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LABOUR PRODUCTIVITY: MYTHS AND REALITIES

Dr. Zoya Kapelyuk
Siberian University of Consumer Cooperation (SUCC), Russia
ORCID 0000-0002-5503-8570
zkapekyuk@inbox.ru

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Abstract

Labour productivity in the study is considered to be one of the broadest measure, characterizing national economic situation, and also as the indicator of performance. The relevance of the study implies that this issue has not yet received sufficient light. The labour productivity in the Russian Federation is significantly lower than in the United States and European countries. The switch to a market economy marked the unreasonable absence of this rate, it was entirely off the official statistics, and enterprises significantly reduced the service of labour management. In this regard, this article aims to identify the main factors for the growth of labour productivity. The leading approach to the study of this issue is an integrated approach to transforming the organizational culture of the enterprise and its collective thinking. The article presents the means for increasing labour productivity and successful business development, such as workforce and talent management, the inducement system of employment management. The content of the article is of great practical assistance to the chief executive officers, willing to address the problems of labour productivity improvement in a comprehensive way.

Keywords

Labour productivity – Effective work – Income – Labour incentives – W orkforce management

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Introduction

The way productivity affects the level of economic development is a classical issue of concern to the researchers and economists.

To date, different approaches are taken to that issue.

For example, in the writings[1] labour productivity is regarded as one of the overall measures reflecting the level of economic development, the efficiency in the production of goods and services, the use of the labour capacity

In the writings[2] labour productivity is an indicator related to the performance, measured by the amount of the outputs, issued by the employee per unit of time.

The theory of the study is that labour productivity reflects the beneficial use of living labour, as well as incorporated means of production, so it may be characterized by both living and total labour inputs[3].

The importance of the given research is that labour productivity gains become the sole source of economic growth in the current context because the manufactured production and gross domestic product are increased because of two factors: productivity gains and expansion of employment generating benefits.

Materials and Methods

Following the switch to a market economy the indicator of labour productivity was unreasonably forgotten, it was entirely off the official statistics, the enterprises didn't present any assessment and planning of labour productivity, Labour Management Services were significantly reduced.

It was widely expressed by the scientists that there was no need to study labour productivity in the market conditions, because the market itself would balance and direct the economic system to the most efficient work.

And the disregard for these issues, the enormous labour productivity gap has maintained between the Russian Federation and developed economies. Labour productivity in Russia is significantly lower than in the U.S. and European countries (table 1).

Ranking	Country	2000	2005	2010	2015	2016
1	The U.S.	58463	64049	67761	70147	70147
2	Ireland	49534	55328	59973	67930	70023
4	Belgium	52071	55009	56058	57232	57450

[1] V. Vaisburd, Labour Economics. Study guide (Moscow, Mega-L Publ, 2011); Z. Kapelyuk, Organization, regulation and compensation at the enterprises of trade and public catering. Textbook (Moscow: Omega-L, 2006) y Z. Kapeluyk, Labour Economics. Study guide (Novosibirsk: SUCC, 2013)

[2] T. Protasova, Problems of increasing the level of labour productivity in Russia. Problems of modern economy: proceedings of the IV international scientific conference (Chelyabinsk: Two Komsomolets, 2015) y A. Rofe, Labour Economics: the Textbook (Moscow: KnoRus, 2015).

[3] Z. Kapeluyk, Labour Economics. Study guide (Novosibirsk: SUCC, 2013).

7	France	49194	51971	52964	54287	54595
8	Luxembourg	54595	54196	54402	53771	54349
12	Canada	46156	47762	47846	50117	50507
14	the United Kingdom	43700	47822	48144	50042	50394
23	Japan	39606	42113	43507	44227	44412
27	Germany	38524	40228	41007	42135	42364
61	Mexico	19337	19708	18843	19920	20014
69	The Russian Federation	11889	15282	17761	18195	18149
124	The Congo	631	662	756	980	1033

The sources: analytical review, author's calculations.

Table 1

Labour productivity per person employed, US dollar in 1990 prices
(The recalculation at purchasing power parity (PPP)

In 1991 our lagging behind the U.S. has been 4.2, now is 3.9.

In 2014 the Russian Federation was the second lowest in all countries on the indicator of gross domestic product at current prices at purchasing power parity (PPP) per hour worked, included in statistics of the Organization for Economic Cooperation and Development, only Mexico was lower (table 2).

Ranking	Country	1995	2000	2005	2010	2011	2012	2013	2014
1	Luxembourg	46.9	58.2	65.4	83.7	93.6	93.2	93.6	95.9
2	Norway	33.3	48.9	66.5	77.7	82.6	86.9	86.4	88
3	The U.S.	33.3	40.8	51.9	61.9	63.3	64.8	66	67.4
8	France	32.4	40.2	48.3	58.1	60.2	60.7	61.5	62.7
9	Germany	32.5	37.7	47.8	56.7	59.4	60.6	61.4	62.3
19	Italy	30.7	35.6	38.7	46.8	48.4	49.3	50.1	50.8
20	Canada	28.2	33.4	40.5	46	47.6	48.1	49.1	50.7
21	the United Kingdom	27.4	34.5	43.2	46.9	47.9	48.4	48.9	50.5
40	the Russian Federation	6.9	7.8	12.5	21.2	23.1	24.4	25.6	25.9
41	Mexico	10.1	12.3	14.9	17.4	18.9	19.1	19	19.5

The sources: analytical review, author's calculations.

Table 2

Dynamics of labour productivity (development of GDP at PPP per person employed, USD)

The leading countries are Luxembourg, Norway and the U.S., and the gap between the Russian Federation and these countries is enormous. So if almost 100 dollars of gross domestic product per hour can be generated in Luxembourg, then it is roughly one-quarter of this rate in Russia.

In 2014 the labour productivity level of the Russian Federation accounted for 38% of the level in the U.S.[4]. According to the Organization for Economic Cooperation and Development (OECD) among 38 countries with the highest labour productivity in 2015, according to the labour productivity measure in per capita gross domestic product for hours

[4] B. Lavrovskii, "World Trends in Labour Productivity and Consumption: Empirical Analysis", Theoretical and Practical Aspects of Management, num 7 (2017): 51-64.

worked, it amounts $ 93.4 in Luxembourg, $ 68.3 in the U.S., $ 65.5 in Germany, $ 25.1 in the Russian Federation (table 3).

№	Countries	GDP per hour worked, $	Employed population, thousands	Weekly working hours
1	Luxembourg	93.4	405.6	29
2	Ireland	87.3	1 989.4	33.5
3	Norway	81.3	2 753.0	27.3
4	Belgium	69.7	4 601.2	29.8
5	The U.S.	68.3	151 000.0	33.6
6	Denmark	67.6	2 829.0	27.2
7	France	65.6	27 523.0	28.2
8	the Russian Federation	25.1	72 187.7	38
9	Mexico	20.3	50 262.9	41.2

Table 3
Labour productivity in terms of per capita gross domestic product per hour worked, in 2015

Comparing the labour productivity of the employee per one year (table 1) and per hour worked, some disparities in the ranking of the countries are evident: concerning the first indicator the leading countries are the U.S., France and Canada, as regards the second indicator the front runners are Luxembourg, Norway and Denmark. It has to do with the weekly working hours.

The decrease in the amount of hour worked has a beneficial impact on the productivity levels. For example, Mexico has the lowest labour productivity and the longest week in the world – 41.2 hours, and Norway, Germany, France, the Netherlands – 27-28 hours.

The average performance indicator of the European Union (measured as the ratio of gross domestic product to hours worked) is $ 50, according to the Organization for Economic Statistics, Cooperation and Development (OECD). In Russia, this figure is $ 25.1, which is comparable with Chile ($ 25.9) and Turkey ($ 31.4). The highest rate of efficiency is in Luxembourg ($ 95.9). And $ 67.4 can be observed in the United States, it is 2.5 times more than in Russia. By the way, in Japan, despite the image of the most industrious country, the performance indicator is closer to Russian than to American: $ 41.5.

Greek and Russian citizens spend more time in the workplace than employees of other European countries, but it is worthless. According to the Organization for Economic Cooperation and Development, Mexican nationals spend the entire duration in the workplace, an average of 2228 hours a year. However, the effectiveness of Mexican is $ 19.5, while the employee in Norway provides $ 88, spending up two thirds of the time.

The labour economist has practically disappeared as a profession in the Russian Federation along with the Soviet Power. There are few such specialists in the country now. During the transition to a market economy only the data input clerks are appreciated. The economist on accounting and the economist on the organization of regulation are absolutely different experts with absolutely different competences. Currently, the country doesn't

actually train specialists in the standardization of labour, there are no such a position and professional standards. It is not understood in Russia what labour intensity and labour standards mean. The qualified and experienced in the enhancing productivity professionals are extremely few.

Results

The Russian economy is characterized by the labour productivity gap between the regions, branches of economic activity and even individual enterprises[5].

The unrivalled leader is oil and gas extraction, the hourly output there exceeds the national average more than 7-fold, and more than 40-fold in agriculture and forestry. Meanwhile, the gap between upper limits and minimum thresholds of productivity in agriculture rates 19.4 times[6] and 13.5 times can be observed in the construction sector.

The Tyumen region and Yakutia perform the highest productivity level. The Republic of Kalmykia and Dagestan are the most inefficient.

Traditionally, labour productivity in the public sector is lower than in the business sector, though it largely shapes the productivity of economy as a whole, and low efficiency leads to the waste of time and efforts to obtain permits and approvals.

Significant fluctuations are observed in the enterprises operating in a particular product category. For example, in the largest trading companies, productivity in 2015 ranged from 4, 5, 8, 9 million rubles in Eldorado, Magnit, Siberian Giant, Lenta to 58, 67, 72, 90 million rubles in Holiday, Posuda Center, Capital, IKEA (table 4).

Ruslana database has been used as the data source in the study. This database contains indicators for the characteristics of employment in the certain enterprises of the Russian Federation[7].

№	Corporate name	Proceeds, thousands of rubles	Number of employees	Labour productivity, thousands of rubles	Average monthly wage, rubles	City
1	Magnit	1 032 002 495	175 155	5 892	36 810	Moscow
2	M. Video	179 464 736	14 115	12 714	66 398	Moscow

[5] N. Golubtsova & I. Dun, “Analysis and diagnoses of the staff productivity”, International Student Scientific Bulletin, num 2 (2014): 1-9 y M. Timarsuev, Performance Management: a regional aspect. Ph. D. thesis (Saratov, 2015)

[6] Z. Kapelyuk & A. Aletdinova “To the competence model of training specialists in the conditions of innovative economy”. Vestnik of Siberian University of consumer cooperation. Novosibirsk: Siberian University of Consumer Cooperation, num 2 (20) (2017): 37-42; Z. Kapelyuk & A. Aletdinova, “The main challenges to the development of the Russian agricultural sector”, Far East Agrarian Bulletin, 4 (44) (2017): 198-203 y Z. Kapelyuk & A. Aletdinova, Digital transformation of economy and industry: problems and prospects. Monograph (SPb: Publishing house of Peter the Great St. Peterburg Polytechnic University, 2017).

[7] Ruslana / Credinform. Retrieved 03.11.2017 from: ruslana.bvdep.com

3	Lenta	288 201 963	28 877	9 980	36 759	Saint-Petersburg
4	Leroy Merlin	151 993 749	6 466	23 507	97 149	Moscow
5	Eldorado	101 638 810	23 914	4 250	27 814	Moscow
6	Ikea	99 133 884	1 101	90 040	396 581	Khimki
7	Sportmaster	86 879 244	1 998	43 483	407 181	Moscow
8	Holiday	58 781 213	1 005	58 489	269 652	Novosibirsk
9	Siberian Giant	12 713 846	1 547	8 218	56 537	Novosibirsk
10	Posuda Center	9 674 439	144	67 184	486 108	Novosibirsk
11	Capital	8 661 996	120	72 183	178 451	Novosibirsk
12	Saturn	8 268 804	314	26 334	81 899	Novosibirsk
13	Obuv Rossii	3 900 235	373	10 456	51 331	Novosibirsk

Table 4
The performance indicators of traders in the Russian Federation for 2015

Discussion

The low rates of labour productivity hamper the development of the economy.

There is a struggle for labour productivity in the Russian Federation as well as in Europe and America. Less than 33% of people in Germany are satisfied with their work, 20% of the employees in France are not interested in the goals of the employer, and 20% of people in the United States are not interested in achieving the goals of the company.

In recent years, the problem of productivity growth has been in the spotlight of Russian President Vladimir Putin. According to the decrees approved by him, labour productivity by 2018 should be increased by 1.5 times to the level of 2011[8]. Increasing labour productivity is one of Russia's strategic goals.

The Prime Minister of the Russian Federation D. Medvedev said: "Obviously, one of the most critical issues for our economy remains productivity. Low labour productivity is the main growth brake»[9].

Appreciating the difficult conditions, the Ministry for Economic Development of Russia has completed the plan of measures for increasing productivity to implement the instructions of the President. In July 2014, the Russian Government approved the Development Plan to increase productivity[10].

The main contributing factors for the growth of productivity are:

[8] On the long-term national economic policy: Implementation of the Decrees of the President of The Russian Federation of May 7, 2012 № 596.
[9] About the course of implementation of the action plan to increase and modernize the high-performance workplaces. Retrieved 06.11.2017 from: http://www.up-pro.ru
[10] Plan of measures to ensure the improvement of labour productivity, creation and modernization of high-performance jobs: Order of the government of the Russian Federation of July 9, 2014 № 1250

- Employment
- Technological innovation
- Science and education
- Staff training. Staff professional development
- Work (labour) organization[11].

After 2010 the rate of labour involvement in the economy regarding the labour force and employment growth began to decline, it was one of the reasons for the slowdown in economic growth in Russia. Today, the employment growth at the same rate as in zero years is no longer possible due to population growth and the influx of immigrants. Moreover, the low birth rate and life expectancy have the negative impact on the growth of employability, which, though being increased is still much lower than in Europe and North America. The World Bank estimates that the number of people employed in Russia can be declined by 25 million by 2050.

The main factor of labour productivity growth is the technology effect – the renewal of fixed assets, the commissioning of high-performance equipment, the introduction of advanced technologies. However, statistics indicate that the technological backwardness of the country is not reassuring: the growth rate of the fixed assets is not growing, at the same time the degree of their deterioration is growing, the coefficients of disposal and renewal of fixed assets are very low[12].

Addressing the low labour productivity is directly related to the intensification of the technological factor. It is, first of all, the development and use of new advanced (breakthrough) production technologies with the capacity to update the production processes, methods of their organization and involvement of labour resources. They are able to create new markets and industries, to act as the drivers of economic growth. Such technologies, first of all, include robotics, 3D-printing, new materials and other new production technologies that allow us to make a leap in productivity while reducing the labour required[13]. The institutional reforms of the recent decades have contributed to the continuing crisis in productivity. The reforms in education, science and health-care have had a particularly negative impact on conditions and factors of productivity. Russia has failed to reverse the consequences of the demographic catastrophe and the sharp deterioration of the nation's health indicators. Vocational training at the primary and secondary special education levels has been lost. According to the majority of experts, the expert community, the quality of higher education has deteriorated. Science, on the brink of survival, is suffering from aging of scientific staff, outflowing of young scientists abroad, depleting of the instrument and production base[14].

[11] V. Bessonov; V. Gimpelson; Y. Kuzminov & E. Yasin, Labour efficiency and long-term development factors of the Russian economy (Moscow, SU HSE Publ., 2009).
[12] I. Ryabtseva & E. Kuzbozhev, Labour productivity and technical policy of the company (Moscow, INFRA-M Publ, 2018)
[13] Z. Kapelyuk & A. Aletdinova, “To the competence model of training specialists in the conditions of innovative economy”, Vestnik of Siberian University of consumer cooperation. Novosibirsk: Siberian University of Consumer Cooperation, num 2 (20) (2017): 37-42; Z. Kapelyuk & A. Aletdinova, “The main challenges to the development of the Russian agricultural sector”, Far East Agrarian Bulletin, 4 (44) (2017): 198-203 y Z. Kapelyuk & A. Aletdinova, Digital transformation of economy and industry: problems and prospects. Monograph (SPb: Publishing house of Peter the Great St. Peterburg Polytechnic University, 2017).
[14] A. Aistov, “On a Filtering Role of Education in Russia”, HSE Journal of Economics, vol: 13 num 3 (2009): 452–481.

After all, the science and educated persons are the source of technologies. There should be the rapid breakthrough in the resumption of research and development of education to symmetrically the way that the graduates have the opportunity to be open-minded and knowledgeable professionals with flexibility of thought. However, the investment in human capital is reducing nowadays, and the reforms in education, health-care and science have only complicated the situation. The country is facing the lack of the qualified engineers and workers.

The solution to these problems should include a completely different level of investment in human capital, its development, taking into account new professions in the context of the development of new technologies and new technological ways.

A serious obstacle to the growth of productivity is the shortage of skilled human resources in the working professions. The downtime and inefficient use of equipment are observed owing to the insufficient staff capable of managing it. Training should have forward-looking nature. Actually, the training in dealing with the machine tools with program management is time-consuming and costly. But the costs of inefficient use of such equipment are much greater[15].

According to the Higher School of Economics, there are 30% more people with higher education in Russia than the economy needs. The shortfall is appeared and in the segment of average management. It is easier to find the chief accountant and the financial director at the enterprise, than the qualified master or the forwarder. Since the 1990s all the institutions aimed at increasing productivity have been destroyed in Russia. The higher education institutions have not trained the specialists in labour regulation for more than 30 years. The experts in the country, competent and experienced in the matters of raising productivity are of the remaining units.

But even the labour force employed in the Russian economy, is not used effectively enough. There is a low motivation of labour force in the Russian economy everywhere[16].

The wages of the employees can reflect the compliance of the level of labour assessment and the value of labour productivity[17].

Russia has a lower share of wages in GDP than it is in the developed countries. It is 59% in the U.S., 61.4% in France, 62.6% in the UK. And it is 51.4% in Russia. Where will the labour motivation appear? The productivity cannot be increased without eliminating excessive income inequality in Russia, which leads not only to a decrease in motivation, but also to a number of social diseases[18]. In circumstances where 40 million people may be regarded as poor it is very difficult to expect productivity to rise without changing the situation of inequality. If 40 million people are poor, where will the motivation come from?

[15] The Russian labour market: trends, institutions and structural changes. V. Gimpelson, R. Kapelyushnikov, S. Roshchin (eds.) (Moscow: CSR, 2017).
[16] S. Sulakshin; V. Bagdasaryan & I. Kolesnik, Governance in Russia and labour. Payment, motivation, productivity. Monograph (Moscow: Scientific Expert, 2010).
[17] E. Lyadova, “Analysis of the dynamics of labour productivity in Russia: the macroeconomic aspect”, Vestnik of Lobachevsky State University of Nizhniy Novgorod. Series: Social Sciences, num 1 (2017): 46-53.
[18] Z. Kapelyuk & S. Kapelyuk “The review of the articles by the rate of standard of living, published in Russian journals”. Vestnik of Siberian University of consumer cooperation, num 1 (16) (2016): 47-56.

The poverty fixed in Russia is the poverty of the working population. The average salary in Russia in 2016 has amounted to 36.7 thousand rubles. However, 4.9 million people work at the level of the minimum wage in the domestic economy, O. Golodets, the Deputy Prime Minister said. "What productivity a man can talk about if a person receives such money for a month of his work"[19].

In order to improve the efficiency of Russian enterprises, owners and managers install new equipment, implement various innovations in management. However, the results are unsatisfactory: the performance of new equipment is much lower than the design, a lot of defects at the output, and the production costs are not reduced[20].

The problems of the enterprises, first of all, are connected with personnel – with a low discipline, low productivity and low productivity of work. And, at first glance, it seems that to solve the problem, you only need to develop the right system of stimulation of labour. But the classical motivation and stimulation of labour in our country are not successful. Tariff, piece, premium, non-tariff, mixed and other payment systems do not justify themselves. KPI, the grading system and other Western management innovations do not function properly.

What is wrong? Why do the Germans and the Japanese work productively, but our employees are not maturing the way they are supposed to? How the Germans and the Japanese are paid for their work. Salary is the only determinant of the German wages. Any payment in excess of the salary is extremely rare and insignificant. Even sellers are not accepted to pay commission. The German workers do not need it. They work well, they have a high productivity. And they do not need any piece of payment or other incentive system.

The Japanese workers are initially focused on the effective work. They fulfill strictly all orders of their immediate superiors, and strictly adhere to all instructions. And they are also on the salary, hourly wage.

The high level of productivity, the effectiveness of organizations in these countries depends on the peculiarities of the national mentality (collective intelligence) under the influence of which a special organizational culture is formed in each company (collective thinking) – the "unwritten" rules that are strictly enforced by the personnel.

The employees of German and Japanese companies are executive and disciplined; they gravitate to order and organization due to the peculiarities of mentality.

As a result, a rational organizational culture is formed, within which the staff observes labour discipline, works productively and qualitatively, it responsibly fulfills the regulations of administration.

Drawing on the disciplined and highly organized team, managers, unlike their Russian colleagues, do not need to waste time on solving personnel management problems.

[19] O. V. Golodets, Russia has seen a unique "poverty". Retrieved 03.11.2017 from: newsru.com
[20] Z. Kapelyuk & A. Aletdinova, “To the competence model of training specialists in the conditions of innovative economy”, Vestnik of Siberian University of consumer cooperation. Novosibirsk: Siberian University of Consumer Cooperation, num 2 (20) (2017): 37-42; Z. Kapelyuk & A. Aletdinova, “The main challenges to the development of the Russian agricultural sector”, Far East Agrarian Bulletin, 4 (44) (2017): 198-203 y Z. Kapelyuk & A. Aletdinova, Digital transformation of economy and industry: problems and prospects. Monograph (SPb: Publishing house of Peter the Great St. Peterburg Polytechnic University, 2017).

Russia has a different mentality, a different culture. Russian people do not have to work well, it is not accepted to comply with the orders of managers, and the staff is characterized by low discipline, low performance, it works half-heartedly. As a result, the managers deal with all sorts of organizational challenges: deadlines, instructions, inconsistency between departments, outages, overstock, defects, shortage, high production costs, etc. Instead of solving strategic tasks, the Russian manager has to deal with these organizational problems. Moreover, these problems give rise to organizational chaos. This does not normally implement any automation system neither ISO nor economical production. If you want to make Russian employees work well, it is necessary to create conditions under which it is impossible to slack their work, the limits, where the employee cannot even think about poor work. It is necessary to transform the organizational culture and collective thinking, to make them the same as in the world's leading companies[21].

There are some tools in the world practice that are successfully used being an obligatory part of doing business. They are workforce and talent management.

Workforce management means that a person always knows the position of the employee and what he will do next.

Talent management is an automated system for managing the development of employee in the organization.

It was mostly presented in the Soviet Union and called the Scientific Organization of Work, the process of improving the organization of work on the basis of scientific achievements and best practices.

The fundamental provisions of the Scientific Organization of Work:

- improving of the division of labour;
- improving workplace organization;
- rationalization of working methods;
- optimization of labour regulation;
- training for the workers.

Where has it disappeared?

But the talent management develops these long-known Soviet principles at a fundamentally different level of automation.

There is a tool called employee time efficiency management in the workforce management. This is something that one way or another has functioned in the enterprises in the Soviet Union. Everything has been presented in the system – normalization, timing and photos of the working day, etc. Where has it disappeared? Currently, the foreman does not have a clear sense what the particular employee does at the definite moment of time.

Another tool of modern business is outsourcing. The foreign countries are engaged in outsourcing, it gives them 25-30% increase in productivity. And the USSR has had it and in the Scientific Organization of Work it is called “the division of labour improving”.

[21] B. Serbinovsky & E. Rudic, Monitoring productivity (Novocherkassk, 2010).

The non-core functions are activities in which you can identify equal or similar algorithms for many enterprises, mass and standard operations – all this can and should be outsourced.

The advantages of outsourcing are obvious. They are the following:

- Lack of long-term and expensive investments for training and education of employees, purchase of specialized equipment and software, job creation, etc.
- Uninterrupted operation – the outsourcer does not take vacation and sick leave, does not go to lunch, and does not leave at the most inopportune moment.
- High and constant quality due to specialization and experience of the outsourcer in its own niche.
- Simple follow-up of the results without necessity of monitoring of intermediate transactions.

Undoubtedly, there are completely different methods than those they have been in the Soviet Union. These are modern software and hardware solutions that allow you to clearly build the career prospects of the employee. Unfortunately, it is possible to talk only about American and European companies. Both industry in Europe and the United States, and business in Europe and the United States work with productivity, creating an environment in which it is very difficult for an employee to be unproductive.

Conclusion

The relevance of the study is due to the importance of the economic category under consideration. The development of the national economy depends on the labour productivity.

The materials presented in the article indicate a significant lag of labour productivity in the Russian Federation from the economically developed countries. At the same time, the plan of measures has adopted by the Government to improve labour productivity identifies the main factors for its growth, the solution of which will make it possible to reverse the situation.

In this regard, this article is aimed not only at solving external factors, but it also identifies the internal reserves to improve the efficiency of Russian enterprises, such as the formation of the healthy organizational culture and collective thinking, labour force management and talent management, motivation system, etc.

The materials of the article are of practical value for enterprises and their managers who are ready to solve these problems in the complex to increase labour productivity.

Today, when commodity markets lose their influence on the world economy, people can and should become our main resource. The way to this is to increase labour productivity and the impact of individual workplace through the introduction of highly efficient personnel management systems.

A balanced and mature labour market is the path to the economic and political stability of the state.

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