

OPTIMIZATION FACTORS OF PERSONNEL FORMATION AT AGRICULTURAL ENTERPRISES

The article deals with the trends of agricultural development in Ukraine and the Visegrad Group. The role of personnel within the strategy development in agricultural enterprises is analyzed. Optimization factors of personnel formation in agricultural enterprises in the context of sustainable development and economic globalization are established.

Keywords: *personnel management, labor market, sustainable development, economic globalization, cross-border cooperation.*

ОПТИМІЗАЦІЙНІ ЧИННИКИ ФОРМУВАННЯ ПЕРСОНАЛУ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

У статті розглядаються тенденції розвитку сільського господарства в Україні та країнах Вишеградської групи. Проаналізовано роль персоналу у стратегії розвитку сільськогосподарських підприємств. Визначено оптимізаційні чинники формування персоналу сільськогосподарських підприємств в умовах сталого розвитку та глобалізації економіки.

Ключові слова: *управління персоналом, ринок праці, сталий розвиток, глобалізація економіки, транскордонне співробітництво.*

Introduction. The favorable natural basis of agriculture development in Ukraine is moderate-continental type of climate, black soil and partially-wooded steppe. In modern conditions of frequent growth of socio-economic and political crises on regional, national and international levels, the determination of priority degree of this economic activity acquires special value. The competitive requirement of agricultural enterprises is to form a sustainable natural resource base and its rational using in context of sustainable development and economic globalization.

Therefore, the analysis of agricultural development on the basis of exchange of best practices and strengthening cross-border cooperation between Ukraine and the Visegrad Group is necessary. In particular, we should determine the effectiveness of

technical and technological base, approaches to management, the role of intellectualization of labor at the enterprises. In this context, formation of the creative personnel is the main source of innovation at the agricultural enterprises.

Different aspects of the personnel management role in the management system in enterprises are highlighted in research works of such scientists as M. Armstrong, L. Balabanova, V. Brych, S. Vojtovič, P. Drucker, Z. Joniaková, R. Kocianová, A. Kachaňáková, O. Nachtmannova, G. Nazarova, O. Sardak etc. The personnel management development at the agricultural enterprises is studied by V. Vitvitskyi, I. Lototskyi, A. Chykurkova etc. However, in conditions of socialization of economic processes, establishing principles of corporate social responsibility there are several issues that remain unaddressed. In particular, there are optimization factors of personnel management transformation in the strategy at the agricultural enterprises.

The aim of the article is to study the trends of agricultural development in Ukraine and the Visegrad Group and outline the optimization factors of personnel formation at the agricultural enterprises.

Today the topical issue is the process of implementation in practice of the process of transformation of agriculture from the raw production sector of the industry to the full cycle of production. Agricultural products in the gross domestic product of Ukraine are summarized in Table 1. The average rate of agricultural products in the gross domestic product of Ukraine for the period of 2011-2015 is 15,2% . Agriculture has a strategic role in the development of Ukrainian economy in the process of its establishment in the European economic scene.

In this context, the agricultural development within the Visegrad Group (Poland, Czech Republic, Slovakia, Hungary) is valuable experience for Ukraine. In particular, there is cross-border cooperation on the basis on innovation of agricultural development. G. Cherevko and I. Cherevko dedicate that the agriculture in the Czech Republic and Slovakia is a high-intensive and high-value sector of the economy, represented primarily crop and dairy. The raw factor forms the production line of food industry and export structure, which is much higher than the import. Along with this G. Cherevko and I. Cherevko distinguish the trend of reduce in the agriculture

workforce [2, p. 6, 10]. We can observe such trend in Ukraine, in particular, in the locality of villages.

Table 1

Agricultural products in the gross domestic product of Ukraine

Indicator	2011		2012		2013		2014		2015		Average rate	
	billions hrn.	%	billions hrn.	%	billions hrn.	%	billions hrn.	%	billions hrn.	%	billions hrn.	%
Gross domestic product (in actual prices of 2010)	1349,2	100	1459,1	100	1522,7	100	1586,9	100	1979,5	100	1579,5	100
Agricultural products in the gross domestic product (in actual prices of 2010)	233,7	17,3	223,3	15,3	252,9	16,6	251,4	15,8	239,4	12,1	240,1	15,1

Source: Formed by author on the basis of [1, p. 20].

The number of regulations of international importance to reform the agricultural sector are adopted in Ukraine during last years. In particular, Strategy for Sustainable Development “Ukraine – 2020” among the list of state programs involves reforming agriculture. Relevance of development of this type of economic activity at all the levels of the economy, supplemented by the need to improvement of food policy poverty reduction and raising the social standards of the population, reducing the number of depressed areas, including the depressed labor markets, introduction of organic and ecology production of energy-saving technologies (biotechnologies) etc. In result, the agricultural reform should be built on a combination of systemic and synergetic principles.

In the context of sustainable development such reorientation of production in Ukraine and within the Visegrad Group indicates the growth of values to human resources and expanding the role of intellectualization of labor. The flexibility of

explicit and implicit knowledge is the main part in the strategy development in agricultural enterprises. The main source of such knowledge is personnel in the time of automatic technology development. In result, the functioning of personnel management has the strategy role at the agricultural enterprises. However, the effective functioning of such enterprises depends on resolving dilemmas in order to achieve balance between these objectives as maximizing income and minimizing resource costs.

Agricultural enterprises as enterprises of other economic activities are stochastic open systems. They are affected by linear and nonlinear impact of external (public policy, development of information technology, education market, labor market, etc.) and internal (management organizational structure, resources, technology, corporate culture, etc.) factors. The integrative process of these factors can cause emergent effect in the system. Such impact spreads to personnel management subsystem. According to this pattern of development at the agricultural enterprises we can define such factors as optimization factors of personnel formation. This factors direct to optimization processes of disclosure of personnel potentials as competitive advantages in the business environment. The model of the action of optimization factors of personnel formation at the agricultural enterprises is shown in Fig. 1.

Depression indexes of regions and labor markets are optimization factors at the regional economic level, in particular: imbalance between supply and demand of labor force, increased migration, reduce of quality of life, depopulation of villages. The task of agricultural enterprises is the development of appropriate technology of personnel formation. The predominance of seasonal work on enterprises creates difficulties in resolving this issue.

Dynamic development of information technologies led to the emergence of other optimization factors – economic globalization and globalization of labor markets. This causes permanent narrowing in the scope of classical (full) employment. The global labor market, flexibility employment and telework, transformation of industrial relations that accompanied by the emergence of distance (flexible) relations

between employer and employee directly in a virtual environment by using the business information and communication technologies [3, p. 10].

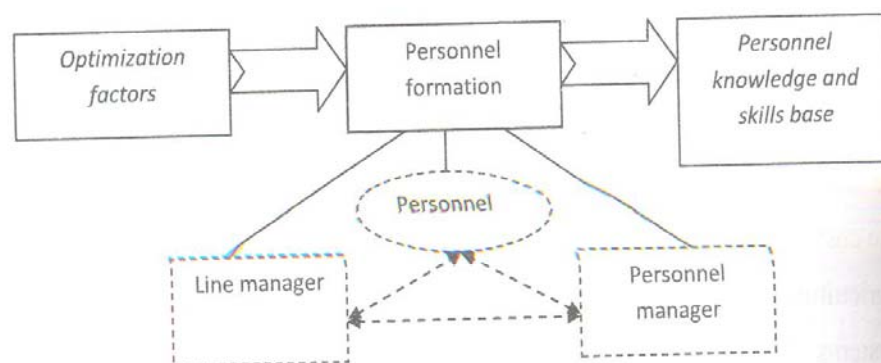


Fig. 1. Action of optimization factors of personnel formation at the agricultural enterprises

Source: Formed by the author.

In the context of globalization processes within the Visegrad Group we can observe a creation of a new organizational and economic formation – clusters. The contemporary regional economics see it as a geographically close groups of companies and other connecting organizations (mainly universities, research institutions and other professional associations and workplaces) that work together and mutually compete. In particular, in Hungary and Poland there are working clusters in tourism as well as in the agriculture and food sector. On the other hand, in the Czech Republic we can find the majority of clusters in food industry, while in Slovakia in tourism [4, p. 208, 213]. The trend of implementation of clusters is becoming more popular in Ukraine every year.

Conclusions. The agriculture in Ukraine and within the Visegrad Group should be determined as the base to general economic development and strengthening cross border cooperation. In the context of sustainable development and economic globalization, the effective functioning of the agricultural enterprises depends on resolving dilemmas in order to achieve balance between these objectives and maximizing income and minimizing resource costs. Such optimization factors directly to processes of disclosure of personnel potentials as competitive advantages in the

e business environment. In result, the future research should develop models, technologies of personnel formation at the agricultural enterprises under influence of optimization factors.

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