

THE ROLE AND MODIFICATION OF ACCOUNTING IN THE SYSTEM OF PERSONNEL MANAGEMENT IN THE AGRO-INDUSTRIAL COMPLEX

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Abstract. The article describes the main directions of change in personnel management policy implementing the State program of agricultural development for 2013–2020. The concept of the organization's personnel role in the production system, the historical aspect and the possibility of expanding accounting institute under the influence of institutional environment are analyzed. It also substantiates the necessity of modifications in the accounting system of personnel management in the particular organization and agro-industrial complex as a whole.

Key words: personnel management system, agro-industrial, accounting information

INTRODUCTION

The state of affairs in the economy is very confident from the nature of the processes taking place in the investment field, which is an indicator of the general situation in the country, the size of the national income, the attractiveness for other countries.

One of the major priorities for the government of the Russian Federation should be the all-round development of the agricultural sector of the economy. In accordance with the changes that have occurred in recent years in economic and social development of the country, in the agricultural sector the policy of personnel management in agricultural organizations also varies considerably.

At present, in a changing economic conditions, occurs an objective need to correct the main trends and methods of personnel management and their registration

during implementation the government state program of agricultural development for 2013–2020 years.

State program provides a comprehensive development of all sectors and sub-sectors, as well as areas of agricultural complex, taking into account the Russia's entry into the World Trade Organization (WTO). At the same time two priority levels are highlighted.

The first level:

- in the economic sphere – increasing income of agricultural producers;
- in the social sector – sustainable development of rural areas as a prerequisite for saving labour force and territorial integrity of the country, creating the conditions for economic and physical access to food on the basis of rational norms of consumption of foodstuff for vulnerable segments of the populations;
- in the institutional sphere – development of integration in the agro-industrial complex and the formation of grocery subcomplex, as well as regional clusters;
- in the scientific and personnel areas – ensuring the development of innovative agribusiness.

The second level priorities include the following areas:

- development of import-substituting subsectors of agriculture, including horticulture and fruit growing;
- environmental safety of agricultural products and foodstuffs;
- increasing exports of agricultural products, raw materials and food as the saturation of the domestic market.

Based on the foregoing, we see that for the sustainable development of the agro-industrial complex organizations, of its modernization requires highly qualified personnel. Modern management system in the organization would not be considered effective if it in the first place does not put human resources.

At the moment, questions of theoretical justification organization methods of personnel management at the macro, meso and micro level and of its accounting support through appropriate organizational and economic mechanisms were not adequately reflected in the research scientists. Necessity to strengthen the role of methodical maintenance in the accounting system of personnel management in the agro-industrial complex organizations has ripened.

RESEARCH METHODS

At present, we can state the change of four concepts of the share of the organization' personnel in a production system, which are presented on Figure 1 [Banko, Kartashov 2006, p. 15].



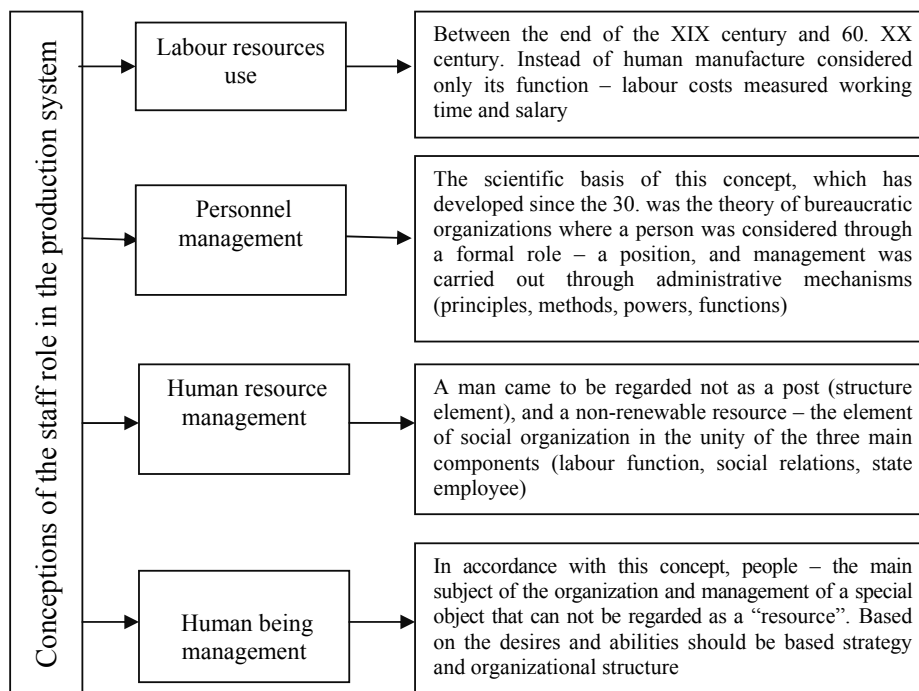


FIGURE 1. Concept of staff's role in the organization of the production system

Source: Own elaboration.

If you are using organizations the agro-industrial complex principles the fourth concepts to the forefront informational support. Consequently, there is an objective need to adjust the main trends and methods of accounting for managerial decision-making, in terms of personnel management, the implementation of the reform program of accounting and reporting in accordance with International Financial Reporting Standards.

Development problems the theory, methodology and improvement of cost accounting work and its remuneration, human resources management, especially in its industry agribusiness organizations covered in the works of famous Russian economists: A.P. Egorshina, A.K. Zaytseva, G.M. Lisovich, I.Y. Tkachenko, V.V. Pankova, A.J. Kibanova, N.A. Volgina, N.G. Belova, L.I. Horuzhy, A.I. Pavlycheva, I.Y. Tkachenko, N.A. Banko, N.S. Yashina.

Foreign experience consecrated in the works: W. Petty, R. Quesnay, A.R. Turgot, A. Smith, D. Ricardo, D.M. Keynes, K. Marx, D.B Clark, H.S. Ouchi.

The current economic and regulatory instruments accounting and human resource management organizations have not yet fully formed, due to a number

of factors, which include: underdeveloped state regulatory labour relations and inconsistencies labour, tax and civil laws; lack of consideration of the feedback system to motivate staff and as a result – the mechanism of reconciling personnel, organizations and other stakeholders.

An important feature of the present stage of development of the agricultural sector in Russia is that the processes of adaptation to market conditions imposed two types of interrelated global trends – globalization and competition.

However, the basis for economic development of any country is the people and their needs, quality of life, growth opportunities welfare. The fact that people – this is important in economy and that the economy and for the person to explore, wrote an outstanding agricultural scientists, professor N.D. Kondratiev.

RESULTS

Based on the foregoing, we see that there is a need for modification of the accounting process and the expansion of the institute of accounting for the formation of sufficient information for decision-making in the management of the organization's personnel.

First of all, it is management accounting as a system of: monitoring, measuring, collecting, registration, generalization, processing, analysis and distribution of information, which is necessary for taking managerial solutions [Kaplan, Norton 2001, p. 73]. It is a part of the system of internal operational management, which ensures the management of organization of information used for planning, managing, motivation and control of the activities of the organization. Consequently, the functions of management accounting will be associated with the functions of the management process that focuses on solving problems in the future.

In addition to accounting data in managerial accounting as input can be used managers reports, such as reports on labour productivity.

Formed in the system of management accounting, accounting information is the basis for the processes of forecasting, planning, rate setting, analysis and control, i.e. it is an important tool for effective management decisions.

The information management accounts must meet the following requirements:

- targeting – internal accounting information should be available to specific recipients according to their level of preparedness and hierarchy;
- efficiency – the information should be available in time which gives ability to orientate oneself and time to take in time effective economic solution, otherwise it is of little use for management purposes;
- sufficiency – the information should be provided in sufficient quantities to make the management solutions at the appropriate level. At the same time, it



should not be excessive and distract attention of the consumer on the minor or irrelevant information;

- analyticity – information used for internal management purposes, must contain data for the current rapid analysis or suggest the possibility of fulfillment of further analysis with the least expenditure of time;
- flexibility and initiative – the concrete block of information has to answer the above-named principles and provide all completeness of information interests in the conditions of changing administrative situations or in connection with changes in production factors;
- utility – information should attract the attention of management to the areas of potential risk and objectively evaluate the performance of managing organizations;
- sufficient economy – the cost of making of internal information must not exceed the economic benefits from its use.

As part of the management accounting, information is collected, grouped, identified, studied for the most accurate and fair statement of the operating results of the organization departments and the definition of partnership's share in the profit of organization.

It is evident that to meet all afore-mentioned requirements it is necessary to use different methods of collection, processing and generalization of the accounting management information.

On this basis, the main objectives of management accounting are:

- timely, full and reliable reflection of the actual expenses for production and production realization;
- calculation of the production cost indexes (planned, normative, factual);
- control of the economical and efficient use of material, human and financial resources;
- obtaining estimated data on various models of managing;
- determination of the financial results of activity of structural divisions.

On the basis of management accounting data, management decisions about the introduction of modern equipment and technology, the use of new forms of work organization, identification of the reserves of economy of material and human resources in order to reduce costs and increase profitability are taken.

Accounting for labour costs in the management accounting system should occupy a central place and be conducted in the following areas:

- accounting for labour costs by classification groups – the basic wage of production workers, wages as a part of the overhead cost;
- accounting of charges and deductions from the wages of each employee.

The purpose of the accounting of expenses for labour – definition of expenses of working hours on kinds of activity; sizes of development or extent of performance



of a replaceable task; reliable calculation of a salary; calculations with workers on compensation, control of use of fund of compensation.

Labour costs are not homogeneous and, therefore, they are classified in order to meet requirements of management. The principles characterizing the uniform phenomena have to be put in a basis of any classification. At the moment, the following grouping of organizations in labour costs:

- by types – primary and secondary;
- by elements – time-based, piecework, bonuses, payment delay allowance, and others;
- the composition of employees – listed-staff, dual jobholders, working under contracts;
- by category of workers – workers, civil servants, leaders are separated from them.

Presented grouping characterized by common features and is of little use for management. It does not contain cost information on such management processes, as the costs of recruiting, choice and rundown; the costs associated with the processes of planning and regulation of staff and labor directly related to the management of human resources, etc. Mainly detailed classification of costs is needed to determine the cause.

In addition, the organization's transitions to a market economy enterprises are given broad powers to determine the size and the order of payment, to apply different payment of compensation or incentive character, to provide additional labour and social benefits. Under these conditions, limited differentiation in labour costs can not meet management goals.

Guided by the basic objectives of management accounting, it is necessary to extract wages from labour compensation fund, that is included in the cost of production. In the classification of labour costs, it is necessary to focus on the following articles [Kharcheva 2012, pp. 120–121]:

- expenses for wages of workers directly involved in the process of production;
- incentive-based payments – premiums for quality work, for length of service, the reward for the years of service, various awards associated with industrial activity;
- unproductive payments – delay allowance, additional payments for deviations from normal operating conditions;
- costs of hiring, selection of employees;
- expenses for the labour rate setting;
- expenses associated with advanced training, retraining of workers;
- labour costs of the auxiliary workers employed in the equipment repair, servicing working places who are included in the overheads;
- labour costs of experts and executives employed in managing of organization included in the general expenses.

This grouping of labour costs are more consistent with the goals of job costing and calculation of profit and as well partially to goals for the control and adjustment of expenses. With regard to decision-making, it is necessary to bear in mind the problem of selection in the accounting expenses for future labour costs.

To increase productivity and employee motivation on the result, it is necessary to use the system of its participation in the profits.

Participation is one of the most powerful motivation to work in order to create a team spirit and corporate culture. At present four main models of corporate governance are known: Anglo-American, German, Japanese, and so-called entrepreneurial model. The basic principles of these models are fixed by law, which creates real conditions for the development of the motive of participation in organizations.

The basic principles of Anglo-American model of corporate governance consist in dividing the assets and liabilities of the company and the company's owners; separation of ownership and control of the company; the company's behaviour is focused on maximizing shareholders' income. In this model, motivation to work, including the motive of participation, is possible by giving shares to employees and, therefore, their inclusion in the circle of owners.

The German model of corporate governance adheres to the principle of social interaction: all parties interested in activity of the company, have the right to participate in decision-making process. The circle of people, interested in activity of the company includes shareholders, managers, labour collective, key suppliers and consumers of production, banks. The labour collective influences on adoption of corporate decisions through election of members of the supervisory board. Respectively a basis of the German model is the principle of social interaction directed on achievement of balance of interests of shareholders, labour collective and business partners.

The Japanese model of corporate governance is characterized by social unity and interdependence. Formally bodies of corporate governance in Japan do not differ from Anglo-American model, the informal parties of their activity significantly differ. The big role in Japan is played by various informal associations – the unions, clubs, professional associations. Intra group interaction is active at the level of an midrange administrative board, and also at the level of technical specialists. Key element of Japanese model – system of lifelong hiring of the personnel which covers about 50% of workers.

The entrepreneurial model of corporate governance is characteristic for the countries with a transitional economy. At this model formally there are all necessary elements, but the principle of division of the property rights and control does not admit real activity. Owners of the agricultural company can not reckon with professional managers, etc. Version of enterprise model is the Russian model of corporate governance.



Regardless of the direction of movement of the Russian model (towards Anglo-American or German model of corporate governance), the agrarian and industrial complexes organizations, in our opinion, are to introduce system of partnership in profit by means of conducting management accounting on the responsibility centers according to specific conditions of economic activity.

Thus, it is necessary to observe the principles defining efficiency of use of systems of partnership in profit:

- participation in profit is inefficient if workers are not involved in management, decision-making process, search and the solution of production problems, ways of advancing of production;
- determination of the size of bonuses has to be based on such indicators on which workers can really influence and they can supervise on the workplaces, production sites;
- workers have to participate in development of the system of participation in profit or distribution of results from labour productivity increase.

The following direction of development of accounting for human resource management is the organization at the agrarian and industrial complexes enterprises separately the accounting of human resources which has to include – the accounting of use of the personnel in the organizations and an assessment of efficiency of administrative activity in the agricultural organization. This type of the account will represent information system which reports to the management, what changes happen eventually in human resources of the organization.

Therefore, we can mark out features of the accounting of human resources:

- assessment of human resources;
- record of an assessment in accounting registers;
- information disclosure in financial statements.

It is possible to allocate the following purposes of the accounting of human resources [Pankov 2011, p. 124]:

- perfecting of management system on the basis of the analysis of investments;
- consideration of employees as organization assets;
- attraction and deduction of the qualified experts;
- profile of the personnel of the organization from the financial point of view.

Maintaining in the organization of this type of the account will allow to solve the following problems, first of all:

- possibility of providing information on estimation of cost of human resources for adoption of administrative decisions;
- to carry out the analysis of options of investments into human resources and granting the relevant information to the interested users;



- ensuring control over costs of human resources and determination of efficiency of their use;
- definition of the reasons of high turnover of staff at various levels and acceptance of preventive measures for its control, etc.

CONCLUSIONS

The complication of internal and external relationships, Russia's accession to the World Trade Organization (WTO), the need to implement an innovative development of the agro-industrial complex organizations are forced to adapt resource management system to modern economic conditions. In this regard, the development of the information required to ensure the process of management decisions, including the personnel management. The problem of obtaining qualitatively new accounting information has become the most important with a functioning organizations in the market. One of the most important tasks of accounting is a modification to the personnel management system for the formation of a permanent and reliable information necessary for owners, potential investors, as well as system management organizations. First of all, it is management accounting as a system of: observing, measuring, collecting, recording, compilation, preparation, analysis, and provide the information needed for management decisions and business enterprises the agro-industrial complex separate accounting of human resources, which should include consideration of the use of staff in the organization and evaluation of the effectiveness of management activities in an organization.

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ZNACZENIE I MODYFIKACJA RACHUNKOWOŚCI W SYSTEMIE ZARZĄDZANIA PERSONELEM W SEKTORZE PRZEMYSŁU ROLNEGO

Abstrakt. Artykuł opisuje główne kierunki zmian w polityce zarządzania personelem programu państwowego rozwoju rolnictwa na lata 2013–2020. Przedstawiono analizę pojęcia roli personelu organizacji w systemie produkcyjnym, historycznego kontekstu oraz perspektyw rozbudowy instytutu rachunkowości pod wpływem otoczenia instytucjonalnego. W artykule udowodniono konieczność zmian w systemie rachunkowości zarządzania personelem w organizacji oraz sektorze agrobiznesu jako całości.

Słowa kluczowe: zarządzanie personelem, przemysł informacyjny z systemu rachunkowości

