

5. Features of the formation of labor potential of the agricultural sector in modern conditions

The basis of the social and economic development of Ukraine should be the establishment of the national agricultural sector as a competitive high-tech industry. The available intellectual and scientific and technical potential gives reason to count on it. To ensure a high level of production growth, an effective policy aimed at forming and preserving the labor potential of agricultural enterprises is needed

The rate of development of the economy depends on its potential opportunities, which are formed, first of all, at the expense of labor resources. The able-bodied population, representing a strategic resource of the economy, is the basis of the formation of labor potential at all levels of management. Therefore, the theory of personnel management of the enterprise needs the formalization of the concept of "labor potential" for the effective involvement of each employee in labor activities. In a broad sense, potential represents a set of means and opportunities, as well as internal opportunities [111, p. 571]. Many domestic and foreign economists are engaged in the study of labor potential, but there is no single approach to defining the concept of "labor potential" at the level of an agrarian enterprise, which complicates the process of its formation and effective use to achieve the set goals of activity and development of the business entity.

"Labor potential" as a scientific term entered the economy during the transition of the economy to the rails of intensive development. It was a peculiar reaction of science to the need of practice to ensure qualitative improvement of the entire system of formation and use of people's collective ability to work, to reveal reserves and ways of creative activation of man as a subject of production and public life. Different authors in scientific economic literature give an ambiguous interpretation of the concept of "labor potential". This makes it difficult to consider its internal structure as an object of research and to identify patterns and contradictions inherent in the mechanism of reproduction of labor potential. According to the team of authors, labor

potential is an integral form that quantitatively and qualitatively characterizes society's ability to dynamically provide the human factor of production in accordance with the requirements of its development [128, 129, p. 176].

The Sustainable Development Strategy until 2030 states that the labor potential is the total number of citizens of working age who are capable and intend to carry out labor activities. The goal of the development of the labor potential is the creation of legal, economic, social and organizational foundations for its preservation, reproduction and development.

According to S. I. Puchkova, labor potential is a combination of potential natural abilities, educational potential, and labor activity, which determine the effectiveness of labor activity [127, p.6]. N. V. Olentsevich considers labor potential as a generalizing characteristic of the degree and quality of the collective ability to work, which determines the potential opportunities for participation of both individual individuals and different groups of workers, the working population as a whole in collectively useful activities [125, p.10]. L. O. Zgalat -Lozynska distinguishes between nominal (existing) and real (realized) labor potential. Under the nominal labor potential, she understands the optimal possibilities of an individual, different population groups, as well as the working population as a whole in relation to the implementation of labor activities in the process of reproduction of material and spiritual values, these are the possibilities of individuals that are already realized or can be optimally realized in the existing society levels of development of productive forces and socio-economic relations [119, p. 5]

According to V.G. Zolotohorova , labor potential is a generalizing characteristic of the quantity, quality, and measure of the aggregate capacity for work possessed by an individual (individual, person), their group, the able-bodied population at a given level of the state of the economy, the development of science and technology, education, etc. The labor potential is characterized by the number of labor resources, their sex-age structure, the regulated duration of the working day, the average physical capabilities of a person's participation in work at a given level of its intensity. P. E.

Schlender defines the labor potential of society, the enterprise and the employee. Social labor potential, which accumulates and synthesizes aggregate abilities for socially useful activities of the able-bodied population, is a concrete form of materialization of the human factor, an indicator of the level of development and limits of creative activity of the working masses. In quantitative terms, social labor potential characterizes society's ability to engage in social work the population of different genders and ages (men and women of working age and over working age). In qualitative terms, the labor potential of society is its real possibilities for the realization through participation in socially useful work of all the diversity of personal abilities and qualities: knowledge, abilities and skills acquired by people in the process of education, preparation for work, direct labor activity, retraining and promotion qualifications. The potential of society depends on the qualitative characteristics of the collective labor force, which determine the level of development of work abilities (professional skills, intelligence, creative activity, mobility) and the specifics of the most important socially forming traits of society members (responsibility, thoroughness, discipline, initiative, organizational skills, etc.).

The labor potential of the enterprise represents the maximum value of the possible participation of employees in production, taking into account their psychophysiological characteristics, the level of professional knowledge, accumulated experience in the presence of the necessary organizational and technical conditions. The structure of the labor potential of the enterprise is a ratio of various demographic, social, functional, professional and other characteristics of groups of employees and relations between them. In the labor potential of the enterprise, the following components can be distinguished: personnel, professional, qualification and organizational.

The labor potential of an employee is formed under the influence of such qualities as: ability and desire to work, initiative in work and economic activity, creative activity, etc. The labor potential of an employee is not a constant value, it is constantly changing. A person's capacity for work and creative abilities, accumulated

in the process of labor activity of employees, grow according to the degree of development and improvement of knowledge and skills, improvement of working and living conditions. But they can decrease if, in particular, the employee's health condition worsens, the work regime increases, etc. The labor potential of an employee includes: psychophysiological potential, qualification potential, personal potential [129, p.65-69].

E. P. Kachan and D. G. Shushpaniv understand labor potential as a system with a spatial and temporal orientation, the elements of which are labor resources, taking into account the entire set of their quantitative and qualitative characteristics, employment and workplaces. At the same time, the number of labor potential determined by demographic factors (natural increase, state of health, migration mobility, etc.), the needs of social production in the labor force and, accordingly, the possibilities of meeting the needs of the able-bodied population in workplaces.

The quality of labor potential is a relative concept, which is characterized by indicators of the quality of the working population, labor resources, aggregate worker or labor force. These qualitative characteristics are manifested in a set of signs: demographic, medical-biological, professional -qualification, social, psychophysical, moral, etc.

The components of labor potential should characterize:

psychophysiological possibilities of participation in socially useful activities;

opportunities for normal social contacts;

ability to generate new ideas, methods, images , ideas;

rationality of behavior;

availability of knowledge and skills necessary to perform certain duties and types of work;

supply on the labor market.

The following components of labor potential correspond to these aspects: health; morality and ability to work in a team; creative potential; activity; organization; education; professionalism; working time resources. Indicators of these components

can characterize both one person and different collectives, including the personnel of enterprises and the population of the country as a whole. The labor potential of a person is part of his potential as an individual, the labor potential of an individual is a part of the potential formed on the basis of his natural data (abilities), education, upbringing and life experience [120, p.50–51].

H. Osovska and O. Krushelnytska understand the labor potential as the totality of the able-bodied population, taking into account intellectual development, abilities, knowledge, skills, experience, spiritual values, customs, traditions, beliefs and patriotism [126]. The concept of "labor potential" is broader than labor resources, because it is characterized not only by the total number of individuals, but also includes a set of different qualities of people that determine work capacity. First of all, quality is related to the ability and desire to work, the state of health, the type of nervous system, that is, all the qualities that reflect physical and psychological potential. Secondly, it is the amount of general and special knowledge of a person, his work skills and abilities, ability to a certain type of activity. Thirdly, the level of consciousness, responsibility, interests, and needs is taken into account.

Labor potential is a complex structural entity, a general term for the personal factor of production. The formation of the labor potential is carried out according to the scheme: "population - labor resources - labor potential." Labor potential depends on demographics; professional qualification and socio-cultural factors. The qualitative determination of the labor potential is formed depending on the needs of production, the labor market situation, and the system of socio-economic relations. Ukraine has always been defined by the high quality of labor potential from the point of view of the professional, educational, qualification and intellectual level of the workforce.

Preservation and reproduction of labor potential should be carried out in the following directions:

constant monitoring of the main indicators of the state of labor potential in industries and regions, which will make it possible to evaluate them and, on this basis, to develop appropriate measures at the state and regional levels;

regulation of the regulatory function of the minimum wage;

substantiation of inter-industry, inter-qualification and inter-position salary differentiation;

the use of targeted, strictly selective support for highly qualified labor teams and certain categories of specialists;

transition to a new model of labor force reproduction, which would ensure compliance of the labor potential with the requirements related to the process of Ukraine's entry into the world economic space [18, pp. 38–39].

According to V. Hrynyova and M. Novikova, the labor potential is an aggregate, the elements of which are labor resources (a part of the country's population that possesses the necessary physical abilities, knowledge and experience that allow them to participate in the process of creating material goods and providing services), which are characterized by quantitative and qualitative indicators. Labor resources characterize the potential of living labor that the country possesses. Quantitative characteristics of labor potential are determined by: demographic factors (population growth, migration mobility, etc.); the needs of social production in the labor force; opportunities to meet the needs of the working population in workplaces. The qualitative characteristics of labor potential are conditional and can be determined using: indicators of demographic development; medical-biological and psychophysical characteristics; professional qualification data; social opportunities [113, p. 72].

In Zolotogorov's economic dictionary, labor potential is defined as the existing and foreseeable future labor opportunities of the country, region [109].

The labor potential is of crucial importance for the development of the economy at all levels of management: national, regional and the level of economic entities. However, for the effective use of labor resources as the basis of labor potential, it is necessary to define it. Labor potential represents a set of quantitative and qualitative characteristics possessed by labor resources. Depending on the level of management, it is necessary to determine the labor potential of the country, region and business entity. At the same time, the definition of the concept of "labor resources" is important,

because they are the basis of the formation of labor potential. Labor resources should be understood as the able-bodied population aged, as a rule, from 15 to 70 years old and, due to their physical, mental, intellectual and professional qualification characteristics, participates or can potentially participate in the public production of goods and services. Thus, the definition of labor potential must be based on the quantitative and qualitative characteristics of labor resources.

There is a relationship of labor potential at different levels of management (Fig. 1).

The labor potential of the country (the economy as a whole) is a set of labor resources characterized by quantity, sex-age, professional -qualification structures, level of education and culture, as well as health and standard of living. At the same time, it is necessary to take into account that the definition and assessment of quantitative indicators of labor potential does not cause special difficulties , and it is almost impossible to formalize qualitative characteristics unambiguously.

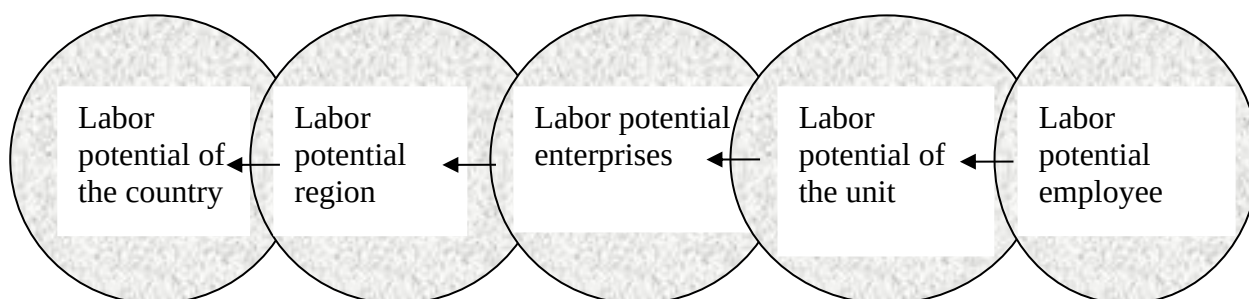


Fig. 1. Relationship of labor potential at different levels of management

This is due to the fact that, along with demographic and socio-economic aspects, labor resources also have a sociological aspect, which is characterized by job satisfaction (in terms of interest, abilities, social demands, etc.), conditions of cultural and aesthetic security as in production conditions, as well as in everyday life, opportunities to use free time, etc. (Fig. 2) [117].

The labor potential of the region is characterized by the aggregate characteristics of labor resources that are already employed or may be employed in social regional production, that is, in the production of the gross regional product. The peculiarities of the labor potential of the region are that there is a migration of labor resources, which is associated with a change in the place of work. Labor migration is especially developed in the countries of Western Europe, which strengthens the labor potential of the territory.

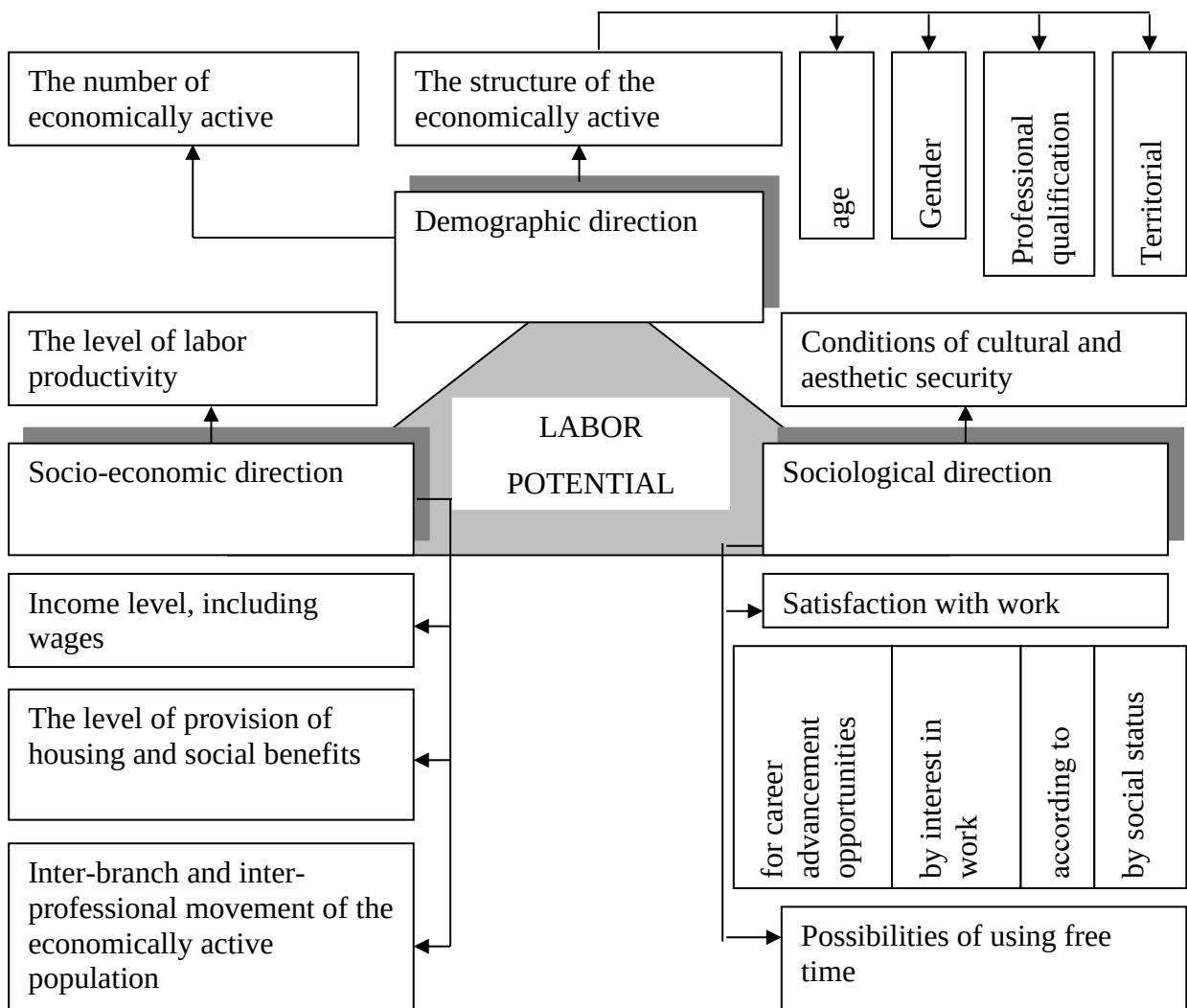


Fig. 2. Directions of formation and preservation of labor potential

The labor potential of the enterprise is formed from the labor potential of each employee and represents the totality of their internal capabilities and means of realizing these capabilities.

At the same time, the internal capabilities of an individual employee must include his professionalism, qualifications, and work capacity, and the means of their implementation include working and living conditions, income level, motivation and incentive system, and the level of technical equipment of workplaces.

The professionalism of an employee is determined by his ability to cope with certain functional duties in the course of work. The qualification of an employee is determined by the level of his education and work experience. Table 1 presents data characterizing the feasibility of investing funds in education in various countries and regions [109, p. 114].

In each group of countries, the rate of return on investment in primary education was higher than in higher education. There is also a tendency for lower rates of return on higher education investments in countries with more abundant labor resources. At the same time, the rate of return on investment in labor resources for society is higher than the rate of profit for an individual.

Table 1

Average return on education (% per year)

Type of region, country	Return from the individual			Giving back to society		
	primary education	secondar y educatio n	higher educati on	primary education	secondar y educatio n	higher educati on
Africa	26	17	13	45	26	32
Asia	27	15	13	31	15	18
Latin America	26	18	16	32	23	23
Transition period countries	13	10	8	17	13	13
Developed countries	*	11	9	*	12	12

Note: * - no data

The level of education of the population in Ukraine is one of the highest among the countries of Central and Eastern Europe.

A person's ability to work in his professional activity is determined not only by the state of health, but also by the degree of motivation of the employee to work, as well as by the current system of work stimulation. It is known that work motivation has two aspects - material and moral - and can be formalized in the degree of satisfaction with work, which is manifested in various forms (Fig. 3) [126]. Progressive job satisfaction makes the employee feel satisfied with professional activity as a whole. Increasing the employee's desire to achieve higher performance results increases his satisfaction in case of achieving the set goals.

Stable satisfaction with work occurs when a feeling of satisfaction is achieved from quality work with motivated support of the level of desire to achieve the set goals. Humble job satisfaction is based on the satisfaction of an employee who has humbled himself, which is reflected in the feeling of vague dissatisfaction with work and reduces the level of desire to adapt to negative manifestations of work situations. Such a form, reducing the level of aspiration, allows you to reach a positive state of satisfaction with work again.

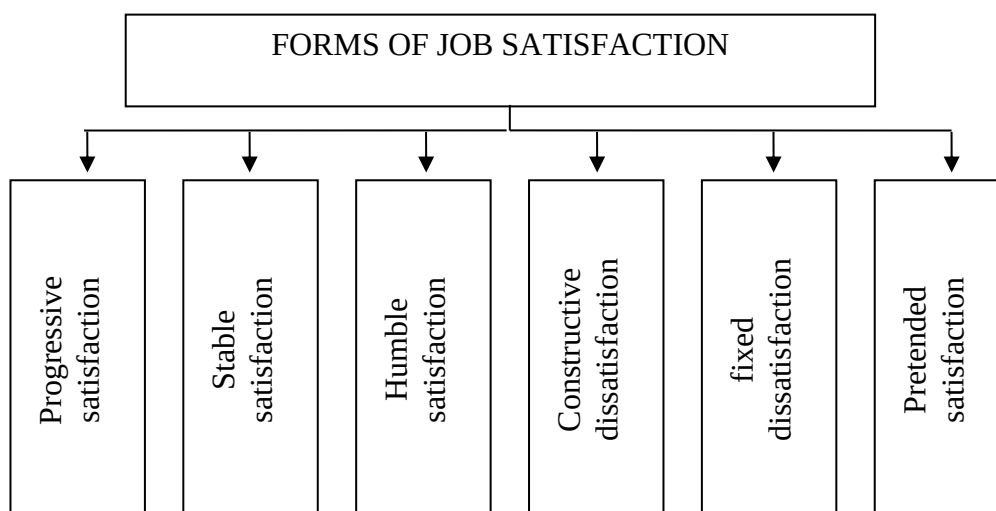


Fig. 3. A set of forms of job satisfaction

Constructive dissatisfaction makes the employee feel dissatisfied with the job and, while maintaining the level of aspiration, he tries to cope with the situation by trying to solve problems on the basis of developing sufficient tolerance. At the same time, meaningful actions are available to the employee within the limits of target orientation and motivation, which are aimed at changing the work situation.

Fixed dissatisfaction with work also contributes to the employee's feeling of dissatisfaction with work. Maintaining a constant level of aspiration, he does not try to cope with the situation and does not start trying to solve the problems that have arisen. A persistent tolerance for dissatisfaction makes it seem impossible to implement the defense mechanisms necessary to activate problem-solving efforts. Feigned satisfaction with labor activity arises in an employee when faced with problems that he is unable to solve in the presence of such working conditions that act irritatingly. At the same time, maintaining a desire for work at a constant level, for example, due to motivation for a certain type of achievement or due to firm social standards, distorted perception or denial of a negative work situation, can lead to feigned job satisfaction.

Along with work motivation, which is based on satisfaction with professional activity, an important factor that affects work capacity is the employee incentive system. Moral stimulation practically cannot be formalized, which complicates the process of influencing it. Material incentives are the most common and effective form of involving an employee in the labor process. The salary, the structure of which is shown in fig. 4, serves as the main material stimulus in our country, but its level does not allow one to feel satisfied with labor activity.

Thus, in 2024, the minimum wage in Ukraine was UAH 7,100, while the average living wage was UAH 2,920. [113]. At the same time, other types of material incentives (commercial credit, social services, incentives in kind and material benefits) are not sufficiently developed. Such material stimulation does not contribute to strengthening the labor potential of the enterprise. Therefore, the enterprise must develop and implement effective forms of labor stimulation that allow motivating employees to highly productive labor activities and fully utilize their labor potential.

In the practice of management in Great Britain, one of the forms of increasing work motivation is employee compensation related to the income of the enterprise (SE), which provides for an increase in wages depending on the current level of income [109]. At the same time, the main characteristics of this form of labor stimulation are:

The income of the enterprise assumes a proportional increase in the income of the employee of the enterprise, depending on the growth of the income of the enterprise;

the enterprise income ratio is calculated on the basis of the enterprise's current income, which remains after paying taxes;

the company's income ratio can be calculated in two ways:

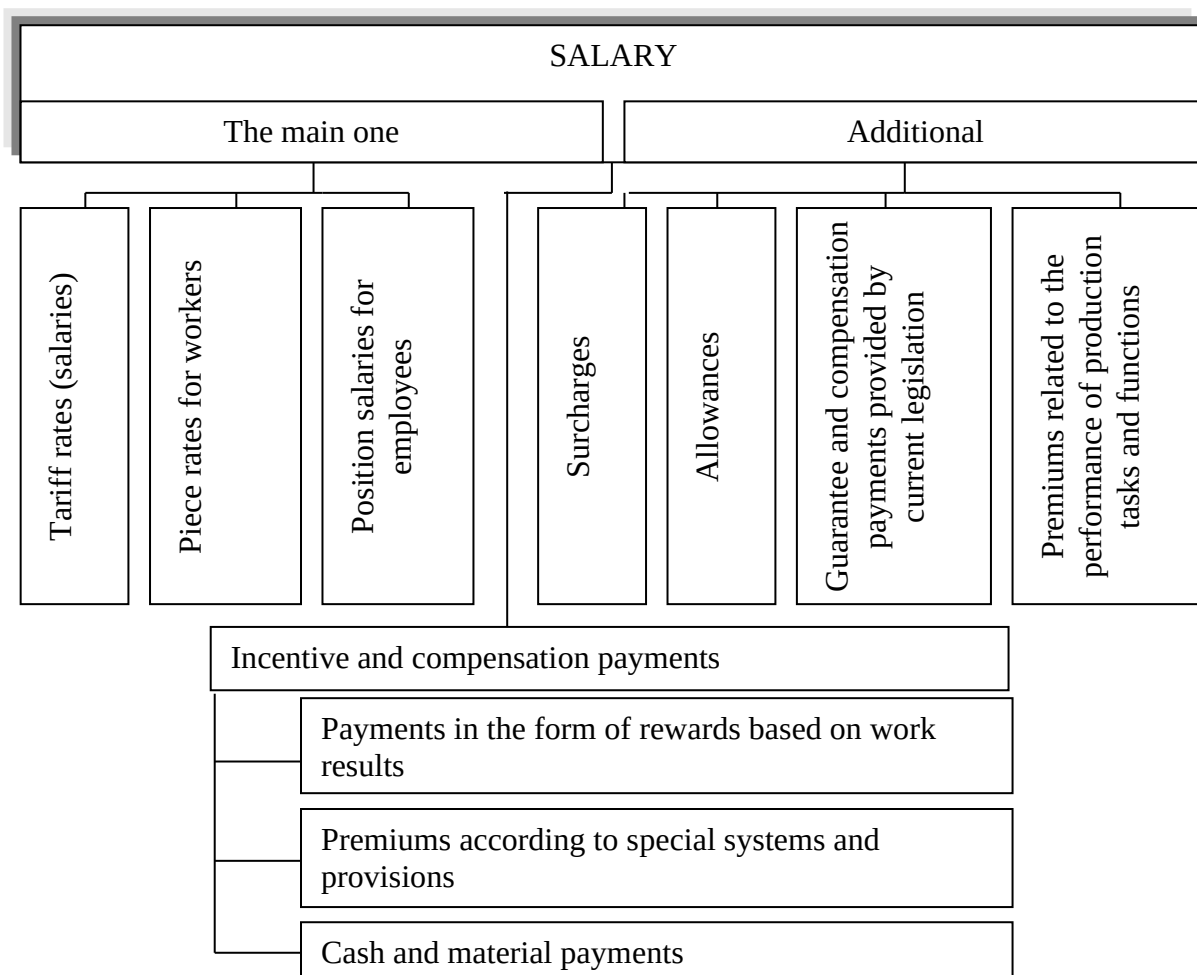


Fig. 4. Wage structure of employees employed in the national economy

1. The enterprise income fund is created by deducting a fixed percentage from the enterprise's current income;

2. The calculation of the enterprise's income fund is based on a comparison of current income with the enterprise's income for the past year:

- the business income scheme used by the business must be registered and approved by the UK Inland Revenue before the start of the first accounting period in which it is to be used;

- the employer is given some tax benefits;

- the general summary of production operations within the scope of this scheme and the income of a separate production unit are taken into account separately from each other.

Thus, the reward system, which is linked to the company's income, provides the company with tax benefits, which allows to increase the net profit and direct more funds to the material incentive fund, which is formed from the profit. However, the implementation of this system requires the development of a methodology for determining the labor contribution of each employee to the enterprise's activities in order to determine the size of material incentives.

One of the important means of realizing the labor potential of an employee is the conditions in which his work is carried out, including household conditions. Factors influencing the formation of working conditions of an employee include:

- equipping the workplace with work items necessary for the implementation of work activities:

- compliance of sanitary and hygienic working conditions with standards that must be developed in accordance with labor protection requirements;

- appropriate design of the workplace.

His living conditions, which create a certain mood and the ability to work effectively, are also important for the realization of the employee's potential opportunities in work. Such a situation indicates that in order to preserve and strengthen the labor potential of the enterprise, it is necessary to create and develop a system of social stimulation within the framework of the business entity's activities to ensure certain foundations for the effective use of the potential opportunities of employees in

production and economic activity. Thus, the labor potential of agricultural enterprises, which consists of the labor potential of individual employees who form the staff of these enterprises, is the basis of the development of the national agricultural sector. In order to realize the potential opportunities of labor resources, it is necessary to create conditions that contribute to the activation of labor activity. Given the fact that the human factor forms the general resource potential of each business entity, it is necessary, first of all, to pay special attention to the improvement of employees based on the development and implementation of enterprise personnel development plans. At the same time, it is necessary to understand that the formation of the labor potential of the enterprise is carried out as a result of recruitment and selection of personnel, and its preservation - as a result of the implementation of an effective system of motivation and labor stimulation.

Favorable conditions for the realization of labor potential provide: the opportunity to sell labor at a real price; normal conditions of implementation of labor force; the opportunity to receive high-quality education and improve qualifications, as well as undergo retraining or retraining; an effective system of social guarantees and payments; the opportunity to receive high-quality social services, including medical services; functional balance of the economy.

These conditions affect the formation and implementation of labor potential at all levels of management, from the national economy to the enterprise. At the same time, it is necessary to identify and determine the factors of external and internal influence on the formation and preservation of the labor potential of an industrial enterprise (Fig. 5). The level of socio-economic development of the country is characterized by the following indicators:

by the volume of the gross domestic product (GDP), all and per capita in the country and in the regions (regions of Ukraine).

the amount of investment resources invested in fixed capital.

development of the innovative sector of the economy.

the level of income of the population, which consists of:

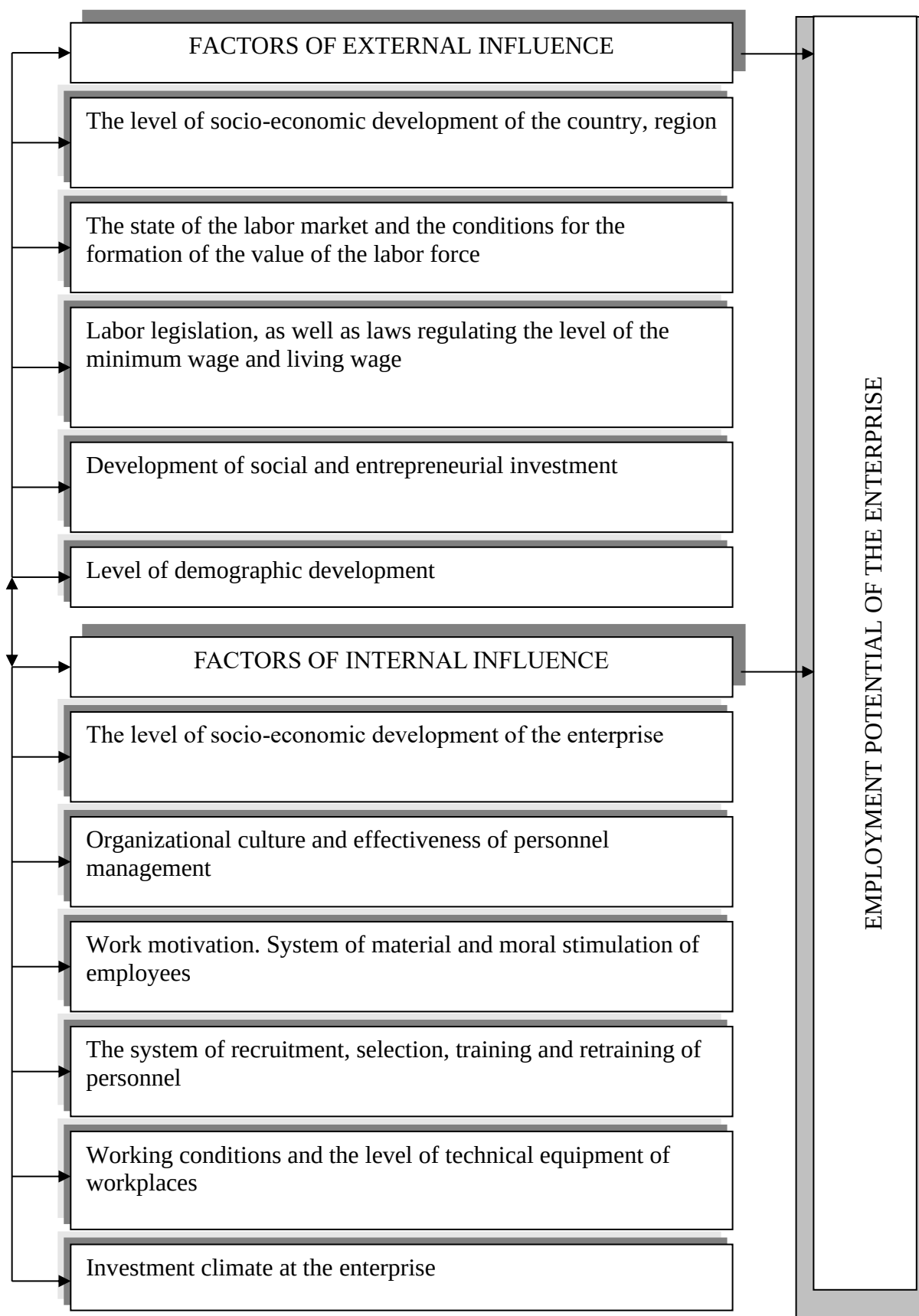


Fig. 5. Factors affecting the formation and preservation of the labor potential of an agricultural enterprise wages, income from the sale of agricultural products, pensions, assistance and scholarships, income from the sale of foreign currency. The level of aggregate income of the population of Ukraine remains very low.

The state of the labor market and the conditions for the formation of the labor price as a factor affecting the labor potential of the enterprise must be considered from the point of view of the opportunities and desire of employees to realize their qualities in the process of work. It is known that the state of the labor market is characterized by the ratio of labor supply and demand, which affects the price of labor.

The next factor affecting the formation and realization of the labor potential of the enterprise is labor legislation, as well as laws regulating the level of the minimum wage and the officially provided subsistence minimum. The Code of Labor Laws of Ukraine regulates the conditions for the employment of hired employees, which affect the labor activity of both the enterprise as a whole and individual employees, and also defines the legal basis and guarantees for the exercise by citizens of Ukraine of the right to dispose of their abilities for productive and creative work [118]. The Law of Ukraine "On Wages" regulates the conditions for formation and payment of wages to employees, which is the main material factor for stimulating labor and realizing labor potential [118]. This law defines the economic, legal and organizational principles of remuneration of employees who are in labor relations on the basis of an employment contract with enterprises, institutions, organizations of all forms of ownership and management, as well as with individual citizens in the field of state and contractual regulation of labor remuneration, and aims to ensure the reproductive and stimulating function of wages. This law also defines the content of the minimum wage as "the legally established amount of wages for simple, unskilled labor, below which payment cannot be made for the monthly, hourly rate of work performed by the employee (volume of work)" [118]. Thus, state authorities set the lower limit of the price of labor in the country, while determining the qualification level of employees who can claim such a level of remuneration. However, if we compare the level of the minimum wage in Ukraine with the average, we can conclude that, for example, in 2024, the amount of the minimum wage was UAH 7,100, and the average wage level was UAH 18,903, which is 2.7 times the minimum level. At the same time, the results of a comparison of the minimum and average wage levels with the officially established living wage in

2024 for the working population are interesting. It should be noted that the subsistence minimum is established based on the minimum costs that must be incurred for the purchase of food, as well as non-food goods and services, necessary for the normal physiological development of a person. Therefore, the low level of wages in Ukraine does not create favorable conditions for the formation and realization of labor potential at all levels.

The next factor affecting the labor potential of the enterprise is the development of social and entrepreneurial investment. Social investment involves investing capital in all its forms in the development of social objects with the aim of obtaining a social effect. The very concept of "social investment" determines the state of this process in Ukraine. It is clear that the main subject of social investment at the current level of national business development is state authorities, and the main source is the state budget of Ukraine. Considering the fact that the national business is not socially appropriate, and the surplus of the state budget on average for the period from 2019 to 2024 amounted to UAH 3,550.83 million, it can be argued that the social effect is achieved in an amount that is not favorable regarding the creation of certain conditions for strengthening and realization of labor potential. Therefore, Ukraine's investment prospects are related to the effective development of entrepreneurial investment, which will allow creating a real basis for social investment aimed at ensuring favorable social conditions for the realization of the labor potential of economic entities.

The level of demographic development affects the formation of both quantitative and qualitative characteristics of the labor potential. From the point of view of quantitative characteristics, demography, as a science of population, determines the replenishment of the economy with labor resources. The negative natural growth of the population of Ukraine (for the period of 2020-2021 — -11.2 [131, 132]) has a negative effect on the formation of the labor potential of enterprises, because due to the reduction of the population, the competition among hired workers, as well as the diversification of professions and qualifications, decreases employees. From the point of view of the qualitative characteristics of the labor potential, the level of demographic

development determines the state of labor resources: their state of health, life expectancy, etc.

Special attention should be paid to the labor migration of the population in the process of forming the labor potential. As a rule, the country attracts immigrants in order to provide labor force in the sectors of the economy in professions that are not prestigious for the citizens of the country. However, in Ukraine during the war there was a significant outflow of highly qualified personnel from the country.

The aging process of the population of Ukraine is the result, first of all, of a decrease in the birth rate and its preservation over a long period at a level that does not even provide simple reproduction of generations. In economically developed countries, the impact of the increase in the average life expectancy of the population is added to this. Migration is a significant countermeasure to the aging of the population in these countries, since mainly young people emigrate. In Ukraine, as in most countries with a transition economy, migration only exacerbates the phenomenon of low birth rates, and there is no noticeable increase in the average life expectancy of the population, especially the elderly. Currently, the share of people aged 60 and over in the total population is 21.3% (25.4% of women and 16.6% of men) and is one of the highest in the world [131, 132, 133].

It should be noted that in the set of factors affecting the formation and implementation of the enterprise's labor potential, it is necessary to distinguish the factors of indirect and direct influence. Thus, it is expedient to include factors external to the enterprise as factors of indirect influence. This is due to the fact that the administration of the enterprise cannot directly influence the change in the nature of their influence on the labor potential. Therefore, among the factors that have a direct impact on the formation and realization of labor potential, it is necessary to include internal factors that are influenced by the administration of the enterprise.

The level of socio-economic development of the enterprise, as an internal factor affecting the labor potential, is characterized by a set of indicators. At the same time, it should be noted that the socio-economic development of the enterprise is a process of

quantitative and qualitative improvement of indicators that characterize the social and economic subsystems of the enterprise. The indicators of economic activity of the enterprise should create a real basis for improving social indicators [128].

Indicators by which the economic development of the enterprise can be assessed include: the value of the fixed assets of the enterprise; amount of working capital; introduction of innovations at the enterprise; investment activity; efficiency of the management system; volumes of production and sale of products; coefficients of profitability, financial stability and independence of the enterprise; net profit

Indicators that characterize the social development of the enterprise include: the level of wages of employees; effectiveness of the labor motivation system at the enterprise (material and moral stimulation of employees); provision of employees with social services provided at the enterprise; aggregate income of employees, expressed in monetary and in-kind forms, formed at the expense of the company's profit; the level of equipment of workplaces and conditions of labor activity. It is clear that the high level of social development of the enterprise allows to increase the interest of employees in the quality performance of their professional duties, which, in turn, affects the growth of labor productivity and accelerates the pace of economic development.

The labor potential of the enterprise is formed by its employees, who, due to certain conditions and circumstances, have certain levels of culture. However, the need to carry out one's work within a single organization makes it necessary to take into account the level of organizational culture as a factor that affects the labor potential of the enterprise. Research into organizational cultures has identified six independent dimensions of culture: a process-oriented culture versus a result-oriented culture; activity-oriented versus employee-oriented; professional compared to workshop; an open system compared to a closed one; with firm control compared to weak control; pragmatic compared to normative (requiring evaluation). With regard to these definitions, the organization's position is partially determined by the specifics of a specific activity [117]. Most authors are of the opinion that there is no single definition

of organizational culture, but it can be characterized according to the following principles:

- integrity, systematicity (described as a single whole, something more than a simple addition of all components);

- historical certainty (reflects the historical development of the organization);

- connection with objects of study of anthropologists (for example, rituals and symbols);

- formed on a social basis (created and supported by a group of people forming an organization together);

- unobtrusiveness, mildness of influence;

- subject to change during work.

The core of organizational culture is formed from values that depend on various factors, for example: gender, nationality, social class, education, profession. They are taken into account in the process of hiring employees and are of great importance for maintaining organizational values. The effectiveness of the management of labor resources of the enterprise can be measured by the completeness of the achievement of the set goals of the activity at the determined expenditure of resources. If the result was achieved in the planned period with the expenditure of the planned amount of resources, then it can be said that the management system is functioning effectively. This contributes, first of all, to the further development of the enterprise and its labor potential.

The motivation of labor activity, based on the existing system of material and moral stimulation of employees, is closely related to the formation and preservation of the labor potential of the enterprise. Currently, the main motivating factor of employees is the desire to have a guaranteed salary, which is formalized as a reward for the work invested. At the same time, employees with sufficient professionalism and a new work consciousness appear on the labor market. Therefore, it is necessary to define motivation as a process of motivating the employee to active activities to satisfy their

needs and to achieve the company's goals. Based on this, it is possible to formulate the main tasks of increasing work motivation:

formation of each employee's understanding of the essence and meaning of motivation in the process of performing labor activities;

training of personnel and managers of the enterprise in the basics of internal corporate communication and culture;

formation of democratic approaches to personnel management with the use of modern methods of motivation in each manager.

With the increase in the role of the human factor, psychological methods of motivation appeared, based on the fact that the main motivating factor is not only material incentives, but also intangible motives, such as self-respect, recognition by team members, moral satisfaction with work and pride in achievement of general activity goals. Such motivation is based on the study of human needs, that is, the perceived feeling of deficiency in anything [112]. The feeling of lack in anything has a well-defined purpose, which is a means of satisfying needs. This led to the emergence of two global theories of motivation: substantive and procedural.

In this regard, it is necessary to define the concept of "motivation", which represents the process of influencing the employee in order to encourage him to take certain actions by awakening certain motives in him. Motivation forms the basis of human resource management. The effectiveness of management to a very large extent depends on how successfully the process of motivation is carried out.

Stimuli play the role of tools of influence that cause the action of certain motives (Fig. 6). The process of using various incentives to motivate employees is called the incentive process. Stimulation has material and moral forms. Stimulation differs from motivation in that stimulation is one of the means by which motivation can be carried out. At the same time, the higher the level of development of relations in the organization, the less often incentives are used as a means of managing employees. This is due to the fact that education and training as one of the methods of motivation lead to the fact that the members of the production team show an

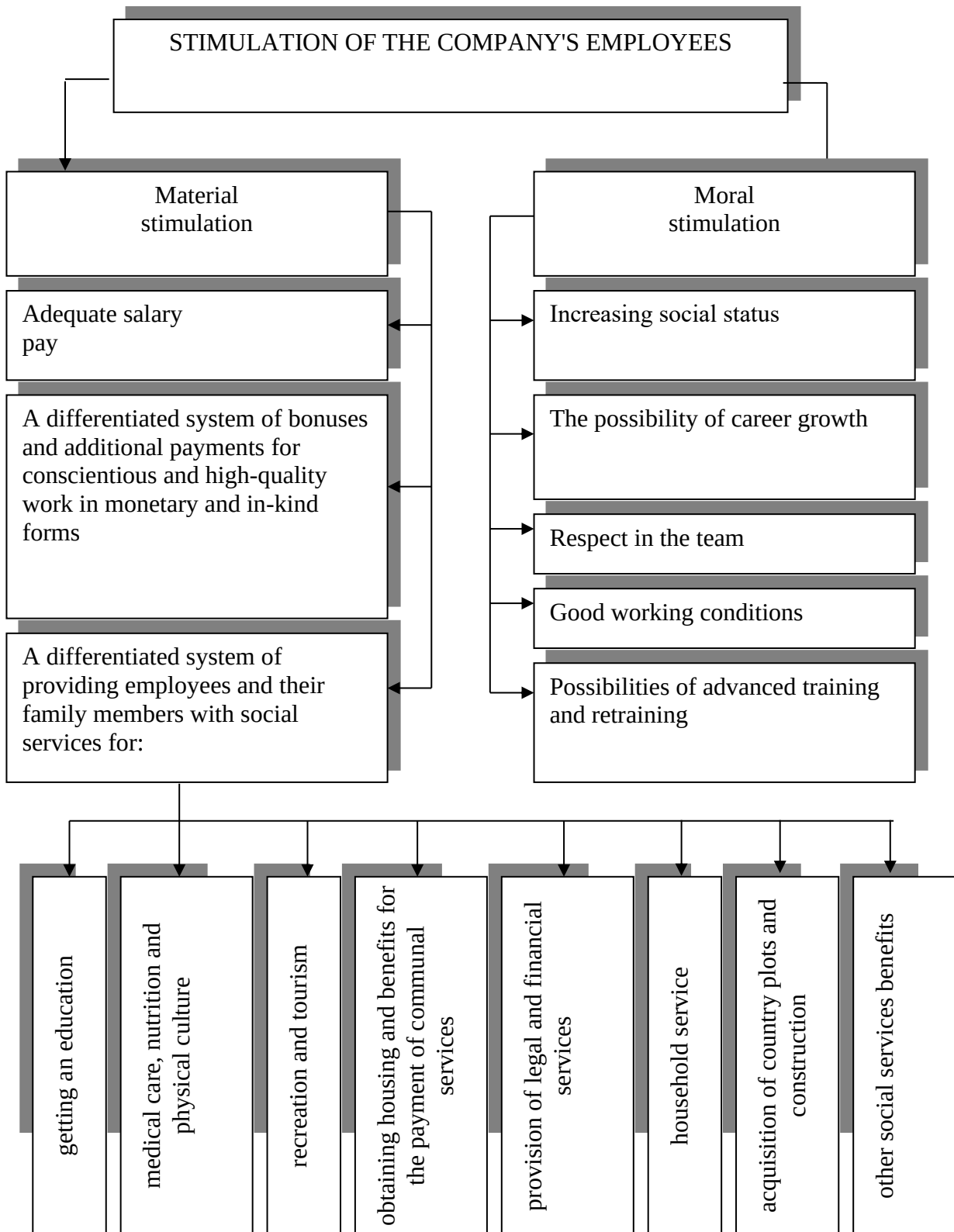


Fig. 6. Forms of material and moral stimulation of the company's employees

interested participation in the activities of the enterprise, performing the necessary actions, without waiting or, in general, without receiving the corresponding stimulating influence [116].

If we examine the objects that are influenced by motivation in the process of employees' activities, the following are revealed: effort, diligence, perseverance, conscientiousness. The performer can do the same work with different efforts (he can work at full strength, or he can work at half strength). Also, he can strive to take on easier work, and can take on complex and difficult work, choose simple solutions, and can look for and take on complex ones.

All this reflects the efforts that the employee is willing to spend, which depends on how motivated he is to spend certain efforts in the performance of his professional duties.

Thus, the employee can understand and implement his work role in the organization in different ways. One may be indifferent to the quality of his work, the other may strive to do everything as best as possible, work with full dedication , strive to improve his qualifications, improve his skills and abilities, be communicative [123]. An effective activity stimulation system contributes to the strengthening of the labor potential of the enterprise, creating favorable conditions for responsible and diligent employees who are able to perform their functional duties well.

Based on the fact that the labor potential of the enterprise is formed by the labor potential of each employee, it is necessary to consider the process of recruitment, selection, training and retraining of personnel as one of the factors affecting the labor potential of the enterprise. It is known that the recruitment and selection of personnel represent the process of providing the enterprise with a staff of employees of a certain qualification for the purpose of effective functioning and development of the business entity [110, 114, 120]. The qualitative side of personnel recruitment and selection is largely determined by two points. Before starting the implementation of this process, it is necessary:

first, to conduct research and analysis of the external environment of the enterprise and consider internal conditions for the development of personnel development programs;

secondly, to conduct an analysis of the content of work, which will allow to determine the requirements for potential candidates that the company plans to recruit.

Taking into account the fact that the main goal of personnel recruitment consists in the formation of the necessary reserve of potentially qualified employees, it is necessary to define the tasks that must be solved during the implementation of this process:

creation of a reserve of potential candidates with the maximum possible reduction of costs;

decrease in the number of obviously residual qualified or insufficiently qualified candidates;

minimization of the probability that the candidate will leave the company after a short period of employment;

fulfillment of the legal and social obligations of the enterprise.

The external and internal advantages of recruiting personnel of the enterprise are presented in fig. 7 [126].

The results of research into the company's personnel recruitment process show that this process achieves maximum efficiency with the combined use of external and internal sources of recruitment. After the set of recruitment candidates has been formed, it is necessary to start the selection of those who suit the enterprise to a greater degree from the point of view of the formation of its labor potential. The selection of candidates is carried out on the basis of existing methods developed during the existence of the theory of human resources management, table. 2 [112].

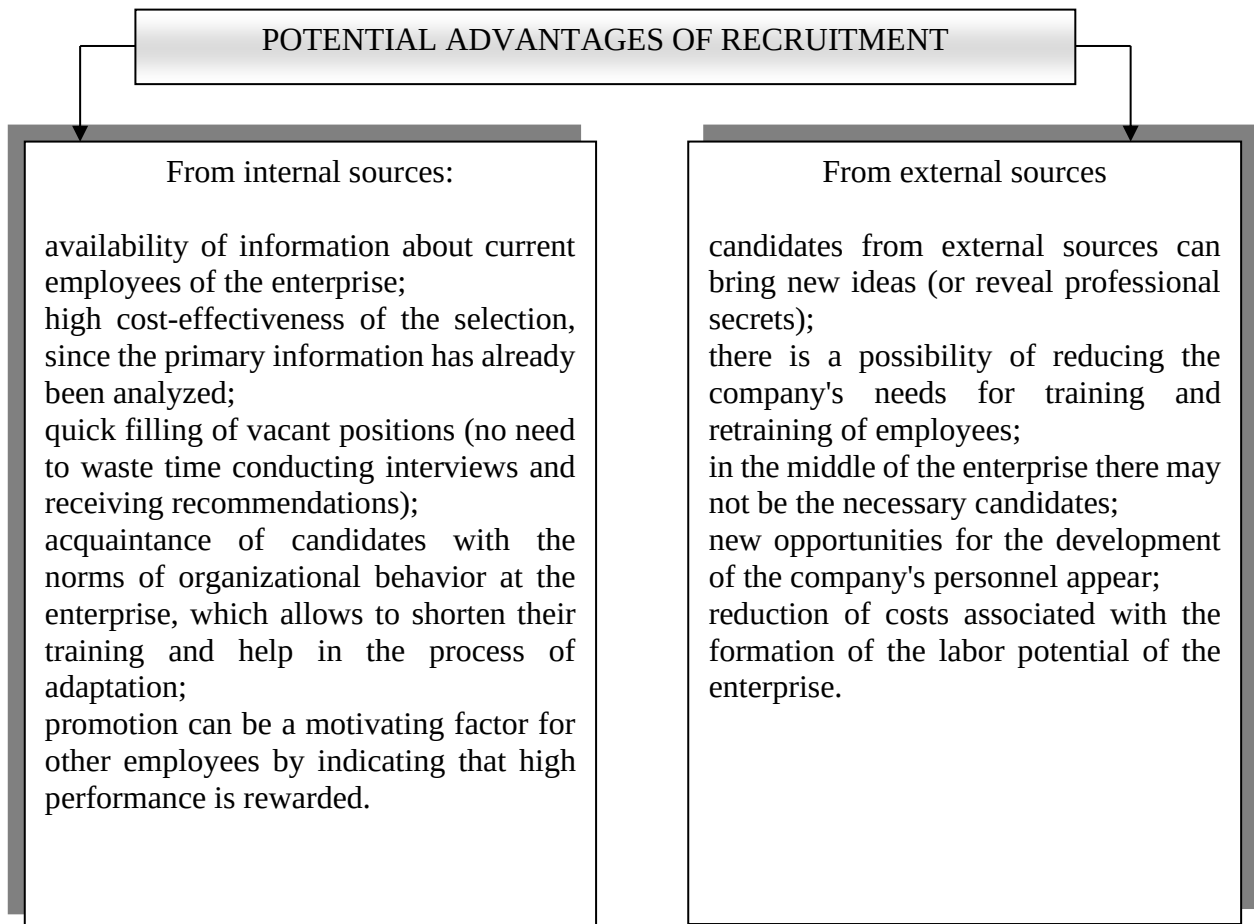


Fig. 7. Advantages of external and internal recruitment

For the formation of information, which is the basis for the development of selection methods, questionnaires are used, the accuracy of which is relative (30% of questionnaires contain erroneous information), written testing, and interviews. Recruitment questionnaires are used to assess the candidate's qualities in terms of satisfaction with the employer's minimum requirements. Written tests allow

assess the candidate's abilities, personal attributes and interests. An interview is most often used to get a general impression, but sometimes a predictive interview is used, containing special questions about job duties and skills, which are determined in the process of job content analysis [112].

Table 2

Application and reliability of widespread personnel selection methods

Methodology of selection	Number of enterprises using the method, %	Criterion validity
Situational interview	5-20	0.54
Testing of cognitive (cognitive) abilities	42	0.53
Trial work	6	0.44
Assessment Center	6	0.44
Biological data	11	0.37
Personal characteristics	5	0.10-0.25
Circle of interests	5	0.10
Educational rating	*	0.10
Standardized interview	70	0.07
Drug testing	25	different
Check for alcohol consumption	13	different
Genetic analysis	1	different

Note: * - no data

In the process of recruitment and selection of personnel, a number of difficulties arise, which must be taken into account when forming the labor potential of the enterprise. Such difficulties are associated with:

managing a diverse workforce, i.e. staffing activities should be aimed at maintaining an appropriate balance among candidates for vacant positions among those hired;

the effectiveness of the recruitment and selection process, which consists in the justification of costs for the implementation of this process;

the need to eliminate subjectivism in the process of recruitment and selection of candidates;

limitation of the amount of available information and its quality, as well as the quality of the organization of the informatization process.

Training as a factor affecting the formation and implementation of the enterprise's labor potential should be defined as a systematic process aimed at developing the knowledge of employees, their skills, changing behavior or attitudes to increase the

contribution to the achievement of the organization's goals. Most companies around the world spend a lot of money on training and retraining their employees, trying to strengthen their labor potential. In the USA alone, the costs of personnel training are approximately 100 billion dollars . USA per year [112]. At the same time, various training programs are carried out in three stages:

the first is related to the analysis of staff training needs;

the second — with the creation of opportunities for training and retraining;

the third stage, related to the evaluation of the effectiveness of training and retraining.

McGee and Thayer proposed a three-element system of training needs analysis, which is based on conducting the following studies: organization analysis, task analysis, and personality analysis (Table 3) [115] .

Table 3

Approaches to determining the need for training

Analysis	Target	Examples of defined needs analysis methods
Analysis organizational ns	Determine where training is needed in the organization	Establish requirements for knowledge and skills, based on organizational goals, tasks, business plans; compare performance and quality indicators with expectations; manage personnel, including personnel audit, in the process of which the basics of knowledge and skills of employees are determined; evaluate the organizational learning climate
Analysis task	Determine what the content of training should be	For the activity of individuals, determine the results (standards) of task performance that must be solved in order to achieve them, as well as the knowledge, behavior and attitudes necessary for the successful completion of the task
Personality analysis	Determine who should receive training and what training they need	Using job performance assessments, identify knowledge and skills that are the causes of job performance discrepancies ; collect and analyze critical incidents (events); lead the development of analytical surveys in education

As a result of the implementation of the training and retraining processes of the company's employees, it is important to evaluate the results and make decisions based on the results of the evaluation. Therefore, the evaluation criteria should be formed based on the specifics of the activity of a particular enterprise and the dynamics of the main indicators of production and economic activity, including financial. This will make it possible to evaluate the effectiveness of training and retraining of personnel, taking into account the costs of their implementation and the results obtained. However, it is necessary to take into account the determined influence of some factors that, at first glance, are not related to the learning process, for example, motivational incentives, conditions of learning and the implementation of labor activities, material and technical equipment.

Working conditions affect the effectiveness of professional activity. They can equally contribute to its increase, and vice versa. First of all, the working conditions should be favorable and create a basis for the active implementation of professional activities. The principles that shape working conditions include:

- compliance of real working conditions at the enterprise with labor protection standards, which must be improved with the development of production;

- compliance of the actual level of technical equipment of workplaces with the normative level, which should be improved in accordance with scientific and technical progress.

Given the fact that the own financial resources of Ukrainian industrial enterprises cannot provide the necessary development for all aspects of improving labor potential, it is necessary to create a favorable investment climate at the enterprise. This will make it possible to attract the necessary investment resources for personnel development and not divert funds from the operational activities of enterprises. Among the external elements that shape the nature of the investment climate of the enterprise, it is necessary to note:

- political stability;

- the state of the legislative framework, including tax and investment legislation;

investment rating of the country in the world economy.

Internal factors affecting the investment climate of the enterprise include:

the financial condition of the enterprise and the nature of financial prospects (solvency of the enterprise, financial stability and independence);

the value of the company's fixed assets and working capital;

enterprise management system.

As evidenced by the analysis of the structure of investments in fixed capital involved in the renewal of fixed assets of enterprises from all sources of financing, 64-71 % of investments are the enterprises' own funds. In this regard, the issue of improving depreciation policy at the current stage is one of the main factors in improving the financial condition of enterprises and the investment orientation of depreciation deductions [130, 131, 132, 133].

Thus, the set of factors that directly or indirectly affect the formation and realization of the enterprise's labor potential must be taken into account in the process of managing its socio-economic system. It is known that a business entity concentrates a set of economic resources: labor, financial, material and technical, informational, which form a total potential consisting of labor potential, financial potential, material and technical (production) potential, and the potential of informational resources. The formation and development of each private potential in the socio-economic system of the enterprise does not always contribute to increasing the efficiency of production and economic activity. Only the interdependent development of the components of the aggregate potential of an industrial enterprise will allow achieving certain goals. At the same time, the labor potential is the basis of the development of the entire socio-economic system of the enterprise, which represents a set of elements that are interconnected regarding the production and sale of products.

Thus, the following conclusions can be drawn:

1. The economic development of Ukraine must be ensured by the activation of agricultural production, the main factor of which is the effective use of the labor potential of enterprises. This can be done at the expense of quantitative and qualitative

transformations in the activities of personnel, which forms the labor potential of economic entities. In modern economic literature, there is no single approach to determining the labor potential of an industrial enterprise, so it is necessary to define it. Labor potential is a set of quantitative and qualitative characteristics possessed by the company's personnel and which can be realized under favorable conditions of labor activity.

2. The definition of the concept of "economically active population" is important, because it is the basis of the formation of labor potential at all levels of management. The economically active population should be understood as the population that is aged from 15 to 70 years and, due to its physical, mental, intellectual and professional qualification characteristics, participates or can potentially participate in the public production of goods and services, as well as provides the supply of labor labor market forces. Therefore, the determination of labor potential must be based on the quantitative and qualitative characteristics of the economically active population.

3. Quantitative characteristics of the labor potential are determined by: demographic factors (the number of the population, indicators of its growth, migration mobility, etc.); the needs of social production in labor force; opportunities to meet the needs of the working population in workplaces. The qualitative characteristics of labor potential are conditional and can be determined using: indicators of demographic development; medical-biological and psychophysical characteristics; professional qualification data; social opportunities.

4. Taking into account the factors that influence its development is of great importance for the formation and preservation of the labor potential of agricultural enterprises. At the same time, it is necessary to identify these factors and divide them into factors of direct influence and factors of indirect influence in order to determine those on which the administration of the enterprise can influence. External factors affecting the labor potential of the enterprise are factors of indirect influence, that is, the administration of the enterprise cannot regulate their influence. Such factors should include: the level of socio-economic development of the country and the region; the

state of the labor market and the conditions for the formation of the labor price; labor legislation regulating labor relations; development of social and entrepreneurial investment; level of demographic development.

5. Internal factors that influence the formation and preservation of the labor potential of the enterprise deserve special attention, because the administration of the enterprise can regulate the degree of their influence, thereby providing the labor component of the resource potential of the economic entity necessary for effective activity. Such factors should include: the level of social and economic development of the enterprise; organizational culture and efficiency of personnel management; motivation of labor activity, system of material and moral stimulation; the system of recruitment, selection, training and retraining of the company's personnel; working conditions and level of technical equipment of workplaces; investment climate at the enterprise.

6. Factors that directly affect the formation of the labor potential of agricultural enterprises include the system of recruitment, selection, training and retraining of personnel, and the motivation of labor activity, the system of material and moral stimulation of labor for its preservation. The results of the analysis of the state of these factors in the developed countries of the world, as well as the possibility of using positive experience for the formation and preservation of the labor potential of agricultural enterprises in Ukraine, are presented as necessary and interesting.

7. In countries with a developed market economy, personnel services are engaged in the formation of the labor potential of enterprises, which carry out recruitment and selection of personnel both from the outside and as a result of the movement of employees within the enterprise. At the same time, preference should be given to internal recruitment, because the transfer of an employee to another place within the enterprise is considered more expedient and less costly due to the fact that the employee is adapted to the internal environment of the enterprise and carries a share of the corporate culture. At the same time, the issues of improving the qualifications and

retraining of employees should be effectively resolved, which allows strengthening the labor potential of the enterprise.

8. Given the importance of preserving the labor potential of agricultural enterprises, in the developed countries of the world there is a differentiated system of labor motivation, which is based on the use, first of all, of material incentives with their reinforcement by moral stimulation of employees, one of the elements of which is the involvement of enterprise personnel in managing it. At the same time, material incentives are of primary importance for attracting highly qualified personnel. In addition to the basic salary, there are various payments and additional payments that encourage highly productive and skilled work, which allows employees to receive an income that ensures decent living conditions. Thus, by making certain expenses for the formation and preservation of labor potential, the managers of enterprises create an opportunity to use in the process of production of goods and services personnel who are able to ensure the achievement of certain goals.