Pay dissatisfaction among municipal employees: 
Empirical evidence from Russia’s Stavropol region

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ABSTRACT

Dissatisfied public employees put at risk the quality of service delivery. This study investigates pay dissatisfaction among a sample (N=501) of municipal employees in Russia’s Stavropol region. We find that pay dissatisfaction results from negative perceptions of public employment compensation, low levels of risk-aversion, unethical professional attitudes, and more than 4 years of working experience. Our findings suggest that municipal employees are sensitive to multiple wage gaps within the public sector, and that upward pay comparisons are a relevant predictor of dissatisfaction with pay. We conclude that widespread pay dissatisfaction poses a serious threat to the implementation of federal programs and sustainable rural development in Russia.

Keywords: pay dissatisfaction; Russia; workplace attitudes and behavior; local government