

**Federal State Budgetary Educational Institution of Higher Education
RUSSIAN ACADEMY OF NATIONAL ECONOMY AND PUBLIC
ADMINISTRATION
under the PRESIDENT OF THE RUSSIAN FEDERATION**

Manuscript copyright

STARCHENKO DANIIL VALERIEVICH

**Factors and Reserves for Increasing Labour Efficiency in the Public
Catering Sector**

Specialty: 5.2.3. Regional and Sectoral Economics

ABSTRACT

Submitted for the Degree of
Candidate of Economic Sciences

Scientific Supervisor:
Berestova Lyudmila Ivanovna,
Doctor of Economic Sciences, Professor

Moscow – 2026

Relevance of the Research. Under the conditions of structural transformation of regional economies and increasing competition in the service sector, public catering enterprises face the need to identify new reserves for increasing labour efficiency. According to Kemerovostat data, the total turnover of public catering organisations in Kuzbass exceeded RUB 35.9 billion in 2024, representing a 5.1% increase; however, labour productivity in the sector traditionally lags behind that of other sectors of the economy. The problem is particularly acute in industrial regions, where a significant share of public catering enterprises (42% of the total) serves employees of the coal and metallurgical industries, requiring the organisation of subsidised meals and consideration of shift-based work arrangements. According to a survey conducted as part of the research, 68% of respondents identified a critical need to revise the labour assessment system and introduce comprehensive performance management methods in order to maintain competitiveness.

At the same time, digitalisation in the sector, according to Rosstat data, is being implemented in a fragmented manner without strategic planning, resulting in insufficient returns on investments in IT infrastructure. With unemployment at a record low level (2.1% in Russia) and wages growing by 13.6%, increasing labour efficiency is becoming a critical condition for maintaining business margins.

Research Object - public catering enterprises in Kemerovo Region – Kuzbass, characterised by indicators of labour productivity, technical equipment and human resources potential.

Research Subject - methods, technologies and tools for assessing and increasing labour efficiency at public catering enterprises, taking into account sectoral and regional specifics.

Purpose of the Research - to substantiate theoretical provisions and develop methods for increasing labour efficiency at public catering enterprises in an industrial region by combining quantitative and qualitative indicators and taking into account the regional characteristics of Kemerovo Region – Kuzbass.

Scientific Novelty of the Dissertation:

1. The concept of “labour efficiency” as applied to public catering enterprises in an industrial region has been refined. Unlike standard approaches focused primarily on quantitative output indicators, the proposed definition integrates individual and collective employee contributions and introduces two new components: a stability component (accounting for the impact of shift schedules and rotational work arrangements) and a social burden component (accounting for the costs and organisation of subsidised meals for industrial employees).

2. For the first time, the need to integrate sector-specific digital processes (accounting for subsidised meals and biometric identification of employees in industrial zones) into a unified labour productivity management framework has been substantiated for public catering enterprises in Kuzbass. A functional interrelationship scheme has been developed, enabling data from these systems to be transformed into quantitative indicators for assessing their impact on labour productivity.

3. A methodology for comprehensively assessing the influence of factors on labour productivity has been proposed, integrating employee expert assessments with financial indicators. The novelty of the methodology lies in the developed normalisation and weighting algorithm, which ensures comparability between subjective expert judgements and objective accounting data within a single integral indicator, thereby helping to mitigate the limitations of a small statistical sample.

4. A technology for applying factor and cluster analysis to assess the influence of factors on labour productivity at public catering enterprises has been developed. It is distinguished by a specific sequence of stages, including: selection of factors based on an expert survey, taking into account regional and sectoral specifics; application of the principal component method to reduce dimensionality; and hierarchical clustering to identify priority problem areas.

5. A model for implementing mechanisms to increase labour productivity based on a functional approach has been developed. The key distinguishing feature of the model is the inclusion of a diagnostic block for specific sectoral factors, which

makes it possible at the planning stage to quantitatively assess and rank internal, external and sector-specific constraints.

6. A model for aligning the interests of employees and management of public catering enterprises in an industrial region has been proposed. Its key distinguishing feature is the modification of the classical growth-rate relationship through the introduction of a consistency coefficient (K_c), which aggregates the growth rates of labour productivity, wages, profitability and wage efficiency.

Empirical Results and Practical Recommendations. The effectiveness of the developed methodologies has been empirically confirmed in four case organisations (LLC “Restoratsiya”, LLC “Khmel”, LLC “Khinkalidze”, and LLC “Food-Service”): implementation of the integral assessment system increased the integral performance indicator of the enterprises by 24.8% (LLC “Restoratsiya”), 34% (LLC “Khmel”), 31% (LLC “Khinkalidze”), and 27% (LLC “Food-Service”), reduced disparities in remuneration and increased enterprise revenue.

Practical recommendations have been formulated for managers of public catering enterprises and regional authorities, including the development of KPIs that account for employees’ contribution to the final result, implementation of additional payments for exceeding performance standards, proportional to the extent to which the standards are exceeded, and subsidisation of digital skills training for personnel. Ways of adapting lean production methods and the tools of the national project “Labour Productivity” to the conditions of public catering enterprises in industrial regions have been substantiated.

Theoretical Significance. The theoretical significance of the research lies in expanding understanding of the factors and reserves for increasing labour efficiency in the service sector through the integration of economic, organisational and socio-psychological aspects, as well as in developing theoretical provisions on labour efficiency as applied to public catering enterprises in an industrial region.

Practical Significance. The practical significance of the research has been confirmed through the implementation of its results at LLC “Restoratsiya” (Kemerovo), LLC “Khmel” (Novokuznetsk), LLC “Khinkalidze” (Kaliningrad

Region), and LLC “Food-Service” (Kemerovo), as confirmed by implementation certificates. The developed methodologies and algorithms can be used by enterprise managers to assess the potential for increasing labour productivity and to develop strategic plans, as well as by regional authorities when developing programmes for the development of the service sector in industrial regions.

Methodology and Research Methods. The study employed general scientific methods (observation, economic analysis, statistical analysis, comparative analysis and induction), methods of economic and mathematical modelling (correlation and regression analysis, factor analysis and cluster analysis), as well as the expert assessment method and a sociological survey (40 experts – senior employees of public catering enterprises in Kuzbass).

1. Approbation of the Results. The main provisions of the dissertation were presented at the International Scientific Conference Session “Public Administration and Development of Russia: Civilizational Challenges and National Interests”, Institute of Public Administration and Management, Russian Presidential Academy of National Economy and Public Administration, 15–20 May 2023, and at the Scientific Conference Session “Public Administration and Development of Russia: New Horizons and the Image of the Future”, Institute of Public Administration and Management, Russian Presidential Academy of National Economy and Public Administration, 20–24 May 2024.

Seven scientific papers with a total volume of 2.31 publisher’s sheets have been published on the topic of the dissertation, including six articles in journals included in the list of publications approved by the Higher Attestation Commission of the Russian Federation.

Structure and Volume of the Dissertation. The dissertation consists of an introduction, three chapters, a conclusion, a reference list (187 sources) and seven appendices. The total volume is 192 pages and includes 45 tables and 56 figures.

Keywords: labour efficiency, labour productivity, public catering, productivity factors, growth reserves, integral assessment, digitalisation, rotational

work method, subsidised meals, regional economics, Kemerovo Region – Kuzbass,
alignment of interests, consistency coefficient, cluster analysis, KPI.

