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Improvement of Approaches to Labor Regulation in Service Sector Enterprises

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Abstract:

The article is devoted to the improvement of approaches to labor regulation in service sector enterprises. It has been established that labor regulation as one of the main directions of the personnel management system in modern economic conditions has not only remained relevant but continues to develop. It has been determined that for the improvement of labor regulation, it is necessary to ensure the following: centralized advanced training of regulation professionals, application of specialized regulation software, interconnection of the tariff system of labor payment and the system of its regulation. It has been proved that special attention should be paid to the formation of a scientifically substantiated methodological basis for labor not only at the level of service sector enterprises but also at the national level. It has been found that the special significance of regulation is related to the optimization of a service sector enterprise's costs, implemented by setting time norms, quantity, service and manageability for all main operations ensuring the uninterrupted performance of the enterprise.

Keywords: regulation; labor; enterprise; personnel; working time; management; service sector.

JEL Classification: E24; J22; J24

Introduction

Modern economic conditions are characterized, on the one hand, by tough competition and, on the other hand, by a higher social focus of management. Thus, an urgent problem faced by every service sector enterprise, especially companies operating in the tourism industry, is the optimization of personnel's working time. The

timeliness of decisions and the fulfillment of specified objectives guarantee the successful performance of these enterprises.

It is possible to ensure that working time is spent optimally by setting labor standards and norms for the conduct of certain operations or for the performance of a volume of work in the most rational organizational and technical conditions, *i.e.* by means of labor regulation. It should be noted that regulation can be regarded in the context of labor organization as one of its directions. In modern economic conditions, regulation constitutes a multifaceted activity that influences the technical and technological possibilities of a service sector enterprise, especially in the tourism industry.

The study of labor regulation problems was reflected in the papers by M.R. Zaynullina (2012), V.M. Ivanov (2013), S.B. Kadaev (2015), M.Yu. Matveev (2011), O.F. Ovchinnikova (2016), E.V. Ryndin (2014), etc. The analysis of research papers shows that it is necessary to continue the development of regulatory approaches for service sector enterprises. The efficient use of modern labor regulation approaches is promoted by fundamental developments of theoretical provisions and mechanisms of labor regulation.

1. Methods

The study's methodological basis includes fundamental provisions of the modern economic theory. Set objectives were achieved from the positions of the systematic approach by applying modern methods of research, namely the historical, monographic, abstract methods for the study and generalization of theoretical-methodological basis of the establishment and development of regulation, as well as economic-statistical and economic-mathematical, table and graphic methods for the determination of main labor regulation approaches in the modern conditions.

The study's information base consists of laws, statutory and legal acts issued by public authorities, data from service sector enterprises' financial and managerial reports, papers written by Russian and foreign scientists, Internet resources and documents devoted to labor regulation of service sector enterprises, especially in the tourism industry (Abanina *et al.* 2018; Dudin *et al.* 2018; Markova *et al.* 2018).

In the course of the study, we plan to improve labor regulation approaches of a service sector enterprise, to elaborate measures aimed to coordinate activities carried out by main participants of labor regulation, to substantiate a viewpoint about rational labor regulation in modern business operation.

2. Results

The practice shows that labor regulation should be understood as a complex of actions aimed to specify a measure of labor in specified organizational-technical conditions aimed to plan, analyze, control and improve labor input as a part of service costs. The searched measure of labor constitutes a norm that provides the fulfillment of functional duties with the maximum benefit for both an employee and a service sector enterprise.

The Labor Code of the Russian Federation contains a separate chapter devoted to labor regulation as a procedure aimed to determine correctly the balance between the degree of labor and the payment. According to this chapter, employees are guaranteed state assistance in the systematic organization of labor regulation and the application of regulation systems specified in a collective agreement. The Code's separate articles define the main concepts of labor regulation, specify reasons for the revision of labor norms and establish the procedure for the introduction and substitution of regulation indicators.

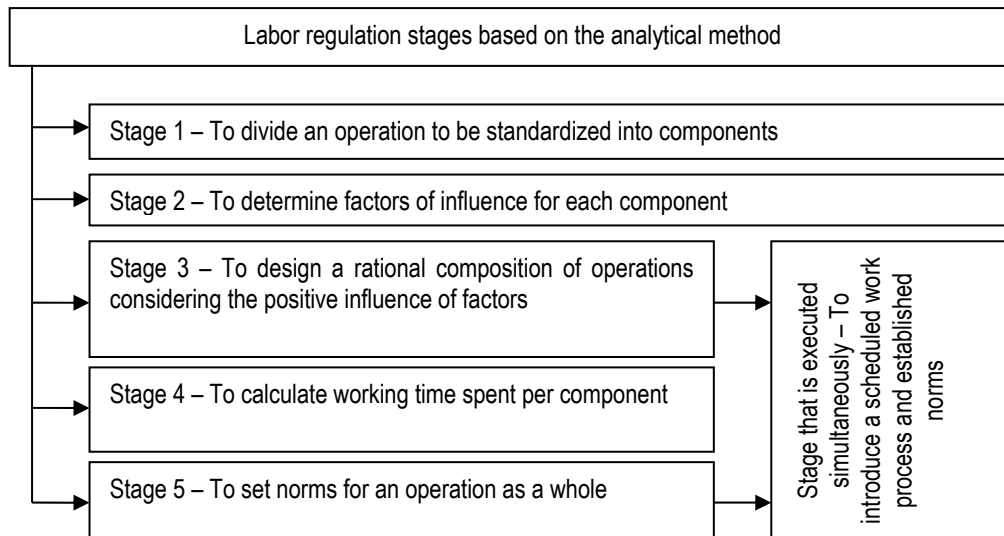
By-law normative acts provide a more detailed description of labor regulation procedures: the procedure for developing and approving typical norms is established legislatively and the labor regulation system for employees of state and municipal institutions is described separately. However, the analysis of the global experience of the tourism industry shows that many research institutes in advanced economies actively conduct research work related to labor regulation. This proves that even though more often labor regulation is associated with the administrative command economy, it remains relevant in the market economic conditions and plays an important role for both service sector enterprises and the state.

Studies show that labor regulation at the level of service sector enterprises, especially in the tourism industry, is designed to accomplish the following tasks: to minimize payroll expenses; to optimize headcount; to enhance labor incentives; to improve the quality of labor; to promote higher labor productivity; to reduce the loss of working time. For an employee, labor regulation guarantees stable wages and the possibility to implement their professional skills and abilities in the conditions of the optimum labor load. Thus, the purpose of regulation is to ensure that competitive services, especially tourism services, are offered provided that working time is spent efficiently via an active influence on the results and possibilities of each employee and a service sector enterprise.

If it is not possible to apply typical standards, a service sector enterprise can independently develop them based on experimental-statistical and analytical methods. The experimental-statistical method is a method, which implies that labor standards are determined for a service operation based on statistical data obtained previously by means of comparison or expert estimation. This does not require an analysis of actual working conditions and, consequently, is not scientifically justified.

Analytical methods, on the contrary, are based on the detailed analysis of the working process considering the peculiarities of a specific workplace. We refer the following to this group: timekeeping, motion study, the method of instant observations and other methods that stipulate the study of the process of work performance in order to analyze working time spent. The sequence of actions taken to specify labor regulation analytically is given in Figure 1.

Figure 1. The sequence of actions taken to specify labor regulation based on the analytical method.



However, a progressive labor regulation method, which is widely used abroad, is microelement regulation, which is based on the use of time norms for the simplest work operations – microelements, further division of which is not expedient. An unrivalled advantage of microelement regulation is the possibility to use many time norms.

For example, the basic system of microelement regulation can contain 460 time indicators. The development of norms using computers and specialized software requires fewer efforts from a regulation professional, thereby raising their productivity. However, normative values of microelement operations are set given the influence of certain factors (distance, degree of accuracy, movement effort), which can change. If they do, then the application of these norms will be inaccurate or impossible. Thus, microelement regulation software needs to be constantly updated.

Analyzing the extent to which regulation methods are applied in the Russian Federation, we would like to emphasize that microelement regulation is a little known method. According to the data from our studies, only 14% of the respondents actively apply this regulation method; 37% are unaware of it. The most popular methods among Russian service sector enterprises are still motion study and timekeeping (65% and 67%, respectively).

From the viewpoint of interaction between labor regulation and labor productivity, the methodology of setting work norms is of great interest. Pursuant to this approach, a time norm directly depends on an employee's output and, consequently, has a direct impact on changes of this indicator. For instance, an employee's average annual output is 350,120.00 rubles. There are 247 business days in a year, which means that the employee's average daily output is 1,420.19 rubles. Reducing the time spent per element of operation by 10% will increase the labor productivity to 1,600 rubles per person.

Legislative establishment and revision of norms and standards are possible only in the case of organizational-technical changes in the activity of a service sector enterprise. However, in our opinion, it is necessary to analyze the system of current regulation at the end of each reporting period as external economic conditions can change. In this case, input data for the analysis of a service sector enterprise's labor regulation can be the actual time spent per employee that is obtained via motion study, which is a tool allowing to measure all without exception time spent by a specific employee for a certain period of time.

The time norm ($Ntime$) on the basis of the motion study is determined as a sum of preparatory time (T_{prep}), time for the performance of the main operation (T_{op}), time for the maintenance of the workplace (T_{mwp}), time for rest and personal needs (T_{rest}) and time of regulated breaks (T_{break}):

$$Ntime = T_{prep} + T_{op} + T_{mwp} + T_{rest} + T_{break} \quad (1)$$

Using formula 1, we find the time norm equal to 495 minutes, whereas an employee actually spends 540 minutes. Having analyzed the time that an employee actually spends, it is possible to determine ways to reduce reduction losses and to calculate a possible increase in labor productivity by using the following formula:

$$PGt = 100 \times \frac{T_s - T_a}{T_a} \quad (2)$$

where PGt is possible growth of labor productivity; T_s and T_a are the standardized and actual time of work, respectively.

Potential growth of labor productivity based on the specified time norm, in this case, is 8.33%. However, labor regulation is the basis for not only an increase in labor productivity but also for a decrease in production costs. For example, we will consider the activity of the planning economic department of a tourism enterprise A, which employs ten people at the beginning of the reporting period (2018). During the year, the department's employees executed 525 operations with total labor intensiveness of 18,092 hours. According to the business days calendar, given the 40-hour business week, the company's annual working time fund amounted to 1,973 hours. Thus, the personnel size norm for the department, which is determined as a quotient of dividing the total labor intensiveness of the department's operations by an employee's annual working time fund, is equal nine people.

Thus, the service sector enterprise's costs can be reduced by the wages of one employee. If the service sector enterprise is unable to remove one employee, it is necessary to increase the labor intensiveness by means of organizational-technical transformations. This, in turn, will allow the enterprise to improve labor productivity. For this reason, considering the direct interrelation between main economic results of a service sector enterprise, labor regulation is a basis for the development of measures aimed to stimulate the growth of labor productivity, the scope of services provided, sales, gross and net profit. Labor regulation has a positive impact on the development of service, financial, economic, personnel and social components of economic activities carried out by service sector enterprises.

A number of requirements are necessary for the revival of labor regulation and higher effectiveness of its operation. The first requirement is a stable performance of service sector enterprises, especially in the tourism industry. The second requirement is the creation of conditions allowing service sector enterprises to successfully compete in the market while gradually expanding the share of their own services as compared with those rendered by foreign businesses. The third requirement directly concerns service sector enterprises: services costs must match the purchasing power of consumers in the market, especially in the tourist market (Danilina, Reznikova, Verna and Ganieva 2017; Lebedev, Reznikova, Dimitrieva and Ametova 2018; Zvyagintseva *et al.* 2018).

The provision of these conditions accomplishes a one-in-two task. It stimulates service sector enterprises to render services at affordable prices, demands them to reduce costs, including payroll expenses. A wider scope of tourism services rendered by enterprises promotes the stimulation of service activities and labor productivity, improving enterprises' financial situation.

For this reason, overall economic stabilization is the main condition for developing the interest of service sector enterprises in reducing the costs of their service activities in order to raise the competitiveness of their services, providing an impetus for the revival of labor regulation. Only in these conditions, service sector enterprises, especially in the tourism industry, will experience an objective need to improve their wage systems and the direct interrelation between wages and regulation giving the most accurate and objective assessment of each employee's performance and overall payroll expenses when providing services.

At present, it is necessary to develop and implement measures aimed to improve labor regulation. They consist of legislative, statutory, organizational, personnel, financial and information means. In our opinion, in terms of legislation, possibilities are provided for the normal execution of labor regulation on the basis of provisions of legislative acts. In terms of organization, it is essential to have labor regulation issues mandatorily reflected at various levels of collective agreement regulation. Sectorial agreements must primarily govern general

procedural issues related to the regulation of labor regulation for the service sector and the responsibility for its state in relevant service sector enterprises.

3. Discussion

The reliability of the presented approaches is confirmed by the fact that the substantial specific weight of living labor in the service sector impedes its regulation. A manager working in a tourist firm is usually a broad specialist. They must be highly qualified and have profound knowledge of economics (accounting, finance, planning, banking, etc.), marketing, jurisprudence, technologies of generating a tourist product (provision of services), social psychology and psychology of buyer behavior. They must have basic knowledge of one or several foreign languages and be able to operate computers and office equipment, as well as to hold business negotiations and to expand a company's clientele. They must possess organizational and entrepreneurial abilities and high moral principles, as well as be quick-witted, inventive and energetic.

The labor of a tourist company's manager is intellectual and creative. It is marked by high nervous-emotional and intellectual load. Unconventional production situations require a high level of devotion and mental energy. One should also consider the influence of subjective factors on the sale of a tourist product from both a tourist firm's manager and a customer.

The personnel structure in service sector enterprises is formed under the influence of the professional and qualification labor division. The employed mainly include economists specializing in various fields, as well as people with humanitarian education. Employees have various levels of qualification, *i.e.* the degree of mastering of the profession, which is reflected in qualification grades and categories. The professional-qualification structure of a tourist company's employees is reflected in the staffing table. However, a tourist enterprise's staff has both quantitative and qualitative values, which can be reflected by absolute and relative indicators.

Conclusion

To sum up, it can be noted that in modern economic conditions, labor regulation as one of the main areas of the personnel management system in service sector enterprises not only remains relevant but continues to develop. However, for the improvement of labor regulation, it is essential to ensure the following: centralized advanced training of regulation professionals; application of specialized regulation software; interconnection of the tariff system of labor payment and the system of its regulation; encouragement of employees to work efficiently and to use means of production rationally.

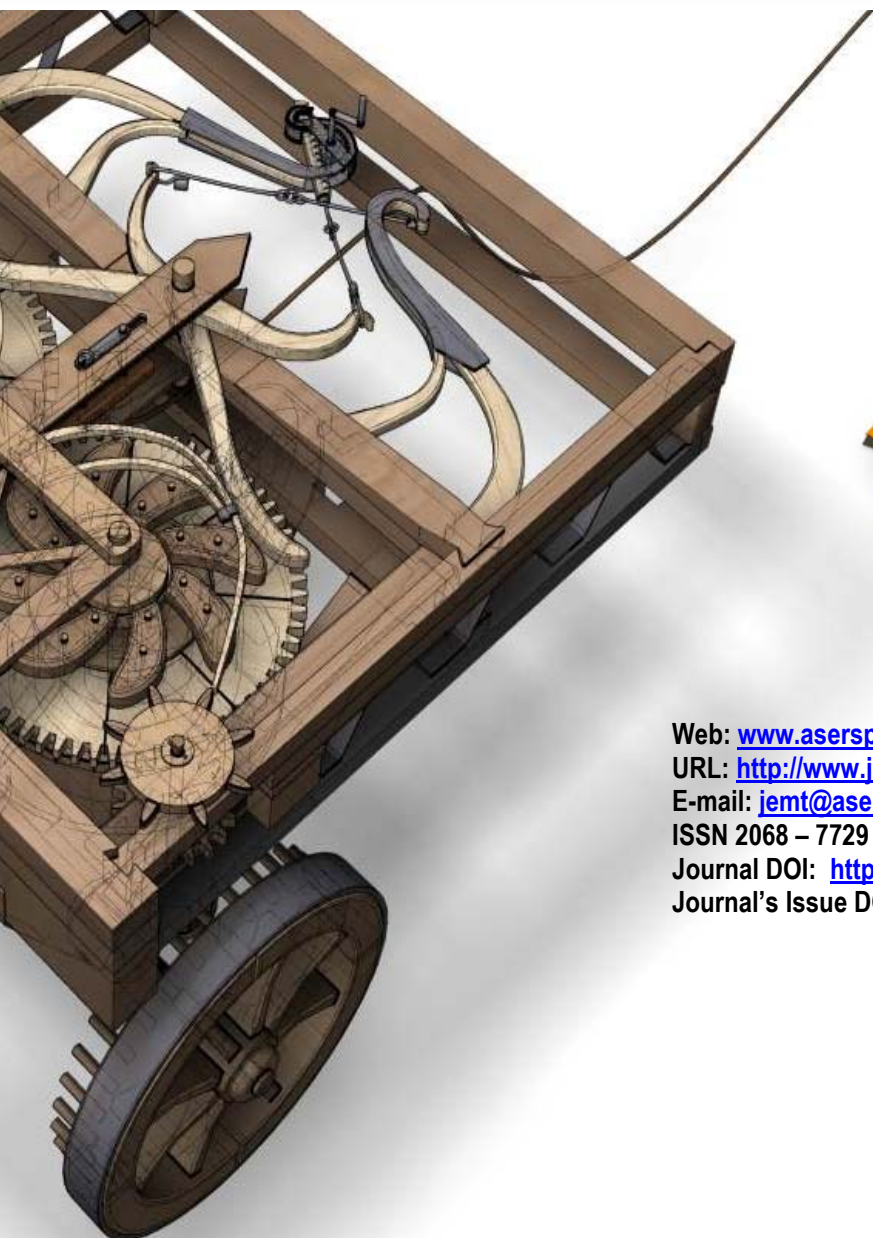
Special attention should be paid to the formation of a scientifically substantiated methodological basis for labor not only at the level of service sector enterprises but also at the national level. The special significance of labor regulation is related to the optimization of a service sector enterprise's costs, implemented by setting time norms, quantity, service and manageability for all main operations ensuring the uninterrupted performance of the enterprise.

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