning to the labor inspectorate or to a court if their labor rights are violated. The personnel threat they pose manifests itself in excessive self-confidence both at the hiring stage and in subsequent employment. The ability of HR professionals to recognize the risks of conflicts arising with new employees will enable the employer to mitigate the personnel threat.

However, we proceed from the premise that maintaining personnel security and reducing the likelihood of personnel risks is achievable through effective management, taking into account three core factors in ensuring personnel security: hiring, employee loyalty, and employer control (Bgashev, 2009; Pozdeev, 2016; Gaidarbekova, 2019). Translating these factors into legal terms, we can formulate their legal analogues in ensuring personnel security—recruitment; the performance of the labor function in compliance with internal work rules; and employer authority in exercising the right to hold an employee to account (Moturenko, 2023; Nikolaev et al., 2025).

Thus, from a legal standpoint, hiring is defined as the process of taking on an employee, formalizing employment relations, and granting actual admission to work. This factor and the issues of legal support for hiring were examined by us in detail earlier (Sapfirova, 2024). We also emphasize that the issues of ensuring the employer's control over employees—expressed in the ability to hold an employee disciplinarily or materially (financially) liable—require separate study (Samushkin, 2024; Sazonova et al., 2024; Sapfirova, 2025).

The focus of our study is oriented toward ensuring the employer's personnel security—employee loyalty and the development of trust between employee and employer. This factor is the most substantive, since it is precisely what makes it possible to build a socially responsible labor process.

In foreign scholarship, loyalty is generally viewed in similar terms and is defined as employees' commitment to a particular employer, the desire to work for a specific employer, and a clear understanding of the value of one's work (Jewell, 2002; Kanter & Buchanan, 2012; Portet, 2012).

As a factor in ensuring an employer's personnel security, researchers most often consider loyalty from three perspectives (Yashkova et al., 2019): loyalty as the benefit an employee brings to the employer (Kharsky, 2003); as commitment to the employer's activities (Soloveynik, 2010); and as respect for the employer (Pochebut, 2001; Vengerovsky & Vasiliev, 2024).

Accordingly, we conclude that loyalty is an employee's desire to work for a particular employer. The legal content of loyalty is the performance of the labor function under the employer's direction, while the managerial content of loyalty is the employee's perception (or perceived threat) of adverse consequences for them upon leaving this employer.

Of course, important elements of employee loyalty include the employee's adaptation during the first month or two on the job (Kochetkova et al., 2025), as well as a bonus (incentive) system that is not only effective but also clear and transparent to the employee, thereby helping to increase the employee's level of trust. At the same time, researchers argue that the disciplinary (sanctions) system applied to the employee is also a factor in loyalty, insofar as it is grounded above all in fairness—the principle of holding an employee accountable for violations of the employer's rights under labor law (Sapfirova et al., 2025).

One of the loyalty factors aimed at building trust and embedding norms of social responsibility is employee training (Table 1). This is perhaps the most powerful loyalty factor, since training is directed at the quality with which an employee performs their job function and, ultimately, at the employer's financial stability and its image as an organization that respects each employee's rights and strives to develop its staff (Borodina et al., 2023).

Issues of employee training are reflected in the works of laborlaw scholars (Diveeva & Novikova, 2015; Ivanchina, 2017; Dudareva, 2020; Begishev et al., 2024), who study the problems faced by employers that introduce training elements into employment relations, such as the apprenticeship agreement, professional development, and mentoring.

An apprenticeship agreement is a contract concluded between an employee (job seeker) and an on-the-job or on-the-job employer. As a rule, it is used for training in working professions. The training period is up to 6 months. According to the student agreement, the cost of training is borne by the employer. A convenient contract for an employer and an employee who wants to get a job in a short time and with guaranteed employment. The conclusion of an apprenticeship agreement allows you to create a mutually beneficial situation, forming human resources and strengthening the functioning of the organization itself, which has trained specialists.

TABLE 1. Legal instruments for developing goodfaith and socially responsible employment relations between employees and the employer.

Instrument	How it contributes to good-faith and socially responsible employment relations	Impact on personnel security (risk reduction)	Practical steps and documents
Apprenticeship (training) agreement	Trains employees in new competencies; establishes transparent expectations and training rules; strengthens trust and a sense of fairness; creates equal access to the profession and opportunities for career advancement within the organization.	Improves the quality of employee preparation; reduces the risk of errors and accidents; lowers turnover (including through agreed service-commitment terms or reimbursement of costs under Art. 249 of the RF Labor Code); reduces conflict thanks to clarity of obligations.	Internal (local) regulation on training; model apprenticeship agreement; individual training plan; agreement on service-commitment/reimbursement of costs; memorializing the terms in supplementary agreements.
Mentoring	Fosters a culture of support and respect for new employees within the organization; ensures two-way feedback between the experienced and the new employee; strengthens trust and engagement.	Reduces the risks of failing the probationary period; improves discipline; decreases the likelihood of workplace incidents; accelerates achievement of quality standards and safety norms.	Regulation (policy) on mentoring; mentor selection criteria and incentives; onboarding (adaptation) plan; reporting on mentoring outcomes.
Professional development	Increases the good-faith performance of duties and work quality; builds trust in the employer as a socially responsible stakeholder; opens career prospects; raises employees' satisfaction with their work in the organization and overall loyalty.	Reduces professional risks; increases loyalty and helps retain staff in the company.	Training schedule/plan; internal regulation on training (Art. 196 of the RF Labor Code); supplementary agreement to the employment contract; where necessary—a clause on compensation in the event of early termination (Art. 249 of the RF Labor Code).

Mentoring is the process of helping one employee to another employee in mastering the skills of working in production and/or workplace in an already acquired profession (specialty). It is almost always the case that an employed employee is a graduate of an educational institution who has no work experience in his profession. Mentoring is much less often assigned when an employee with work experience in his profession is employed. In this case, mentoring is more likely necessary to adapt to a new team.

Professional development is the most common and beneficial learning process for an employee and an employer, when, at minimal cost (training can be distance learning using information technology (Sapfirova et al., 2017; Shichkin et al., 2024)), the employer gets the maximum

result, and the employee becomes competitive and his self-esteem as a professional increase significantly (Usmanova et al., 2025). At the same time, the effect of professional development will be only when the employee carries out this training process every 2-3 years. Otherwise, training, as a factor of the employer's personnel security, is reduced to zero. It is the consistency of training (advanced training) that makes it possible to assert the presence of a factor of personnel security and the ability of an employer to rely on this factor to predict their financial well-being (Vaslavskiy, 2022).

An employer who has created a training system for his employees, for example, introduced mentoring, and subsequently regularly enters into a professional development agreement, has the right to count not only on the loyalty of the employee, but also on the stability of the organization. The employee, in turn, will strive to improve his skills if he sees a real prospect in increasing wages or, for example, transferring to another, higher position. If training becomes an employee's need, then he will have a feeling that there will be negative consequences for him when he is fired, since another employer may not pay for the employee's training and invest in improving his professionalism, and the employee will have to do it himself (Dzgoev et al., 2024).

Training is the employer's support for the high-quality performance of their work duties by their employees. The training system should be promising for both the employee and the employer, which, ultimately, will have an impact on the image of a bona fide employer. A bona fide employer is an employer who takes all measures to reduce the risk of harm to employees and their labor rights (State Duma of the Federal Assembly of the Russian Federation, 2020).

Let's pay attention to the fact that by training an employee and building a system of such training in an organization, the employer is creating an environment with stable principles of social responsibility. In our opinion, it is more appropriate for an employer to detail this training in a local regulatory act, which directly follows from Article 196 of the Labor Code of the Russian Federation, and to duplicate it in an employment contract or an additional agreement to it, which is concluded with the employee, as a rule, with each professional development. This will not only legalize the actions of the employer, but also subsequently recover the amount of expenses incurred from the employee upon his dismissal (art.249 of the Labor Code of the Russian Federation). So, if an employee resigns of his own accord before the expiration of the period specified in the professional development agreement, the employer may charge the employee the amount of costs in proportion to the time not worked (unless otherwise provided by agreement of the parties).

CONCLUSIONS

Examining the apprenticeship (training) agreement, mentoring, and professional development—these elements of the training system enable the employer to influence employee loyalty, enhancing not only the image of good faith conduct but also social responsibility among the participants in the employment relationship. The study conducted can serve as a basis for further exploration of the legal phenomenon of social responsibility in organizations. By combining the use of collectively bargained and individually negotiated terms and conditions of employment, it is necessary to continue researching the factors that ensure the employer's personnel security, as implemented by the employer within the process of strengthening employee loyalty.

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