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THE ROLE OF PERSONNEL POTENTIAL IN GROWING THE COMPETITIVENESS OF AGRICULTURAL ENTERPRISES UNDER GLOBALIZATION

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The article pays attention to the role of personnel potential in the growth of competitiveness of agricultural enterprises in the conditions of globalization. In today's conditions of globalization of the world economy, sharp increase in competition, the attitude towards the main productive force of society – man – has changed. Deep transformations occur not only in the political and economic structures of society, but also in the value and motivational spheres of human life. Successful, competitive activity of an agricultural enterprise is impossible without a strategic and holistic approach to the management of the most valuable assets, and, first of all, human capital. In addition, as shown by research in recent years, the most effective investments are investments in people. Therefore, a highly effective complex system of labor and production organization is necessary, which provides not only for the rational use of limited economic resources, but also for the development of production and labor capital. The model of the human resources management system of the agricultural enterprise has been improved. The principles of managing the personnel potential of a modern agricultural enterprise and the methods and tools of managing the personnel potential of the organization are summarized. The main measures and recommendations regarding the program for managing the personnel potential of agricultural enterprises of Ukraine in the conditions of globalization have been supplemented. Personnel potential is considered as the most important resource of an agricultural enterprise.

РОЛЬ КАДРОВОГО ПОТЕНЦІАЛУ В ЗРОСТАННІ КОНКУРЕНТОСПРОМОЖНОСТІ АГРАРНИХ ПІДПРИЄМСТВ В УМОВАХ ГЛОБАЛІЗАЦІЇ

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У статті приділено увагу ролі кадрового потенціалу в зростанні конкурентоспроможності аграрних підприємств в умовах глобалізації. У сучасних умовах глобалізації світової економіки, різкого посилення конкуренції, змінилося ставлення до головної продуктивної сили суспільства – людини. Глибокі трансформації відбуваються не тільки в політичній та економічній структурах суспільства, а й у ціннісній та мотиваційній сферах життя людини. Успішна, конкурентоспроможна діяльність аграрного підприємства не можлива без стратегічного і цілісного підходу до управління найціннішими активами, і, насамперед, людським капіталом. Крім того, як показують дослідження останніх років, найефективніші інвестиції – вкладення в людину. Тому, необхідна високоефективна комплексна система організації праці та виробництва, яка передбачає не тільки раціональне використання обмежених економічних ресурсів, а й розвиток виробничого і трудового капіталу. Удосконалено модель системи управління кадровим потенціалом аграрного підприємством. Узагальнено принципи управління кадровим потенціалом сучасного аграрного підприємства та методи і інструменти управління кадровим потенціалом організації. Доповнено основні заходи та рекомендації щодо програми управління кадровим потенціалом аграрних підприємств України в умовах глобалізації. Розглянуто кадровий потенціал як найважливіший ресурс аграрного підприємства.

Formulation of the problem

The role of human resources in the growth of competitiveness of agricultural enterprises in the context of market relations, globalization, European integration, and war is becoming an indispensable condition for gaining a stable and leading position in the market. The quality of labor resources directly affects the competitive capabilities of agricultural enterprises, which is one of the most important areas of competitive advantage, given that the agricultural sector is one of the most promising for our country. Human resource potential can be generally characterized by the number of employees and the quality of their professional and qualification training. The human resource potential of an agricultural enterprise has integrity properties that are fundamentally different from those of each employee individually. Strategic directions in the agricultural sector of human resources management are the maximum use of technical capabilities and the comprehensive development of employee initiative. A critical factor for agricultural enterprises to overcome the crisis is the development of human resources.

The level of education of managers and specialists with secondary specialized education is of strategic importance, determining the position of an enterprise in the context of globalization. Over time, agricultural enterprises have paid less and less attention to improving their educational potential. As a rule, in our country's agricultural enterprises, the professional development of the working staff is not carried out mainly due to lack of funds, while in developed countries, including in the context of globalization, much more attention is paid to the issue of professional development of the working agricultural staff. It is known that the available knowledge in any field of agricultural activity becomes outdated and needs to be updated every 5 years. One of the important tasks of restructuring the work with human resources and increasing its human resources potential is to create the material, technical, economic, social and psychological conditions necessary to solve these problems.

In the market, the success of agricultural enterprises, including in the context of globalization, largely depends on the effectiveness of its personnel management, which, using its abilities, knowledge, skills and abilities, ensures the realization of reputational, quality, production, marketing, financial and other goals of the enterprise. The individual abilities of agricultural employees shape the performance of the agricultural enterprise as a whole and are the key to its development. In such conditions, the problem of competent use and development of human resources becomes a priority. This can be achieved by implementing an integrated approach to managing the human resources of an agricultural enterprise. Therefore, the process of managing and building an effective human resource management system, its role in ensuring the competitiveness of an agricultural enterprise in the context of globalization is becoming increasingly important.

Analysis of recent research and publications

The role of human resources in the growth of competitiveness of enterprises in the context of globalization

is studied by many scientists and scholars, including: O.V. Arzamasova [1], S.K. Bogomolova, O.V. Podolska [2], T.V. Bilorus [3; 4], V.A. Gontiuk [5], O.M. Kovaleva [6], O.A. Nosyk [7], O.V. Skoruk [8], O.G. Cherep, O.I. Gaidai [9], L.V. Shostak, E.O. Boloban [10].

Formulation of goals

The purpose of the article is to improve the model of managing the human resources of an agricultural enterprise in the context of globalization, and to summarize the principles of managing the human resources of a modern agricultural enterprise, including the mechanisms for increasing the competitiveness of enterprise functioning.

Presentation of the main research material

The current stage of development of global thought is characterized by a holistic vision of the system of managing the human resources potential of an agricultural enterprise, the accumulation of a fairly large arsenal of technologies for its formation and development, which have been adapted to the modern realities of enterprise functioning. Therefore, the process of human resources management cannot be recognized as systemic, which reduces its effectiveness. This problem fully applies to the research article in the work of agricultural enterprises, including in the context of globalization. It is possible to support the opinion of economists that it is the systematic management of the human resources potential of an agricultural enterprise that is a determining condition for the growth of its competitiveness and efficient operation. At present, a large number of agricultural enterprises in Ukraine, including those in the world, face the problem of building an effective human resource management system that would enable rapid adaptation to environmental conditions. Human resource management should be aimed at the strategic development of an agricultural enterprise. The task of enterprise human resources management is to ensure the stability of its work in the conditions of war, high competition, and focus on the introduction of innovations in production and management activities. For this reason, it is necessary to develop an efficient model of human resources management. Under the category of «model» we understand a system of interrelated actions and operations that underlie the process of human resources management. This understanding of the model corresponds to the views of many economists in the field of management. International modern management theory identifies the model of human resource management with the management system of an agricultural enterprise, the choice of tools, methods and mechanisms for solving management tasks. Building a model makes it possible to visually display the impact of organizational, economic and managerial relations, to reveal the basic principles of using the selected set of methods to build the right set of managerial influences on the staff in order to ensure the effective functioning of the organization and the comprehensive development of the employees employed in it. Thus, the model of human resources management is theoretically

substantiated and implemented in the practical activities of the human resources management system, which includes the procedure for the formation and evaluation of human resources, the main tasks and directions of personnel development, forms and types acceptable for development, as well as actions related to the evaluation of personnel performance and an effective set of measures taken in the process of its management.

The main purpose of modeling the human resource management system in a global perspective should be to develop and define a set of optimal methods and tools

for its management aimed at improving the efficiency of the personnel of an agricultural enterprise and building its potential.

The model of managing the human resources potential of an agricultural enterprise includes: clearly defined goals, common principles of building the entire system, a description of its structure, the mechanism of the system (methods, means) Fig. 1. The key concept in the model of human resource management of an organization is the management mechanism, which is a set of laws, rules and procedures for making management decisions. The mechanism of human

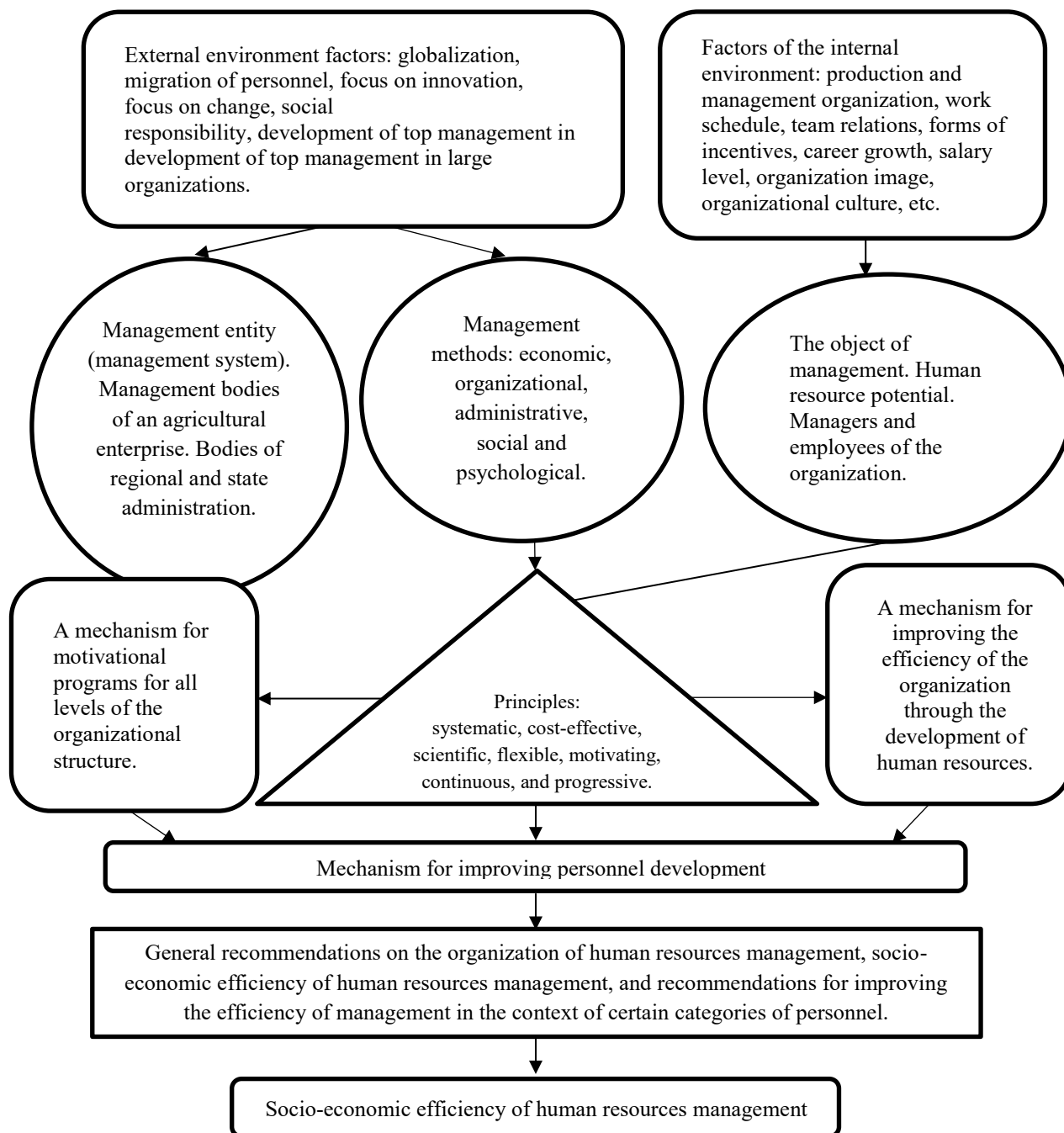


Fig. 1 – Model of the human resources management system of an agricultural enterprise

Source: improved by the authors

resources management regulates the dynamic development of labor potential through management actions aimed at reducing the risks of its management and achieving the goals of the production system.

The study allowed us to develop a model for managing the human resources potential of an agricultural enterprise, which is presented in Fig. 1. The proposed model reflects the interconnection of factors of the external and internal environment that affect the process of managing the human resources potential of an enterprise and the final results of management activities, which can be achieved taking into account the effective implementation of management functions through a system of links and relations between the subject and object of the analyzed management system.

With the help of a set of specific methods and tools for managing human resources, it is possible to influence the mechanisms, ensuring the required level of socio-economic efficiency and competitiveness. The mechanisms of human resources management presented in the model are the main levers that influence the management system in order to increase efficiency. The development of mechanisms to increase the competitiveness of agricultural enterprises in the context of globalization and recommendations for the efficiency of human resources management should be carried out taking into account the basic principles (Table 1).

The considered principles of human resource management should be implemented systematically and in cooperation. Let us consider the mechanisms of the model of the system for managing the human resources potential of an agricultural enterprise. The mechanism for increasing the competitiveness of the enterprise's functioning through the development of human resources is focused on increasing the level of:

- productivity;
- labor;
- by means of;
- development;
- personal;
- professional and creative characteristics of employees.

The mechanism for improving staff development is focused on the integration of education, scientific

achievements and technical innovations and aims to reduce staff turnover and increase their qualifications.

The mechanism of motivational programs for all levels of the organizational structure is aimed at increasing the efficiency of the agricultural enterprise by managing the development of human resources in the form of motivation. Specific measures for the formation and development of human resources, including in the context of globalization, should be aimed at implementing the components of these mechanisms. For this purpose, it is recommended to use a set of management methods that are standard for HR management:

- economic management methods;
- organizational and administrative management methods;
- social and psychological management methods.

Within the framework of the presented methods of human resource management

of an agricultural enterprise, it is recommended to use a certain set of management tools (Fig. 2).

The results of the study indicate the need to develop and implement a program of measures to manage human resources at agricultural enterprises in Ukraine. The study revealed a number of problems, such as: lack of a systematic approach to managing the human resources of an agricultural enterprise; lack of provisions regulating the process of personnel development, and in particular the process of training and professional development of personnel; insufficiently effective training methods are used; no assessment of the human resources of the organization as a whole and no comprehensive assessment of employees to analyze the needs for training and development of personnel, as well as for career development; low level of organization Taking into account the recommended model and the highlighted principles of human resource management of the organization, as well as the proposed algorithm for implementing a managerial approach to improving the mechanism of human resource management, which were presented, we will determine a set of recommendations and measures of the program for managing the human resource potential of an agricultural enterprise (Table 2).

Table 1 – Principles of human resource management of a modern agricultural enterprise

The principle	The content of the principle
The principle of motivation	is to develop and implement systems of remuneration and incentives that influence the motivation of an employee of an agricultural enterprise to make fuller use of personal potential and is aimed at increasing the competitiveness of the use of human resources, including in the context of globalization
The principle of motivation	carrying out business activities without interruptions and reducing the time for preparing documents, etc., aimed at creating flexibility and efficiency in making management decisions on the development of the management system
The principle of science	carrying out business activities without interruptions and reducing the time for preparing documents, etc., aimed at creating flexibility and efficiency in making management decisions on the development of the management system
The principle of flexibility	is to develop alternative development plans related to the consideration of personnel risks, aimed at forming readiness for management optimization due to the influence of internal and external environment factors
The principle of profitability	is to determine the economic effect of the implementation of the management process and is associated with determining the efficiency of the entire agricultural enterprise as a whole
The principle of progressiveness	personnel in accordance with the best practices of foreign and domestic agricultural enterprises in order to use innovative approaches to human resources management

Source: generalized by the authors

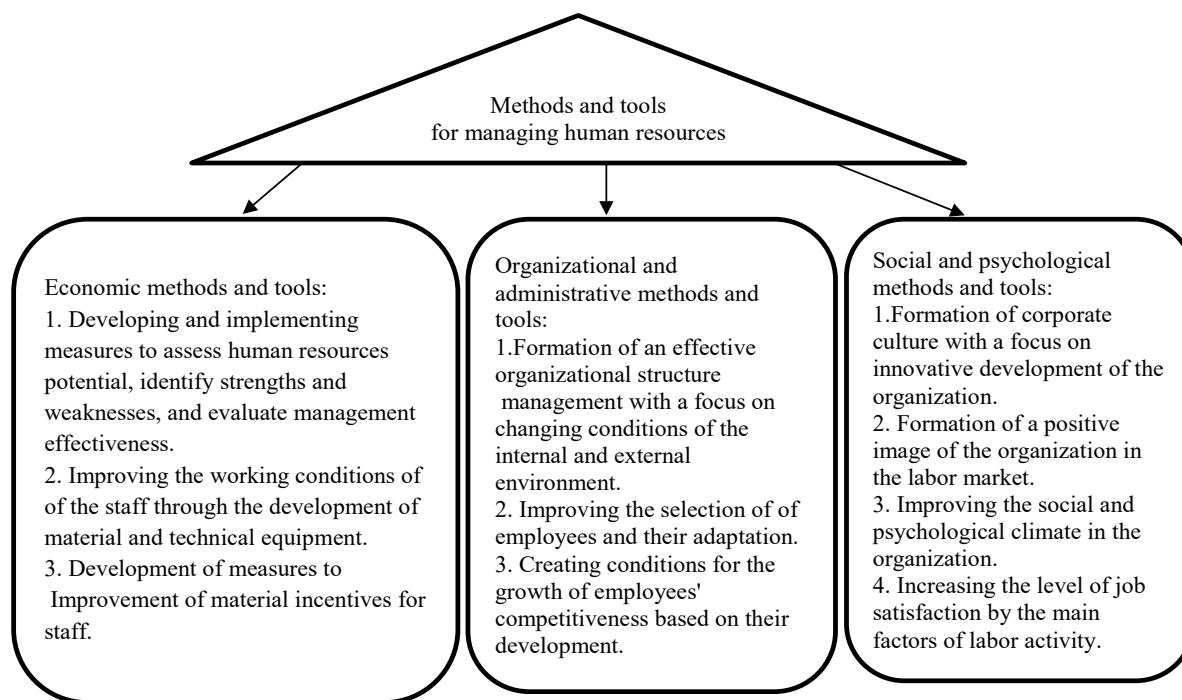


Fig. 2 – Methods and tools for managing the organization’s human resources potential

Source: generalized by the authors

Table 2 – Main measures and recommendations for the program of human resources management of agricultural enterprises of Ukraine in the context of globalization

№	Characterization of the main measures and recommendations	Result
1	Developing a program for the development of human resources of enterprises. The goal is to increase the efficiency of an agricultural enterprise by unlocking the potential of its employees and their involvement in the implementation of operational and strategic tasks of enterprise development. Tasks: providing enterprises with qualified personnel; involving personnel in the effective implementation of enterprise tasks; continuous development of personnel; increasing personnel satisfaction with their work	A program of for the development of human potential has been developed
2	Conducting an annual assessment of human resources, monitoring satisfaction indicators and monitoring the effectiveness of the human resources development program based on a set of diagnostic methods tested in the framework of the study	Data on staff evaluation, satisfaction, and program performance
A SET OF MEASURES FOR STAFF DEVELOPMENT AND MOTIVATION		
3	Implementation of a competent approach to personnel development in general based on the development of a model of corporate competencies	A model of corporate competencies
4	Developing indicators of the forecasted need for specialists and analyzing the possibility of meeting the need for personnel	Increase the efficiency of forecasting staffing needs
5	Developing tools for mobilizing the talent pool	Increase the efficiency of using the talent pool
6	Optimization of the process of managing the business career of staff	Optimization of the training planning process and training costs
7	Creation and implementation of individual development plans for specialists and managers of agricultural enterprises	Individual development plans
8	Development of a staff training and development plan (drawing up a training schedule, creating targeted training programs for different categories of staff)	An additional tool for retaining highly qualified employees
9	Involvement of employees in change management at the the company through their participation in business meetings and information sessions	Increasing the level of staff engagement
10	Involving employees in management by creating a "suggestion box" where employees can express their ideas that affect the existing management system of the agricultural enterprise	Finding new ways to improve the efficiency of the organization
11	Holding the Employee of the Month and Employee of the Year contests. Creating a “Showcase of Successes”	Improving the quality of work and labor productivity through competition

Source: supplemented by the authors

From the very first days of work, every specialist should know what competencies they need to develop in order to become a professional in this field. He or she should also understand what indicators he or she needs to achieve in order to climb the career ladder or develop linearly.

The competency model can serve as a basis for building a system of corporate training programs for different levels of positions, and the change in the severity of competencies after training can be one of the indicators of its effectiveness.

Conclusions

This article discusses the model of the system and principles of managing the human resources of an agricultural enterprise. From the material presented, it can be concluded that no enterprise can ignore human resources. The value of this type of resource as a success factor is only increasing over time. Increasing the efficiency of agricultural enterprise management is directly dependent on how reasonably and at what level the human resources are used. The study of the system of human resource management in an agricultural enterprise was considered within the object and subject of comprehensive diagnostics and consisted of several areas: 1) studying the peculiarities of enterprises' activities and the personnel management system in the context of studying the personnel potential of enterprises; 2) studying the system of personnel potential management of an agricultural enterprise, which indicates the available potential reserves related to the formation and development of personnel potential, personnel training;

assessment of employees with a view to analyzing the needs for training and development of personnel, determining the level of organization of personnel assessment during their selection. Human resource management should be aimed at the continuous growth of competitiveness of agricultural enterprises and the strategic development of the industry both in the context of globalization and in times of war. The task of managing the personnel of an agricultural enterprise is to ensure the stability of its work in the conditions of high competition and globalization, including the focus on the introduction of innovations in production and management activities. For this reason, it is necessary to develop an effective model of human resource management. The carried out research allowed to improve the model of management of human resources of an agricultural enterprise. The proposed model reflects the existence of interconnection of factors of the external and internal environment that influence the process of managing the human resources potential of organization and the final results of management activities, which can be achieved taking into account the effective implementation of management functions through a system of links and relations between the subject and object of the considered management system. With the help of a set of specific methods, the potential can influence the mechanisms, ensuring the required level of socio-economic efficiency. The mechanisms of human resources management presented in the model are the main levers that influence the management system in order to increase efficiency. stages: diagnostics, planning, organization and motivation, coordination and control.

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