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THE EFFECTIVE MANAGEMENT COMPONENT IS THE BASIS FOR INCREASING INNOVATIVE POTENTIAL

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Modern Ukrainian enterprises are in great need of specialists-administrators who not only provide knowledge in the field of economics, entrepreneurship, but also can organize a daily innovation process that will ensure the achievement of strategic prices in the long run. The article considers the importance and general necessity of formation and constant development of the management sphere of agro-industrial enterprises, which is due to its priority, the need for further use of scientific approach to the formation, development and continuous improvement of management to further improve productivity in terms of active use of innovation potential. The disadvantage and impossibility of using extensive factors and traditional evolutionary processes and phenomena in the modern management process are determined. It is determined that on the basis of further development it will be an innovative approach that corresponds to the realities of the modern economy, allows companies to become leaders in fierce competition. The reasons that cause the crisis situation in agro-industrial production are analyzed, identified by modern problems of human resources management in the agro-industrial sector, taking into account the specific nature and characteristics of the work of agricultural workers. To ensure quality management in order to increase business success in an unstable situation, the company needs a reliable management mechanism at all stages of operation, which takes into account current trends in management theory and practice. The key task in today's innovative environment to ensure successful production of the enterprise is to focus on the formation of the effective management capacity, its continuous development and improvement in accordance with the established strategy of enterprise development, which should be considered as a prerequisite for effective use of labor potential, which will directly affect the efficiency of the economic entity. It is proved that effective innovations in the enterprise are carried out by a category of employees who hold positions of managers and specialists. More thorough research of qualitative and quantitative characteristics of this category of workers is offered, which determines their managerial professionalism: scientific and production experience; appropriate qualification; professional level; other qualities.

Keywords: efficiency, labor resources of the enterprise, warehouse management, system management, development, effective management.

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Introduction

Modern agro-industrial enterprise is a complex and multifaceted formation and such an approach necessitates a careful analysis of all elements of the resource management system and driving forces that affect competitiveness, efficiency and effective economic activity, which allows to identify deep causal links between different phenomena to know

and understand the essence of their management.

Every year, as market mechanisms and new requirements for personnel management improve and develop, there is a danger for the agro-industrial enterprise, which may stay away from advanced ideas, proposals, developments, methods, management techniques, which differs from the efficiency of all agro-industrial system complexes. This is due to the

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presence of a management component, which is given a leading place. The relevance of research is due to the paramount importance of the management component, the need for the formation and further use of a scientific approach to the formation, development and continuous improvement of management.

Analysis and research of publications

Despite significant advances in theory and practical management, there are issues that remain the subject of discussion and debate among economists and practitioners. Questions of essence, characteristics, features of management of links of the enterprise labor resources in the context of the maximum use of innovative potential always use scientific interest in domestic and foreign experts. As noted by A.V. Cherep, TV Pulina, O.G. Cherep, «an important characteristic of the staff conducting innovative activity is its qualification level» [1,270]. According to I.I. Mazur, V.D. Shapiro, N.G. Olderogge, the effectiveness of each individual employee depends on his ability to perform the necessary functions and motivation with which these functions are performed [2,361]. The current situation is complicated by the fact that due to problems in the economy as a whole and the agro-industrial sector is losing its staff. This is noted in their scientific hearings by both foreign and domestic scientists [3–6]. Regarding the specification of issues of formation and improvement of the management sphere, the development of these problems requires further research and some adaptation of scientific and practical developments to the specific nature and peculiarities of the work of agro-industrial enterprises.

The purpose of the article

The purpose of the article is to study the need for the formation and continuous development of an effective management component of agro-industrial enterprises by increasing productivity, productivity through economic use of the innovative potential of the enterprise.

Presentation of the main material

The use of extensive factors, which for a long time contributed to the development of the country, and now have almost exhausted themselves, becomes not only economically unprofitable, but in many cases impossible. Traditional evolutionary processes and phenomena, which actively dominated in industrial production, agriculture, services and other economic activities, also can not be a priority in the modern economic process. As a result of this further development there will be an innovative approach based on innovations, which involve the introduction of significantly new ideas, new solutions, methods, approaches in the field of engineering, technology, organizational forms, means to ensure production and commercial activities. It is this way, focused on

the long term, corresponds to the realities of the modern economy, allow companies to become leaders in fierce competition. Kopytko M.I. defines innovation as a complex process of creating, using and disseminating innovations in order to gain competitive advantage and increase profitability [7,11]. Without effective management, it is impossible to achieve the set goals and innovative benefits. The formation and further continuous improvement of the management component of the enterprise labor resources is envisaged. The specific nature of innovation requires staff to use highly creative professional abilities, a variety of knowledge and skills, analytical thinking, both scientific and industrial. The main task of management staff in such conditions is the ability to identify the problem, formulate ways to solve it, build an effective management system, gather a team of professionals who will ensure high efficiency and competitiveness of innovation in a limited period of time.

Modern requirements for personnel management demand to consider people working in the enterprise as a competitive asset, because now it is closely linked and directly affects the activities of the enterprise. World practice shows a significant increase in the role of personnel management and, in this regard, the complexity of management. The effectiveness of personnel management is determined by the degree of implementation of the enterprise general purposes.

As V.G. Andriychuk notes, «each agricultural enterprise operates with a certain number of staff - a set of employees who have the necessary physical development, knowledge, practical skills to manage production, quality and timely performance of work in the field of agro-industrial production»; at the same time «every agricultural enterprise can work effectively provided that it has the necessary professional and qualification staff, appropriate personnel structure» [8,250]. Ukraine is currently in the process of updating its personnel system. This is determined by the new role of personnel, increasing the importance of the educational level for effective management and development, their impact on the growth of enterprise income. According to O.A. Ermolenko, A.V. Mordovets «efficiency of labor resources affects the volume and timeliness of agricultural work, rational use of machinery, production volumes, profits and a number of other indicators» [9,132].

The concept of «personnel management» in the modern interpretation differs from the traditional practice of the personnel department. At domestic enterprises, employees of human resources departments are more involved in solving routine issues than long-term and current management, taking into account the characteristics and capabilities

of the agricultural enterprise. At the same time, in general, the agro-industrial complex has reduced labor intensity and productivity as a result of the lack of effective economic, legal and social incentives for quality and productive work.

The functions of modern personnel management services can be assessed as passive, protective: combating unemployment, settlement and mitigation of labor disputes and conflicts, social protection. Active position: use of modern theories and models of human resources management, application in practice of advanced methods and technologies that improve the quality and productivity of labor, based on current legislation, legal regulation of labor and industrial relations; adheres to a small number of agricultural enterprises. «Definition of specific activities for the management of labor resources of the enterprise, i.e. functions, forms the prerequisites for the choice of appropriate methods ...» [10,165].

Modern enterprises (and such should be all enterprises of the agro-industrial complex) are characterized by of the workforce consolidation, which involves the unification, strengthening, establishment, systematization, consolidation of efforts. The consequence of such an approach will be the successful productive activity. In addition, in most industrialized countries, the enterprises of the agro-industrial complex have moved to a cluster model of development, the implementation of which requires improvement of the management component [11,146]. This also contributes to the creation and development of cluster associations. This is given considerable attention in the modern agro-industrial sector in many countries around the world. Thus, in an unstable situation, companies need a reliable management mechanism at all stages of operation, which takes into account current trends in management theory and practice. The task of management is to choose a mechanism for managing human resources, which will allow the company to use productively its labor potential, how to best interact with the external environment, meet consumer needs, achieve goals with high efficiency [12,287]. To address these issues effectively, the quality management to improve business success,

the company must go through continuous improvement and create models for the development of an effective human resource management system, an important part of which is the management component.

Since effective innovations in the enterprise are carried out by the category of employees who hold the positions of managers and specialists, there is a need for a more thorough study of the qualitative and quantitative characteristics of this category of employees. Table presents data on the structure of employees who hold positions of managers and specialists in the equivalent of full employment at the enterprises of the agro-industrial complex of the Zaporizhzhia region of Vasylivka district for the period 2016–2019.

The share of employees holding positions of managers and specialists in the total number of employees ranges from 23% to 41.46%. Most often, this indicator tends to decrease slightly (PRC «AF them. Chapaeva», APC «Orlyansky») or stable during the studied calendar period (PRC AF «Zlagoda»).

It should be noted that such a large share of management is a burden for farms, as it increases the production cost, which may reduce its competitiveness in conditions of fierce competition. But companies in some cases are forced to take such a step to maintain their viability and opportunities for further development. The analysis of the staff of LLC «APK Istok» for the period 2016–2019 showed that the company pursues a policy of optimizing employees, finding the most effective way of doing business, as evidenced by fluctuations in the total number of workers in the economy at full employment: a sharp decline, then growth, followed by a certain reduction in the number of managers and specialists. The largest share of managers and specialists in the total number of employees is observed in LLC «Promin» (41.46%).

The management component, represented by managers and specialists, is a tool that organizes the functioning of the entire system and the achievement of goals. Its essence is the skillful and rational use of all resources (labor, material, financial). The sphere of direct activity of people, the task of which is the formation and use of resources of agro-industrial

The share of employees holding positions of managers and specialists to the total number of employees in agricultural enterprises in the equivalent of full employment for the period 2016–2019, %

| Name of farm | 2016 | 2017 | 2018 | 2019 |
|---|-------|-------|-------|-------|
| Agricultural Production Cooperative «Orlyansky» | 29.31 | 25.8 | 24.2 | 16.7 |
| Private Rental Company Agrofirm "Zlagoda" | 24.14 | 25.8 | 24.32 | 23.68 |
| LLC "APK Istok" | 32.63 | 40.5 | 36.58 | 29.63 |
| LLC "Promin" | 18.75 | 34.25 | 41.46 | 37.66 |
| Private Rental Company «AF them. Chapaeva » | 29.41 | 23.4 | 23.75 | 24.3 |

enterprise, organization and optimization of their movement, determines the effectiveness of all processes that affect performance, so it is important to study and manage it effectively. The whole activity of an agricultural enterprise depends on the qualification of employees, the extent to which this qualification corresponds to the tasks of the enterprise, these tasks are supported by the appropriate system of motivation, how certain management decisions affect the staff efficiency. Personnel potential, which depends on the qualification and educational level of managers and specialists of the enterprise, has always been its competitive advantage. Management potential is determined by the management resource, which is characterized by professionalism, innovation, logic, efficiency, ability to concentrate the efforts of employees on the means of solving the innovation problem. It is created in the system of functional specialization, directly makes management decisions, influences the formation and effective operation of the management system.

Factors that determine the specific nature of the agricultural workers' labor are complex and have certain features: seasonality, difficulty of work, which is associated with insufficient automation and mechanization of work, low sanitation, lack of labor scientific organization, are the cause of reduced productivity, loss of its significance. Modern specialists and heads of agricultural enterprises work in such conditions. And only the personnel possessing the qualification of the necessary level, enables the enterprise development and provides it with a competitive advantage in the market.

Conclusions

Thus, the formation and improvement of the management component should be complete on the basis of a comprehensive solution to personnel problems, the introduction of new and improvement of existing technologies, approaches, forms and methods of working with labor resources of enterprises. The formation of managerial capacity is a systematically organized, systematic impact on the process of formation, distribution, redistribution of employees, taking into account their job satisfaction in order to achieve the enterprise goals.

The main characteristics and functions of the management component of enterprises are highlighted. The share of employees holding positions of managers and specialists in the total number of employees in agricultural enterprises in full-time equivalent was determined and analyzed. On the basis of which it can be argued that the studied agro-industrial enterprises are trying to increase the efficiency of their activities, trying to increase the competitiveness of products, mastering new areas of economic activity, actively using their resource

potential. This indicates the desire of the management of these agricultural enterprises to improve the use of innovation potential, get a positive effect and keep this result as long as possible. Further developments should be aimed at using modern research methodology, which allows to know and understand the essence of human resource management in the field of innovation in order to increase innovation capacity, improve management, identify relationships between them, which allows to assess the role and place of each in the complex process of enterprise development.

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ЕФЕКТИВНА УПРАВЛІНСЬКА СКЛАДОВА – ОСНОВА ПІДВИЩЕННЯ ІННОВАЦІЙНОГО ПОТЕНЦІАЛУ

Шитикова Л.В.

Сучасні українські підприємства мають велику потребу у фахівцях-управлінцях, які не тільки володіють знаннями в галузі економіки, підприємництва, але й можуть організувати ефективно діючий інноваційний процес, що забезпечить досягнення стратегічних цілей в довгостроковому періоді. В статті розглянуто значимість та обґрунтовано необхідність формування і постійного розвитку управлінської сфери підприємств агропромислового комплексу, що обумовлено її першочерговим значенням, необхідністю подальшого використання наукового підходу до формування, розвитку та постійного вдосконалення управлінської складової для подальшого підвищення продуктивності господарювання в умовах активного використання інноваційного потенціалу. Визначено невідповідність і неможливість використання екстенсивних факторів та традиційних еволюційних процесів і явищ в сучасному процесі господарювання. Зазначено, що основою подальшого розвитку буде інноваційний підхід, що відповідає реаліям сучасної економіки, дає можливість підприємствам стати лідерами у жорсткій конкурентній боротьбі. Проаналізовані причини, які обумовлюють кризову ситуацію в агропромисловому виробництві, визначені сучасні проблеми управління людськими ресурсами в агропромисловому секторі з урахуванням специфіки та особливостей праці робітників сільського господарства. Для забезпечення якісного управління з ціллю підвищення успішності бізнесу в умовах нестабільної ситуації підприємствам необхідний надійний управлінський механізм на всіх стадіях функціонування, який враховує сучасні тенденції розвитку теорії і практики управління. Ключовим завданням в сучасних інноваційних умовах для забезпечення успішної виробничої діяльності підприємства є зосередження уваги на формуванні ефективного управлінського потенціалу, його постійному розвитку і удосконаленню відповідно до встановленої стратегії розвитку підприємства, що повинно розглядатись в якості відповідної передумови ефективного використання трудового потенціалу, який безпосередньо впливає на ефективність діяльності господарського суб'єкта, підвищує ринкову вартість капіталу цього суб'єкта. Доведе-

но, що ефективні інноваційні нововведення на підприємстві здійснюються категорією працівників, які займають посади керівників та спеціалістів. Запропоновано більш ретельне дослідження якісних та кількісних характеристик цієї категорії працюючих, що визначає їх управлінський професіоналізм: науковий і виробничий стаж; відповідна кваліфікація; професійний рівень; інші якості.

Ключові слова: ефективність, трудові ресурси підприємства, управлінська складова, система управління, розвиток, ефективне управління.

ЕФЕКТИВНАЯ УПРАВЛЕНЧЕСКАЯ СОСТАВЛЯЮЩАЯ – ОСНОВА ПОВЫШЕНИЯ ИННОВАЦИОННОГО ПОТЕНЦИАЛА

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Современные украинские предприятия имеют большую потребность в специалистах-управленцах, которые не только обладают знаниями в области экономики, предпринимательства, но и могут организовать эффективно действующий инновационный процесс, который обеспечит достижение стратегических целей в долгосрочном периоде. В статье рассмотрено значимость и обоснована необходимость формирования и постоянного развития управленческой сферы предприятий агропромышленного комплекса, что обусловлено ее первоочередным значением, необходимостью дальнейшего использования научного подхода к формированию, развитию и постоянному совершенствованию управленческой составляющей для дальнейшего повышения производительности хозяйствования в условиях активного использования инновационного потенциала. Определены невыгодность и невозможность использования экстенсивных факторов и традиционных эволюционных процессов и явлений в современном процессе хозяйствования. Отмечено, что основой дальнейшего развития будет инновационный подход, соответствующий реалиям современной экономики, который дает возможность предприятиям стать лидерами в жесткой конкурентной борьбе. Проанализированы причины, обуславливающие кризисную ситуацию в агропромышленном производстве, определены современные проблемы управления человеческими ресурсами в агропромышленном секторе с учетом специфики и особенностей труда работников сельского хозяйства. Для обеспечения качественного управления с целью повышения успешности бизнеса в условиях нестабильной ситуации предприятиям необходим надежный управленческий механизм на всех стадиях функционирования, который учитывает современные тенденции развития теории и практики управления. Ключевой задачей в современных инновационных условиях для обеспечения успешной производственной деятельности предприятия является сосредоточение внимания на формировании эффективного управленческого потенциала, его постоянном развитии и совершенствовании в соответствии с установленной стратегией развития предприятия, что должно рассматриваться в качестве отправной предпосылки эффективного использования трудового потенциала, который непосредственно влияет на эффективность деятельности хозяйственного субъекта, повысит рыночную стоимость капитала этого субъекта. Доказано, что эффективные инновационные нововведения на предприятии осуществляются категорией работников, занимающих должности руководителей и специалистов. Предложено более тщательное исследование качественных и количественных характеристик этой категории работающих, определяющих их управленческий профессионализм: научный и производственный стаж; соответствующая квалификация; профессиональный уровень; другие качества.

Ключевые слова: эффективность, трудовые ресурсы предприятия, управленческая составляющая, система управления, развитие, эффективное управление.

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