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TRANSITION TO THE SYSTEM OF GRADES AS A STRATEGIC DIRECTION OF ORGANIZATION OF REMUNERATION IN MODERN AGROFORMATIONS IN UKRAINE

Анотація. В статті розглянуті особливості становлення новітніх відносин заохочення до продуктивної праці в напрямку запровадження грейдингових систем стимулювання в сучасних агроформуваннях України.

Ключові слова: грейдинг, заохочення, заробітна плата, оплата праці, продуктивність праці, стимулювання

Анотация. В статье рассмотрены особенности становления новых отношений побуждения к производительному труду в направлении внедрения грейдинговых систем стимулювання в современных агроформированиях Украины.

Ключевые слова: грейдинг, заработная плата, заробітна оплата труда, поощрения, производительность труда, стимулирование

Annotation. The article focuses on the formation of new features of relations promoting the productivity of labor in the direction of stimulating of grading systems of modern agricultural farms in Ukraine.

Key words: grading, promotion, salary, wages, productivity, stimulating.

The problem. Among the financial incentives the leading place takes labor wages, the market mechanism of which formation in a transition economy is determined by supply and demand at the market and the cost of labor with regard to objectively necessary conditions for its reproduction.

Specific conditions of the reproduction of labor force determine the concept of market conjuncture, the structural elements of which determine the balance of supply and demand for labor, the motivational system of coming working age population in the labor force, the level of productivity of work. Within these components is formed the main social, economic and demographic parameters of the reproductive cycle, integrated approach to the determination of which would solve the problem of social and employment activity in general.

Analysis of the recent researches and publications. Generally category of "wages" is multiaspected with its economic content, so there are many views on the conditions of its effective realization, particularly in the agricultural sector of economics. To the research of stimulating agricultural labor are devoted the works of the leading national

scholars such as V.S. Diyesperov, A.A. Kholot, P.T. Sabluk and others. [1 - 4]

However, practically, there is no one particular approach that would fully disclose an effective mechanism of stimulating highly efficient labor in times of stabling market socially oriented economy is not finally determined till now.

The aim of the article. The purpose of writing this article is to study effective mechanism for wages under conditions of market socially oriented economy.

The main material of the research. In the current crisis conditions, with an adequate level of basic salary must be ensured its reproductive function. The optimal ratio between the main and additional wages should be flexible, and it should be done within the limits that serve at the same time as the criterion of balancing and stimulating the reproductive functions of wages.

Therefore, the current organization of wage among employees of farms whose average earnings falls to the lowest paid sectors of the Ukrainian economy, requires the use of not only the tariff system and of the other modified on it basis systems of wage that meet the changing conditions of production systems

based on competition in the market for goods and services.

Thus, through the implementation of the incentive function of wages at enterprises must be appointed the personal interest of the employee. That's why, the main part of the wages must, first of all, be connected with the maximum of individualization based on personal characteristics and the results of each employee, and supplementary - depending on the outcomes of the enterprise. Personal skills and qualifications, work experience, work itself and its results is the main factor that influences the final results of the company and the salary of the workers. Organization of the payment on these conditions should include:

a) the widespread use of individual employment agreements (contracts), contract forms of work organization and payment for which the employee is guaranteed a certain amount of wages only under conditions of satisfying the duties under the contract (agreement);

b) fair and reasonable system on conditions and the results of labor, the personification of wage rates and salaries of the workers with a focus not only on qualifications and experience, but also on the efficiency of their work;

c) dependency of rates and salaries, set by the workers, as well as individual salaries of professionals and technical staff from their labor productivity, and managers and top (main) professionals - from productivity, efficiency of business, trade, or business enterprise, i.e. the economic output;

d) periodic review of rates and salary of workers determined on the basis of evaluative indicators of various characteristics of the work, in order to stimulate them to work.

Determining trades of workers and posts of chiefs, professionals, experts and technical staff, for remuneration of which is appropriate to use an individual approach one should be guided by the following criteria:

- a) creativity;
- b) the inability to regulate their work strictly;
- c) the necessity to obtain certain contract;
- d) results over a certain period;
- e) impact of quality of individual work results directly on the output of the whole enterprise.

These conditions give reasons to affirm the possible effectiveness of transition to the modified systems of remuneration based on the use of grades. These systems established in the practice of testing rather good for most businesses around the world, including Germany, Russia and others. That's why we propose to focus on the main aspects of their organization and the actual use in production.

Let's start with the definition and justification of economic substance of categories. Grading (English-grading)- group positions on certain grounds (the definition of "weight", classification) in order to build a system of motivation. The essence of grading is in comparison to the internal organization of the importance of positions (inner value) to the value of the job market (external value).

To rate the expediency of transition to grading wage system experts suggest to resort the following indicators:

a) the opacity of payment, no mechanism to monitor and control this group of costs;

b) the uncontrolled growth of the wage fund by free rising of wages to employees: personal requests of line managers, intimidation of firing, the introduction of co-payments and premiums, etc.;

c) payment of the new posts is unreasonably higher than payment of long-serving staff, which greatly reduces the motivation of employees;

d) lack of comparability of tariff schedules, bonuses, allowances and salary levels;

e) non-stable grid;

f) the difference of wages of the best and the worst on the same position is small, workers are not interested in raising their professional level;

g) workers appreciate the remuneration system as unfair; Group posts combined into one category of payment sometimes significantly differ in the complexity of work;

h) remuneration is not balanced as to the labor market. Total payments to the workers either significantly higher or significantly lower than market rates.

Each of these symptoms is alarming, if it is observed more than 3 items, one should seriously think about the necessity to optimize the basic part of remuneration in an enterprise. Accordingly by means of grading you could get order in this part of remuneration.

Grading (or grading system) is a procedure or system of procedures for the evaluation and ranking of positions, the result of which are the posts divided into groups, or, in fact, grades, according to their value to the company.

Thus, grade (grade (English) - the degree ,class) is a group of positions having approximately the same value for the company. Number of grades may vary from 5-7 to 20. Each grade corresponds to a certain amount of salary, or "plug salary", which may be reviewed periodically, but the grading system remains unchanged.

During grading of posts we also can not completely free the evaluation of employees. The fact is that the "fork" salaries for each grade and, therefore, for each position, which refers to this grade can be quite broad.

To define the salary of the employee inside "fork salary" it is necessary to estimate the potential value of the employee for the company, which depends on his qualifications, experience and level of development of professional competencies.

To estimate the contribution of the post and to determine its grade within the category were identified the following factors:

- a) education;
- b) requirements to professionalism and experience in the specialty
- c) the term of taking the post by a suitable candidate;
- d) the rate of the budget, on which the staff member has an impact;
- e) the size of the liability in the workplace;
- f) amount and type of communication (internal / external).

Staff rating system is a logical and necessary sequel of the grading system. In what dimension will be implemented personnel rating depends on the capabilities and features of the enterprise. This can be as simple formal assessment level of education and professional

experience, and a more complete assessment on professional competence of employees. In this process the most complex (disputed) points are as follows.

1. How «fork -salaries » due to grades should be done?

- a. Acknowledge the current salaries, related to grade, but do not be oriented only on them;
- b. Gather information from the labor market (media, friends, competitors);
- c. Analyze how fast and how easily you close the vacancies, what is the turnover rate in the context of posts.

2. What if the salary of the employee does not fit the grade?

- a. Think over once more if the post corresponds to the grade;
- b. List the arguments why in your opinion the salary does not correspond the grade;
- c. Make the changes to the evaluation criteria, grading, salary or a post, if it is appropriate.

Nowadays grading system is also becoming increasingly popular among employers, as an increasingly competitive business leaders become more aware of the need to focus on their core resource - the staff and pay attention to motivation, both material and immaterial.

Close analogue of the grading system in the Soviet times was the qualifying grid tariff. However, it was only to certain categories of positions and evaluate them rather formal .

Conclusions. The introduction of the grading system in the enterprise can really help eliminate the above symptoms, and as a result, contribute to:

- a) the achievement of business goals and realization of the strategy of the company;
- b) getting maximizing return on investment in staff;
- c) attracting and retaining the best stuff in the company.

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