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CROSS-FUNCTIONALITY STAFF AS ONE OF THE METHODS OF INCREASING LABOR PRODUCTIVITY AT THE ENTERPRISE

Abstract. The article explores the existing methodological approaches to assessing reserves and the level of labor productivity. It is proved that the cross-functionality of the staff will contribute to the formation of new prospects for its self-realization, which is one of the modern criteria of enterprise productivity, will ensure the implementation of the principle of rationality of wages, in today's conditions it is absolutely necessary.

Keywords: labor remuneration; labor market; staff incentives; staff turnover.

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КРОС-ФУНКЦІОНАЛЬНІСТЬ ПЕРСОНАЛУ ЯК ОДИН З МЕТОДІВ ПІДВИЩЕННЯ ПРОДУКТИВНОСТІ ПРАЦІ НА ПІДПРИЄМСТВІ

Анотація. У статті досліджено існуючі методичні підходи до оцінювання резервів та рівня продуктивності праці на підприємстві. Доведено, що крос-функціональність персоналу сприятиме формуванню нових перспектив для його самореалізації, що є одним із сучасних критеріїв продуктивності праці підприємства, забезпечить реалізацію принципу раціональності оплати праці, що в умовах сьогодення вкрай необхідно.

Ключові слова: оплата праці; ринок праці; стимулювання персоналу; плинність кадрів.

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КРОСС-ФУНКЦИОНАЛЬНОСТЬ ПЕРСОНАЛА КАК ОДИН ИЗ МЕТОДОВ ПОВЫШЕНИЯ ПРОИЗВОДИТЕЛЬНОСТИ ТРУДА НА ПРЕДПРИЯТИИ

Аннотация. В статье исследованы существующие методические подходы к оценке резервов и уровня производительности труда. Доказано, что кросс-функциональность персонала будет способствовать формированию новых перспектив для его самореализации, что является одним из современных критериев производительности труда предприятия, обеспечит реализацию принципа рациональности оплаты труда, что в современных условиях крайне необходимо.

Ключевые слова: оплата труда; рынок труда; стимулирование персонала; текучесть кадров.

Formulation of the problem. Existing methodological approaches to assessing reserves and the level of labor productivity have several disadvantages. Among them, it is worth paying attention to:

- lack of complexity;
- none of the approaches is universal for assessing the reserves of labor productivity; they are determined by elemental groups depending on factors influencing productivity;
- most methods have a number of limitations, and the amount of reserves identified as a result of their application is only close to real, that is, the estimate of reserves is not accurate and reasonable;
- the existing methods for assessing the reserves of increasing labor productivity are focused on the calculation of quantitative indicators, ignoring the assessment of the importance of certain groups of reserves depending on the specifics of the enterprise, that is, it requires the development of tools for a hierarchical analysis of reserves based on determining the dependence of the level of labor productivity on the main microeconomic factors.

Analysis of recent research and publications. In these aspects, such leading foreign and Ukrainian scientists conducted their research: O. Arefyeva [1], A. Gerasimenko [2], I. Popov [4], A. Yashchenko [5] and others.

The identification of previously unresolved parts of the general problem However, despite the presence of a significant body of work devoted to the development of this multifaceted problem, the issues of increasing labor productivity and stimulating employees adequate to modern realities – resource saving in times of crisis and instability – remain insufficiently studied. The solution to this problem requires further research and scientific justification. This determines the relevance of the research subject.

The purpose of the article. The main goal of this article is to study the cross-functionality of personnel as one of the methods for increasing labor productivity.

Statement of the main research material. Despite the significant shortcomings of the existing methodological approaches to the assessment, analysis and justification of the reserves of labor productivity, we propose using a fundamentally different approach – a conceptual one. The concept in its essence involves the formation of a common individual vision for solving a particular problem. In our opinion, it is a conceptual approach that will allow us to form a new vision for solving complex problems of growth in labor productivity in conditions of risk and instability.

The conceptual model for the formation of a synthetic motivational mechanism for increasing the labor productivity of an industrial enterprise is based on the principle of achieving a balance of interests of the parties and the synthesis of motivation methods in the context of taking into account modern environmental needs, which include the level of technological structure, social policy and the financial and economic situation of the state, structure and the state of the labor market, the situation on the industrial market, the competitiveness of industrial products, and so on and so on. In our opinion, it is these basic principles that will make it possible to effectively use the potential of the personnel, the available resources and the capabilities of the industrial enterprise in order to achieve the set goals, since all parties to the process of creating a new value for the final product will be equally interested in them [1].

In the context of the protracted crisis in Ukraine, new working conditions have become urgent: safety (both industrial and socio-economic). This comprehensive concept integrates many factors, the uniqueness of which increases when research moves from the plane of the object to the plane of a particular subject. In this regard, modern criteria for the formation of labor productivity in enterprises require a revision (Table 1).

Table 1

Labor productivity criteria for enterprises in a crisis

Employees	Guide (Owners)
Accessibility of labor	Relevance of staff structure to production needs and goals
Clear regulation of professional functions	Clear regulation of staff relations
Reachability of tasks and goals	Goal Oriented
Provision of production and social	Using modern valuation methods
Economic security	Labor productivity and its factor analysis
Presence of perspective	Development of cross-functionality of staff
Providing conditions for self-development	The presence of a modern system of labor incentives
Rationality of remuneration	Systematic search for performance reserves

Source: systematized by the author based on [5].

Consider the proposed criteria for labor productivity in the enterprise in a crisis from the perspective of workers. The availability of labor, as a criterion of its productivity, is defined as the

ability of the subject for a certain period to receive the appropriate category and level of remuneration. This concept presupposes the information support of subjects on the labor market regarding existing vacancies, as well as the quality of this information, which is appropriate and the safety criterion. The availability of labor also means the absence of corruption, when the level of qualification and experience, and other factors in the subject meet the criteria of management, but the vacancy is not in his favor.

It is also possible that the vacancy in the labor market does not meet the conditions of payment, the level of experience, and the like.

The modern realities of the functioning of enterprises demonstrate a reduction in personnel, optimization of personnel potential and staff turnover, which adversely affects the certainty of professional functions that an employee of the corresponding category should perform. Under such conditions, an objective need is developing for the development of cross-functional personnel, which significantly compensates for the fuzziness and low regulation of professional functions at the enterprise. Cross-functionality [2] as a phenomenon arises in the process of the dynamic development of relations between the entities within the framework of professional business relations, is accompanied by fluctuations in the basic components of labor productivity, namely, the volume and quality of manufactured and sold products, staff structure, etc. (Figure 1). The phenomenon of cross-functionality of personnel exists in any socio-economic system of an enterprise and is manifested as the expansion of the boundaries of functional obligations and their intersection with related functional obligations, on the basis of which a fundamentally new quality specialist is formed, whose experience and skills are enhanced by basic functional affiliation and synthesized.

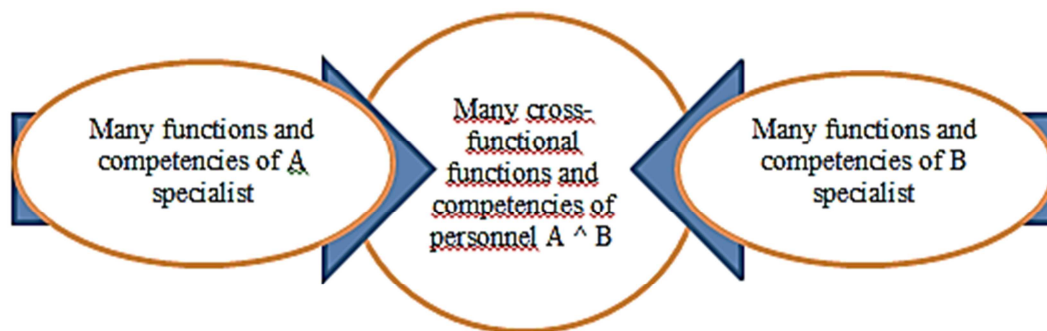


Figure 1. A unified model for the formation of cross-functionality of staff

Of course, this phenomenon significantly affects the quality of performance of functional duties, because universal specialists do not exist.

Practical experience confirms that the cross-functionality of the staff exists and is a fairly effective method of managerial decision-making, demonstrates the transformation of the qualifications of an accountant into an accountant-analyst. That is, there was a cross-functional development of the accounting personnel of the enterprise, because the management lacked the competence to make management decisions based on financial statements and choose the accounting policy of the enterprise. Since the basis of such decisions is the competence of the accountant, he had to interpret the results of financial statements, which led to the development of his functional obligations to analytical ones.

Thus, the aforementioned confirms that cross-functionality at an industrial enterprise has existed for a long time, but it has not been studied enough.

In the context of the development of the cross-functionality of the personnel of industrial enterprises, the remuneration and incentive system must also correspond to the structure of additionally implemented functions.

Re-evaluating the cross-functionality of personnel will contribute to the formation of new prospects for its self-realization, which is one of the modern criteria for the productivity of industrial enterprises, will ensure the implementation of the principle of rational remuneration, in today's conditions it is absolutely necessary, because the depreciation of the national currency and the general payments crisis, a decrease in liquidity enterprises and generally bankruptcy significantly reduce the standard of living in the state. The principle of rationality involves the search for a balance in the interests of material security of all parties to the formation of the value of the product.

The formation of a promising vector for the development of personnel is the task of management in the process of forming the organizational structure, which should provide for real opportunities for gradual career growth, the expansion of professional competencies, improving material support and the level of social and economic security. Otherwise, genetically embedded in the employee's behavior, self-development will work towards the realization and achievement of his personal goals, negatively affect the activity of the system as a whole.

In this case, no material incentives can be provided for the cultural environment of work, which is formed directly by each participant in the functioning and development of both himself and the enterprise as a whole. In this direction, the positive impact of the cross-functionality of the staff is due to the fact that the intersection of functional responsibilities will contribute to a deeper understanding of each other and the collaboration of the team will be quieter.

The criteria for the formation of synthetic labor productivity are complemented by a vision of leadership. The primary task in the research process of labor productivity of an industrial enterprise is to understand the existing personnel potential, the general structure of the enterprise personnel and their relevance to production and organizational needs. In the context of the informal development of cross-functionality of personnel, it is extremely difficult to adhere to the regulations in the staff structure of a large industrial enterprise.

At the same time, it is extremely difficult to ensure the quality of the implementation of functional obligations in the context of staff turnover. On the one hand, the rigidity of the structure allows you to control and carry out systematic monitoring of labor productivity and its impact on the final result – production of products and the provision of services. On the other hand, large industrial enterprises lose flexibility compared to medium and small ones, where the staff structure is rapidly adapting to the new external conditions of the enterprise. Thus, the personnel structure remains a difficult question of finding a balance between necessity and expediency according to generally accepted rules and the requirements of the external environment for adaptability.

Any changes in the personnel structure are directly reflected in the models of relations between the personnel, the stability of which provides the necessary level of regulation, subordination, subordination, coordination and efficiency in general. The regulation of actions within the framework of functional duties forms for the personnel a certain knowledge base on responding to external factors and internal needs.

Such a response should be aimed at achieving the ultimate goals of the enterprise thanks to a clear understanding and understanding of its own contribution and responsibility for it. Provided that the staff is provided with knowledge on the hierarchy of goals of the enterprise, branched out behind the goal tree, a general idea of their own daily contribution to their achievement is formed, and the corresponding level of responsibility for the result is determined. So, the personalization of the contribution to the final result of the functioning and development of the enterprise to ensure the integration of its goals, resources and capabilities into a single whole will have a long-term effect.

Conclusions. A significant component in the synthetic motivational mechanism is the use of modern methods for assessing labor productivity and its factor analysis, establishing the existence of a modern system of labor stimulation and the systematic search for reserves of labor productivity. In the conditions of the crisis, enterprises aimed at development are carrying out a large-scale company of modernization and structural transformation of the main socio-economic

processes, the ultimate goal of which is to overcome the stagnation of the industrial sector of the economy, search for new partners and contractors, and develop competitive products.

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