

CLASSIFICATION OF PERSONNEL IN THE ENTERPRISE: A MANAGERIAL APPROACH

Statement of the problem. The enterprise personnel is an important component of the resource potential of the enterprise, including agriculture. The personnel of the company directly and indirectly involved in the manufacture of finished products, the transformation of labour into the products of labor. On the other hand, the personnel of the enterprise is the driving force in the production process, because it has the ability to introduce innovations, new technologies, etc. However, speaking about the staff of the enterprise as a whole, and including the staff of the agricultural enterprises, it should be noted that this is a fairly broad concept and includes various categories of specialists are engaged in administrative-managerial and production process. Therefore, to ensure effective management of the personnel it is necessary to study and deepening classification of personnel.

Analysis of the last researches and publications. The study of the classification of staff devoted a lot of works of Russian and foreign scientists, among which the most important are: I.F. Balanyuk, S.V. Belyaeva, M.D. Vinogradsky, O.V. Krushelnytska, L.M. lucishin, D.P. Melnychuk, V.M. Petuh, A.S. Fedonin, L.S. Fedornjak, F.I. Hmil, L.A. Schwaika, V.M. Skanova etc. But most of the authors point out that the standard of classification criteria of company personnel, in particular in relation to the production process, the nature of the functions performed, at the educational level, type of work, by sex, experience, etc.

It is obvious that the classification parameters are important, but for management purposes, it is often necessary guidance more detailed and deep classification for making effective management decisions.

* Scientific adviser: Balanyuk I.F. - doctor of Economics, Professor

Statement of the problem. The aim of the article is to study managerial approaches to the classification of company personnel, the deepening of the existing classification of workers with allocation of additional classification criteria that will enhance the efficiency of management.

To achieve this goal was applied to the General and specific economic methods: analysis and synthesis, drilling, modeling, comparison, generalization and scientific abstraction.

The basic material of research. To get an insight into the content and the essence of the category "staff" analyzed various authors approaches, which highlighted various criteria signs. The science and practice of economic thought in Ukraine, there are many different approaches to the classification of company personnel. Based on the analysis of results of scientific researches: [1, p. 10], [2, p. 52-64], [3, p. 36-39], [4, p. 80-84], [5, p. 25-26], [6], [7], [8, p. 53-55], [9, p. 146-148] we summarized all selected by the authors of classification criteria. Among them there are:

- 1) towards the production: industrial and non-industrial the personnel;
- 2) on the nature of the functions performed: managers, professionals, employees and workers;
- 3) by occupation: different professions according to the Classifier of professions, in particular in the agricultural enterprise is: agronomist, zoologist, specialist, agrotechnic, engineer, agrarian chemistry;
- 4) in specialties that is the kind of work within the profession, particularly in the agricultural sector are: agronomist cultivation, engineer-agrotechnic;
- 5) by level of education: the specialists of the highest category, the specialists of the highest category, specialists of secondary qualification, low-skilled and unskilled workers;
- 6) in relation to the ownership of the property business owners and employees;
- 7) by definition of the basic place of work: full-time workers, part-time employees, employees who perform work on behalf of other enterprises (order fulfillment);
- 8) for employment in the types of activity: main and auxiliary staff;

9) the type of the performed work: staff of administrative, technical, operational (standby), operational and maintenance, repair, electrical.

In addition, given the specificity of agricultural enterprises, it is advisable to select several classification criteria that are specific to agriculture (1 and 2) and others, which are important when assessing the reasonableness of the management personnel of the enterprise, namely:

1) for employment in industries: workers employed in crop and livestock production, other activities;

2) the constant employment: permanent and seasonal workers;

3) at the educational level: staff with complete higher, basic vocational or General education;

4) on educational-qualification levels: Junior specialist, bachelor, specialist, master;

5) by sex: male or female;

6) work experience: no experience, from 1 to 5 years from 5 to 10 years 10 to 20 years over 20 years;

7) by the age of 21 years; 22-35 years; 36-45 years; 45-60 years; over 60 years of age;

8) the experience of certain (agricultural): no experience, with experience from 1 to 5 years from 5 to 10 years 10 to 20 years over 20 years (table 1).

Table 1

Classification of the personnel of the enterprises

Classification features	Views of the staff
In relation to the production of	1) production staff; 2) non-production staff
On nature of the performed functions	1) managers; 2) assistants; 3) employees; 4) working
By occupation	1) agronomist; 2) zoologist; 3) livestock; 4) the engineer 5) agrarian chemistry
On specialties	1) agronomist cultivation, 2) the engineer-agrotechnic, 3) other
By level of education	1) the specialists of the highest category; 2) the specialists of the highest category; 3) the specialists of secondary qualification; 4) low-skilled workers; 5) unskilled workers
With respect to the ownership of the property companies	1) the owners of the company; 2) the employees of the enterprise
By definition of the basic place of work	1) regular employees; 2) part-time employees; 3) employees who perform work on behalf of other enterprises (on execution of

	orders)
For employment in activities	1) core staff; 2) support staff
The type of work performed	1) the personnel of administrative and technical; 2) operational (standby); 3) operational and maintenance; 4) repair; 5) electrical
For employment in the sectors of agricultural production	1) workers employed in crop production; 2) workers employed in animal breeding; 3) employees, engaged in other activities
The constant employment	1) permanent workers; 2) seasonal workers
At the educational level	1) staff with complete higher; 2) staff with basic; 3) personnel with technical and vocational; 4) staff with complete General education
By educational level	1) Junior specialist; 2) bachelor; 3) a person; 4) master
For the gender of the person	1) men; 2) women
On work experience	1) without experience; 2) experience from 1 to 5 years; 3) experience from 5 to 10 years; 4) experience from 10 to 20 years; 5) the experience of more than 20 years
By age	1) and 21 years; 2) 22-35 years; 3) 36-45 years; 4) 45-60 years; 5) over 60 years of age
The experience of certain (agricultural) work	1) without experience; 2) experience from 1 to 5 years; 3) experience in 5 to 10 years; 4) experience from 10 to 20 years; 5) the experience of over 20 years

* Source: developed by the author

The classification of staff of agricultural enterprises is an instrument and a prerequisite for a deep and detailed analysis of processes of formation and use of personnel and other aspects of management.

In generalized classification criteria of personnel (1-11 signs) we added a further four (12-15 signs), which will allow for a wider to investigate the condition of personnel and the efficiency of its use in the labour process. So, the classification of personnel in educational and educational-qualification level will give the opportunity to analyze the availability and quality theoretical training employees on the basis of the received in schools knowledge and classification of personnel experience and experience testifies to the practical skills and abilities of employees for work performed.

Such qualitative characteristics of employees as skills, qualifications, experience and expertise are important aspects in the process of personnel management, as well as determining factors in the employment. Therefore, the omission of them makes it impossible to achieve a positive expected results in terms of productivity and efficiency of management in general.

Staff at the present stage should be seen not simply as a collection of employees that are involved in the production process, as well as a collection

sistemov asana workers with their personal characteristics, the knowledge, abilities, skills of work in team, which they use in the workplace.

In this connection we suggest two approaches to the description of the concept of "staff", which reveal the intrinsic characteristics of this category.

The first approach the staff is seen on a personal level, for the second - at the micro-business level.

Individual and personal level of the staff is a collection available in certain characteristics of the person, which are the individual and that it is difficult to change. This basic characteristics include:

1) the age, state of health, physical development is essentially unchanged characteristics of a person-worker that define the physical person's ability to perform certain work;

2) mental ability, moral values, education, psychological state is important characteristics of a person acquired by him during the previous years of life in a particular social environment, man-worker, as a rule, are not ready change for the sake of the work place;

3) the theoretical knowledge acquired in the process of education, practical skills, ability of the individual worker, experience and experience is the quality characteristics that are purchased in a long time and quickly affect their change in the short term is not possible;

4) the desire and readiness for self-development, self-improvement and self-education is important characteristics of human-worker, which are connected with the internal ability and willingness of a person to change for the sake of self-realization and achievement of high results. Change these features can usually by motivating our employees;

5) the level of financial sufficiency and financial literacy of personality is acquired personality characteristics that determine the person's attitude and his willingness to certain type of work, the interest in self-giving in the labour process. This set of characteristics, which can vary in human life.

The micro-business level of the staff is a collection of the essential characteristics of all employees that are part of the resource potential of the enterprise. This basic characteristics include:

1) total (average) qualified staff is a factor that predetermines the possibility of joint work of employees at the same level; it is a prerequisite of establishing a well-coordinated work process;

2) the ratio of staff to the production process are the factors that are associated first of all with the fact that the person is an important part of the resource potential of the enterprise, and at the level of using other elements of production-resource potential impact on reconsolidate, as well as the efficiency and profitability of production in General. As a rule, at the enterprise the presence or absence of an effective motivational system of workers forming their attitude to the labor process and the impact on the end result of functioning of the enterprise;

3) psychological climate in the team and relations "employees - owners" is important characteristics of a micro-enterprise, because determine zgrupowanie staff, his General attitude to the employment process, the interest in preserving the workplace, etc.

All characteristics of the micro-enterprise level are conditionally variables that can influence management personnel to ensure the desired effect of the labour process in the form of productivity.

Selected key features of the staff of the agricultural enterprise is depicted in Figure. 1.

It is proved that the proposed two approaches to determining the nature, place and role of personnel with a personal selection of individual and micro-entrepreneurial characteristics allow to identify the factors that have conventionally fixed and semi-variable character. This, in turn, is important in the process of making management decisions, because distinguishes between those characteristics that are not possible (difficult) to influence the process of management of the personnel and those in which it is possible to influence and change them.

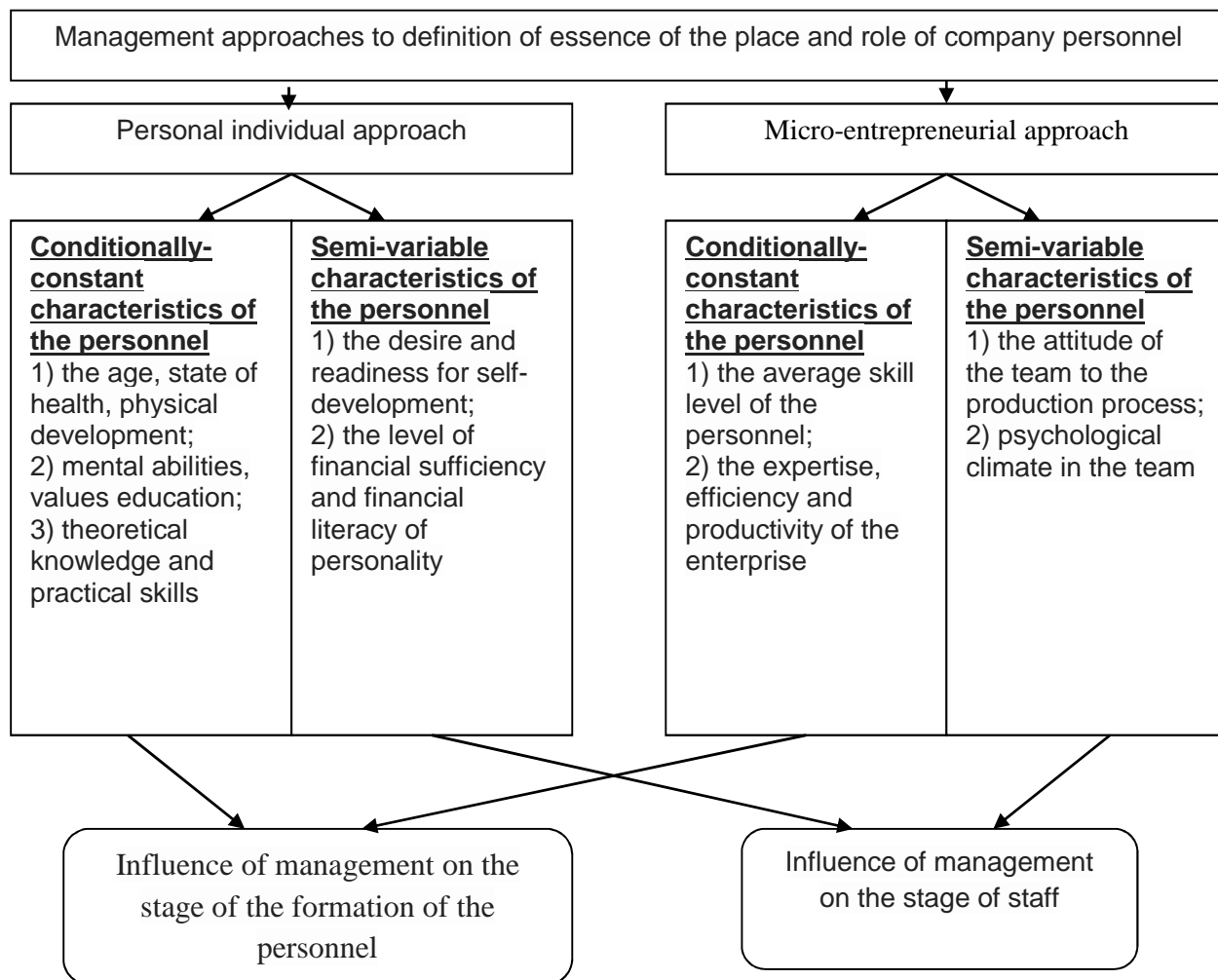


Figure. 1. Management approaches to definition of essence of the place and role of company personnel

* Source: developed by the author

Thus, semi-fixed factors-characteristics of the staff should be taken into account at the stage of formation and recruitment of the personnel, and semi-variable factors should be considered in the process of personnel use when developing management decisions.

Conclusions and further research. Therefore, a detailed investigation of the essence of the category "personnel", the specific characteristics of the place and role of staff in rural entrepreneurial activity allowed us to identify a number of provisions that should be taken into account in the development of conceptual directions of the improvement of management in the agricultural enterprises, namely:

- staff is not just the totality of workers, and sistemov As an workers with their personal characteristics, the knowledge, skills, team work, which are used in the labour process;

- with the purpose of obtaining important scientific and applied results of research of problems of improvement of management of the personnel of agricultural enterprises of the us in depth and detailed classification features, increased the number of classification groups of personnel with emphasize on the quality characteristics of the employees;

- to define the priority directions in the management of the staff allocated two managerial approaches to disclosure of its essential characteristics: personal-individual and micro-entrepreneurship. Identifying groups of factors that cannot be changed in the short term, and should be considered when forming the personnel of the enterprise, as well as groups of factors that are conditionally variable character that are exposed to in the implementation of management activities, therefore, should be considered when using staff of agricultural enterprises.

References

1. Balaniuk, I.F. and Fedorniak, L.S. (2011), *Personal silskohospodarskykh pidpriemstv: upravlinskyi aspekt* [Staff of agricultural enterprises: management aspect], LIK, Ivano-Frankivsk, Ukraine, 236 p.
2. Vynohradskyi, M.D., Beliaieva, S.V., Vynohradska, A.M., Shkanova O.M. (2000), *Upravlinnia personalom* [Personnel management], tutorial, Tsentr navch. lit-ry, Kyiv, Ukraine, 504 p.
3. Shegda, A.V. (2002), *Menedzhment* [Management], tutorial, T-vo «Znannia», KOO, Kyiv, Ukraine, 583 p.
4. Petiukh, V.M. (2000), *Upravlinnia personalom* [Personnel management], tutorial, KNEU, Kyiv, Ukraine, 124 p.
5. Krushelnytska, O.V. and Melnychuk, D.P. (2003), *Upravlinnia personalom* [Personnel management], tutorial, Kondor, Kyiv, Ukraine, 296 p.
6. "The essence of the concept staff. The composition and structure of staff." *KNEU.*, available at: <www.kneu.dp.ua/.../Sutnist_ponjattja_personal._Sklad_ta_struktura_per>.
7. "Enterprise economy: textbook", available at: <http://buklib.net/books/24836/>.
8. Lutsyshyn, L.M. (2004), *Planuvannia diialnosti pidpriemstva* [Planning of enterprise activity], tutorial, Polum'ia, Ivano-Frankivsk, Ukraine, 160 p.
9. Shvaika, L.A. (2003), *Planuvannia diialnosti pidpriemstva* [Planning of enterprise activity], tutorial, Novyi Svit-2000, Lviv, Ukraine, 268 p.

Якубів Р.Д. КЛАСИФІКАЦІЯ ПЕРСОНАЛУ ПІДПРИЄМСТВА: УПРАВЛІНСЬКИЙ ПІДХІД

Мета. Метою статті є дослідження управлінських підходів до класифікації персоналу підприємства, поглиблення існуючої класифікації працівників з виокремленням додаткових класифікаційних ознак, які сприятимуть підвищенню ефективності менеджменту.

Методика дослідження. При дослідженні застосовувались такі методи: аналізу і синтезу – для вивчення різних наукових підходів до класифікації персоналу підприємства; деталізації – для розкриття сутності окремих класифікаційних ознак; моделювання – для розробки нових управлінських

підходів до визначення місця і сутності персоналу підприємства; порівняння – для поділу виокремлених особистісних та підприємницьких чинників на умовно-постійні та умовно-змінні; узагальнення та наукової абстракції – для формулювання висновків та результатів дослідження. Методика даного дослідження включає три основні етапи: попередній огляд наукової та прикладної літератури за досліджуваною тематикою, групування та аналіз отриманих даних; проведення наукових досліджень щодо розвитку існуючих підходів до класифікації персоналу підприємства, підтвердження визначених гіпотез; обґрунтування та опис отриманих результатів науково-прикладних досліджень роботи, узагальнення висновків, визначення напрямів подальших досліджень у цій тематиці.

Результати. Результатами дослідження є розвиток науково-прикладних підходів до управлінських аспектів класифікації персоналу підприємства; удосконалення існуючої класифікації персоналу підприємства; розробка управлінських підходів до визначення сутності, місця і ролі персоналу у фінансово-господарській діяльності підприємства; розкриття умовно-постійних та умовно-змінних характеристик персоналу в процесі менеджменту при його формуванні та використанні; розвиток теорії менеджменту персоналу на основі виокремлення двох основних управлінських підходів до визначення місця і ролі персоналу у виробничо-господарській діяльності підприємства: особистісно-індивідуального та мікро-підприємницького і їх підскладових.

Наукова новизна. Науковою новизною дослідження є удосконалення існуючої класифікації персоналу підприємства шляхом виділення додаткових деталізуючих класифікаційних ознак персоналу, що відображають потреби керівництва в процесі прийняття управлінських рішень.

Практична значущість. Практична цінність статті полягає у розмежуванні усіх існуючих та доповнених класифікаційних характеристик персоналу підприємства на умовно-постійні та умовно-змінні, що передбачає розподіл особистісно-індивідуальних та мікро-підприємницьких ознак працівників, які повинні враховуватись на етапі формування трудово-ресурсного потенціалу та його використання з метою забезпечення високої ефективності менеджменту персоналу.

Ключові слова: персонал підприємства, класифікація, управління, менеджмент, управлінський підхід, класифікаційні ознаки, працівники.

Якубив Р.Д. КЛАССИФИКАЦИЯ ПЕРСОНАЛА ПРЕДПРИЯТИЯ: УПРАВЛЕНЧЕСКИЙ ПОДХОД

Цель. Целью статьи является исследование управленческих подходов к классификации персонала предприятия, углубление существующей классификации работников с выделением дополнительных классификационных признаков, которые будут способствовать повышению эффективности менеджмента.

Методика исследования. При исследовании применялись следующие методы: анализ и синтез – для изучения различных научных подходов к классификации персонала предприятия; детализации – для раскрытия сущности отдельных классификационных признаков; моделирование – для разработки новых управленческих подходов к определению места и сущности персонала предприятия; сравнение – для разделения выделенных личностных и предпринимательских факторов на условно-постоянные и условно-переменные; обобщение и научной абстракции – для формулировки выводов и результатов исследования. Методика данного исследования включает три основных этапа: предварительный обзор научной и прикладной литературы по исследуемой тематике, группировка и анализ полученных данных; проведение научных исследований по развитию существующих подходов к классификации персонала предприятия, подтверждения определенных гипотез; обоснование и описание полученных результатов научно-прикладных исследований, обобщение выводов, определения направлений дальнейших исследований в этой тематике.

Результаты. Результатами исследования является развитие научно-прикладных подходов к управленческим аспектам классификации персонала предприятия; совершенствование существующей классификации персонала предприятия; разработка управленческих подходов к определению сущности, места и роли персонала в финансово-хозяйственной деятельности предприятия; раскрытие условно-постоянных и условно-переменных характеристик персонала в процессе менеджмента при его формировании и использовании; развитие теории менеджмента персонала на основе выделения двух основных управленческих подходов к определению места и роли персонала в производственно-хозяйственной деятельности предприятия: личностно-индивидуального и микро-предпринимательского и их подскладовых.

Научная новизна. Научной новизной исследования является совершенствование существующей классификации персонала предприятия путем выделения дополнительных детализирующих классификационных признаков персонала, отражающих потребности руководства в процессе принятия управленческих решений.

Практическая значимость. Практическая ценность статьи заключается в разграничении всех существующих и дополненных классификационных характеристик персонала предприятия на условно-постоянные и условно-переменные, что предусматривает распределение личностно-индивидуальных и микро-предпринимательских признаков работников, которые должны учитываться на этапе формирования ресурсного потенциала и его использования с целью обеспечения высокой эффективности менеджмента персонала.

Ключевые слова: персонал предприятия, классификация, управление, менеджмент, управленческий подход, классификационные признаки, работники.

Yakubiv R.D. CLASSIFICATION OF THE PERSONNEL AT THE ENTERPRISE: A MANAGERIAL APPROACH

Purpose. The aim of the article is to study managerial approaches to the classification of company personnel, the deepening of the existing classification of workers with allocation of additional classification criteria that will contribute enhancing the effectiveness of management.

Methodology of research. During the research the following methods were used: analysis and synthesis for the study of various scientific approaches to the classification of the personnel; drill – for disclosure of the nature of the individual classification criteria; modeling – for the development of new management approaches to the definition of the place and nature of the staff of the company; the comparison is to separate dedicated personal and business factors on semi-fixed and semi-variable; the scientific generalization and abstraction – for the formulation of conclusions and results of research. The methodology of this study consists of three main stages: a preliminary review of scientific and applied literature on the topic concerned, grouping and analysis of received data; research on development of existing approaches to the classification of company personnel, confirm certain hypotheses; the rationale and description of the received results of scientific and applied research, generalization of the findings, identify areas for future research in this topic.

Findings. The results of the research is the development of scientific and applied approaches to managerial aspects of the classification of company personnel; improvement of the existing classification of personnel; development of management approaches to definition of essence of the place and role of staff in financial and economic activity of the enterprise; disclosure of fixed and variable performance of staff in the process of management formation and use; development of the theory of management of the personnel on the basis of the selection of two main management approaches to defining the place and role of staff in production and economic activity of the enterprise: personal-individual and micro-entrepreneurship and components of them.

Originality. Scientific novelty of the research is the improvement of the existing classification of personnel of the company by allocating more detalji classification criteria of personnel, reflecting the needs of management in the process of management decision-making.

Practical value. The practical value of the article is the distinction of all existing and expanded the classifications of company personnel in fixed and variable, provides for the distribution of personal-individual and micro-entrepreneurial characteristics of workers that should be considered at the stage of formation of the labour resource potential and its use to ensure high efficiency of management of the personnel.

Key words: personnel, classification, management, management, management approach, classification features, workers.