



FEATURES OF PERSONNEL MANAGEMENT OF SMALL BUSINESS STRUCTURES OF AGRO-INDUSTRIAL PRODUCTION

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ABSTRACT

The dissertation deals with theoretical and practical aspects, generalizing of peculiarities of topics, functions and methodological approaches of evaluating the effectiveness of staff management of small business structures of agricultural production. The essence of personnel management is identified as a purposeful impact on the formation of the competence and personnel activity through effective use of resources and social responsibility on purpose of achieving the mission and objectives and reconciling the interests of stakeholders to ensure effective development of small businesses on the basis of innovation.

The analysis was done and trends of busyness, formation, use and development were revealed. Peculiarities and level of performance, advantages and disadvantages were found. International and domestic experience in solving issues of personnel management was studied. Basing on the analysis, flaws and imbalances in regional economic development, entrepreneurship sphere were isolated and problems priorities that can be solved with the participation of small and medium businesses.

Conceptual bases of diversification directions of types of business activities in rural areas and strategic employment based on innovative business and personnel management concept were defined. Strategic employment aims at implication of continuous development and innovational potential formation based on each worker as an individual and also of efficiency of management staff of small business structures agricultural production.

Personnel management is a comprehensive, applied science and field of practical development of and implementation of organizational, economic, administrative, legal and personal factors, methods and methods of influencing personnel to improve the efficiency of the enterprise. Improvement of the efficiency of personnel management is connected with optimization of the ratio of administrative staff, improvement of training and advanced training of management personnel, strengthening of labor discipline and reducing the cost of working time. Each agrarian enterprise can work efficiently, under condition that it has the necessary professional and qualified staff, and an appropriate personnel structure.

Means of production (implements and objects of labor) are directly involved in the creation of the value of products and, being an integral part of the productive forces, determine the degree of development of the material and technical base of agrarian enterprises. Therefore, the final results of the activities of the subjects of management in agriculture are dependent on the level of the security of the production with tools and objects of labor, their structure and the effectiveness of use. the specifics of the activities of small organizations require management of high professionalism in management, since

miscalculations can turn into bankruptcy. Together, the methods, procedures, and programs form a personnel management system.

The process of personnel management includes a number of functions, such as: - planning, organization, motivation, control, recruitment and dismissal of employees (recruitment and employment; a comprehensive assessment of employees from admission to recruitment); vocational guidance work and further adaptation in the process of work, motivational measures, corporate culture and business ethics, image of the enterprise; training of employees, adaptation moments, retraining of staff and professional development of employees; processes of managing stressful, conflict situations in collectives; management of worker

Individual peculiarities of an entity's activity are taken into account in the management system (management) of an enterprise, thus, there is a combination of responsibilities if there are no corresponding positions in the management structure in small (in size) enterprises. Quite often, in such enterprises, individual employees are not assigned separately for the implementation of such processes as planning, organization, motivation control. If there is such a situation, the implementation of these elements of the management process must be divided between management staff.

The management system of the personnel of agrarian enterprises is aimed at the formation, use and development of the personnel of the enterprise (Fig. 1).

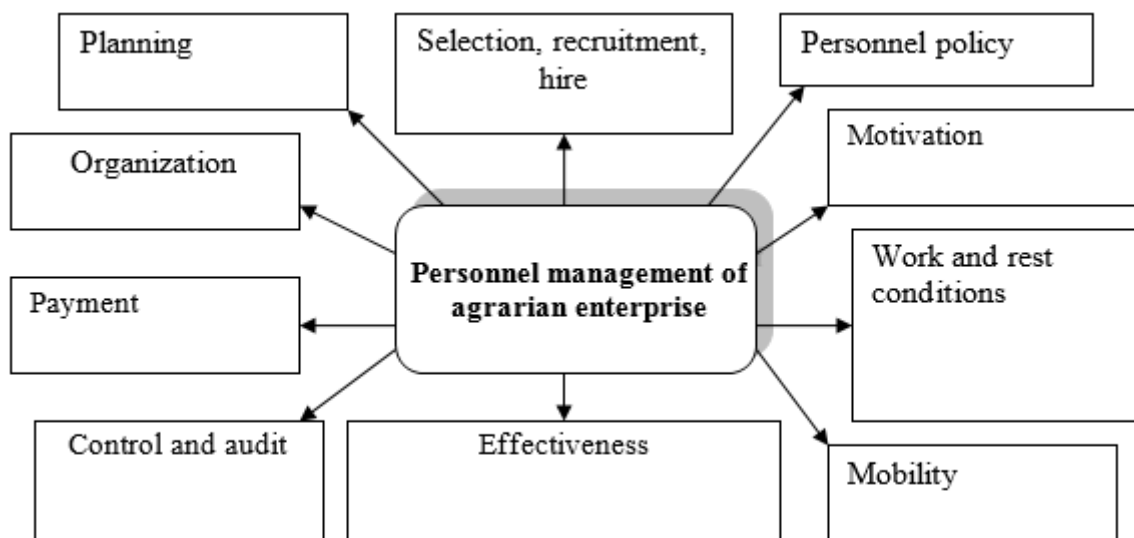


Fig. 1. Management system of the personnel of the agrarian

Before managing, you need to study what management is aimed at. Management can only be effective if it is carried out on the basis of a well-known object and management

entity. the composition of business divisions can vary depending on size: in small organizations, one unit can perform functions of several subsystems, and in the large ones, as a rule, a separate subdivision performs functions of each subsystem. the most important component of the productive forces is people, their skills, education, which determines the state of economic development of enterprises and the competitiveness of products.

Mission and objectives as an element of the management system involves determining the causes of the existence and desired result of the functioning of the enterprise. Each agrarian enterprise operates on a certain number of personnel with a certain physical development, a set of knowledge, practical skills for qualitative and timely implementation of the technology provided tasks in the field of agro-industrial production. the implementation and development of management systems at domestic agrarian enterprises has necessitated changes in the functional duties performed, the thinking of employees, and the revision of the attitude of the staff.

At Ukrainian enterprises, the system of personnel management is formed on the basis of the implementation of advanced technologies and acquiring their own experience. Personnel management currently includes the following subsystems: general and line management; planning and marketing of personnel; management of labor relations; staff accounting; provision of working and rest conditions; staff development; motivation of work of the personnel; social welfare; legal basis; organizational structure of personnel; information and communication support.

Management personnel at a small enterprise quite often might be characterized by such properties - the owners hold senior management positions, and often they are not professionals in management, and there are some hired highly skilled workers in certain areas of management who carry out certain functions of managerial nature. These properties are sometimes quite controversial. a clear division of functions between the administration and the workers can be called as a specific feature of management personnel at a small enterprise. This will not change the differences in the social nature, though it can minimize the existing distance between the workers.

Many different functions have to be performed by management personnel in a small enterprise, because such business entities require universal workers who have the ability to perform various jobs and areas of management, and also agree on the combination of positions. This violates the balance of the functional structure, organizational structure and such a division of functions that does not correspond to the structure of business processes. in the case where the employee combines several positions, he is forced

to independently engage in the planning of his activities, to set the priority for the implementation of tasks, etc.

At small enterprises there is no concept of a post, in its formal definition, the employees fix certain professional directions, in accordance with their individual characteristics. That is why businesses actually depend on their own employees, and it is difficult to trace and determine the cause of success or failure and who caused them.

The situation at small enterprises is complicated by the lack of documents-instructions on regulation and rules of work on staffing (job descriptions) because there is a system of installations of an informal nature. and although it helps in resolving conflicts and various types of individual situations, on the other hand - it leads to stress, a manifestation of personal perception or rejection of employees by the leadership. Employees at such enterprises are often well-informed, which makes it difficult for managers to conceal information about methods of working with clients and relationships with them. That is why, while recruiting staff, employers often seek out among their friends, relatives, on the advice of familiar persons who can trust and rely on them in the process of work.

This situation in the enterprises also causes other difficulties, thus, the process of objective assessment of employees becomes difficult, as there is no standard of production or service and it is almost impossible to plan further activities. the special attitude to the career development of employees also makes specific a process of managing a small business. Under conditions where there is no hierarchy of organization and management, the employee represents a career development as expansion of duties, complication of working conditions, increased load, possibly even increased earnings, but not a promotion.

Specialists of small enterprises are, in a certain way, unique, because they have a special personal experience and professional status, as there are one accountant, one marketer, etc. in such enterprises. and here there are also some difficulties, because such workers do not feel like performers and therefore they are quite difficult to manage.

Small businesses are willing to hire specialists who are trained to minimize the costs for developing, training and adapting staff. and only when the company is in a bad state or in crisis, there is a question about training, retraining of existing ones or the need to attract new employees. the problem in the management of human resources is the lack of organizational training in small business entities. the reasons for this can be: the leadership does not recognize the need for further training of employees, the lack of funds for such training and advanced training, the uncertainty of future plans of the company, etc. Sometimes such companies carry out training of employees without posting, but do not issue

them documents on passing the courses, in order to protect themselves against the sluggishness of valuable personnel.

The specifics of the work of various spheres and fields of activity impose a mark on the particularities of the management of the personnel of small enterprises. Manufacturing enterprises have a complex organizational structure (administration of enterprises, specialists and employees), here there are working professions with peculiarities of their assessment in the recruitment of personnel. Managers of such enterprises use motivational and incentive measures more often than others and practice various forms of remuneration, etc. a significant number of contradictions, the difference in the status of employees here causes a significant number of conflict situations, which need to be addressed to the administration. in small enterprises, methods of stimulating career growth, participation in enterprise profits, vocational training at the expense of the enterprise is reduced to almost zero.

In such circumstances, the effectiveness of personnel actions depends to a large extent on taking into account the leadership of the recommendations of specialists in various areas of management. in the process of organizing the manager, it is necessary to compile all components, combine and provide such forms so that the enterprise becomes an integral system and operates systematically to achieve the set goals.

Management technology is formed with a set of various technical means that are intended to help in mental work of production management and diverse management methods. Since small enterprises have little use of scientifically based, up-to-date management methods, and there is limited financial capacity, and hence the technical means of improvement, the technology requires the development of their management.

Significant difficulties also arise in the process of obtaining the necessary information about the external and internal environment, which greatly complicates the adoption of correct decisions in the management process. Information relating to the internal environment in small enterprises is often non-systemic and fragmentary. it is clear that the only part of the information that is submitted to the reporting bodies, financial and statistical reporting, is precise, however, it is submitted to the relevant services in a simplified form.

This is precisely the difficulty in analyzing the external environment of small enterprises, because the very different conditions of the operation of enterprises of different sizes differ from one another, depending on the region and industry, and thus quite opposite trends and conclusions can be obtained.

There is a lack of incentives for joint productive activities and insufficient attention to motivational processes at the enterprises, and all this can lead to the destruction of all

organizational structures, even the most promising and modern. Therefore, pricing in the labor market is very specific and it has its own peculiarities.

The dynamics of labor costs for enterprises by size according to the type of economic activity "Agriculture, Forestry and Fisheries", shown in Table. 1

Tab.1.Labor costs of enterprises as to the size and type of economic activity "Agriculture, Forestry and Fisheries"

	Years	Big enterprises		Medium enterprises		Small enterprises		Among them enterprises	
		Mln UAH	in% to the total indicator of the corresponding type of activity	Mln UAH	in% to the total indicator of the corresponding type of activity	Mln UAH	in% to the total indicator of the corresponding type of activity	Mln UAH	in% to the total indicator of the corresponding type of activity
Agriculture, Forestry and Fishery	2010	730,7	6,9	8306,1	78,2	1579,9	14,9	370,8	3,5
	2011	913,0	6,8	9462,7	71,0	2958,1	22,2	918,5	6,9
	2012	1420,8	8,6	11282,3	68,3	3810,8	23,1	1310,2	7,9
	2013	1395,2	8,2	11391,6	67,2	4169,9	24,6	1356,3	8,0
	2014	1904,2	11,0	11371,6	65,7	4023,8	23,3	1219,4	7,0
Agriculture, hunting	2010	730,7	8,0	6980,0	76,2	1445,4	15,8	332,3	3,6
	2011	... ^k	... ^k	... ^k	... ^k	2757,2	24,2	868,1	7,6
	2012	1420,8	9,8	9420,6	65,1	3627,4	25,1	1274,2	8,8
	2013	1395,2	9,4	9420,6	63,8	3958,4	26,8	1294,2	8,8
	2014	1904,2	12,8	9200,0	61,7	3807,6	25,5	1177,4	7,9
Forestry and logging	2010	–	–	1260,6	92,9	95,7	7,1	27	2,0
	2011	... ^k	... ^k	... ^k	... ^k	152,6	8,4	34,6	1,9
	2012	–	–	1809,9	93,6	124,4	6,4	15,6	0,8
	2013	–	–	1918,5	92,8	148,2	7,2	33,9	1,6
	2014	–	–	2133,3	92,9	162,5	7,1	19,6	0,9
Fishery	2010	–	–	65,5	62,8	38,8	37,2	11,5	11,0
	2011	–	–	58,7	54,9	48,3	45,1	15,8	14,8
	2012	–	–	51,8	46,8	59,0	53,2	20,4	18,4
	2013	–	–	52,5	45,4	63,3	54,6	28,2	24,4
	2014	–	–	38,3	41,6	53,7	58,4	22,4	24,3

As it can be seen from Table 1, labor costs have increased in all enterprises by their size and type of economic activity "Agriculture, Forestry and Fisheries", except for the average fish farms, which is associated with a significant reduction in their number of employees. Let us consider the dynamics of personnel costs and labor remuneration of enterprises size, according to the size and type of their economic activity "Agriculture, Forestry and Fisheries" in Appendix K.

The cost of personnel has a clear tendency for growth in all enterprises, regardless of their size, according to the type of economic activity "Agriculture, Forestry and Fisheries". However, the growth of cost for agriculture, hunting and the provision of related services show that in microenterprises they have increased fourfold, in small 2.5 times, in the average 1.4 times, and in large in 2.6 times. the results of the analysis also indicate that in 2013, large enterprises spent 48.6 thousand UAH on one hired person, and average disbursements amounted to 38 thousand UAH, which respectively doubled and one and a half times more than the cost of small staff and microenterprises.

The dynamics of the average monthly wage for 2010-2014 y. per one employee as to the type of economic activity is shown in Table 2.

The data in Table 2 indicate that the level of wages increases annually in all sectors of the economy. in rural, forestry and fishery, wage growth rates are highest. the level has grown to the average rate in Ukraine, but it is 21% lower than in the industry, and twice as low as in the energy sector.

Wages of a hired employee should include not only the price of his labor, but also the expenses for the maintenance of incapacitated members of his family. the lower bound for fluctuations in the price of labor is the labor cost. Even if it goes down below that level, that temporary phenomenon is not stable in time. the upper level of labor cost is limited with the value of the newly created value. it cannot exceed the last, because it will lead to bankruptcy of the enterprise.

A natural phenomenon in market conditions is the establishment of a market price for labor. Living labor is rapidly becoming one of the most expensive factors in production. For example, the hourly wage is: in Switzerland - 30 dollars, in Germany - 38, in Austria - 22, in France - 15, in Ukraine it is less than 1 dollar. Today, Ukraine's labor force is one of the cheapest in the world.

Tab.2.Dynamics of the average monthly wage per one employee according to the types of economic activity, UAH.

	2010 y.	2011 y.	2012 y.	2013 y.	2014 y.	Relation 2014 y. to 2010 y.,%
In all	1785,86	2075,10	2425,16	2640,69	2878,29	161,2
Agriculture, forestry, fishery	1357,73	1807,62	2093,73	2453,04	2833,66	208,7
Industry	2164,75	2570,30	2917,70	3207,22	3569,87	164,9
Mining and quarrying	1422,31	1932,04	2299,92	2479,95	2637,84	185,5
Manufacturing industry	1703,30	2075,69	2295,34	2479,05	2852,08	167,5
Supply of electricity, gas, steam and air conditioning	3464,33	3967,97	4696,65	5251,38	5675,59	163,9
Water supply; sewage, waste management	1607,44	1706,13	1821,42	2139,45	2308,31	143,6
Building	1184,89	1641,08	1860,91	1822,03	2110,05	178,1
Whole sale and retail trade; repair of motor vehicles and motorcycles	1419,61	1669,99	1951,43	2055,34	2253,36	158,8
Transport, warehousing, postal and courier activities	1945,86	2372,33	2619,23	2764,38	2866,19	147,3
Temporary placement and organization of food	996,96	1329,98	1583,00	1509,94	1690,74	169,6
Information and telecommunications	2220,29	2257,21	2701,25	2703,74	2972,77	133,9
Financial and insurance activities	3316,92	3780,36	4248,16	4745,02	5325,70	160,6
Real estate operations	1277,75	1723,74	2120,08	1961,77	2373,53	185,8
Professional, scientific and technical activities	1675,13	1925,44	2258,78	2577,25	2495,97	149,0
Activity in the field of administrative and auxiliary services	1320,07	1480,18	1782,43	1944,50	2118,33	160,5
Public administration and defense; compulsory social insurance	2228,94	2526,07	3047,80	3288,87	3456,41	155,1
Education	1725,36	1890,38	2283,40	2444,10	2541,06	147,3
Health care and social assistance	1514,81	1646,00	2032,84	2173,37	2307,39	152,4
Arts, sports, entertainment and recreation	1471,83	1648,05	1997,09	2224,60	2383,72	162,0
Provision of other types of services	1392,49	1577,06	1663,22	1667,96	2415,30	173,5

The production and commercial company "Agro-Eco XXI" with a limited liability is a company formed on the basis of personal decisions of a citizen of Ukraine in accordance with the requirements of the current legislation of Ukraine. the purpose of the company's activity is the production of environmentally friendly agricultural products, based on the latest technologies and modern management, the provision of market needs in agricultural products, the provision of services to individuals and legal entities, and the acquisition of legitimate profits.

The resource support of the enterprise of the Ltd. Pkf "Agro-Eco XXI" during 2010-2014 will be analyzed according to the data of Table 3.

Tab.3.Resource support of the enterprise of the corporation Ltd. Pkf "Agro-Eco XXI" of the Kamyanets-Podilskyi district of the Khmelnytsky region

Indexes	2010 p.	2011 p.	2012 p.	2013 p.	2014 p.	Deviation 2014 y. from 2010y.,+,-
Agricultural lands, ha	1212	2243	2743	3296	3296	+2084
including: - arable land, ha	1207,4	2238,4	2738,4	3291,4	3291,4	+2084
- perennial plantations	4,6	4,6	4,6	4,6	4,6	0
Specific gravity of arable land in agricultural land,%	99,8	99,8	99,8	99,9	99,9	0
Use of agricultural land,%	100,0	100,0	100,0	100,0	100,0	0
Average annual number of employees, people.	20	23	23	23	21	+1
Total of basic production assets, thousand UAH.	3059,6	3057,8	3057,8	7773,9	10134,1	+7074,5
including: agricultural purpose, thousand UAH ..	2539,3	2541,0	2541,0	6450,2	8512,1	+5972,8
Fund allowance, ths. UAH ..	209,5	113,3	92,6	195,7	258,3	+48,8
Fund provision for labor, thousand UAH.	127,0	110,5	110,5	280,4	405,3	+278,3

In the structure of commodity products of Ltd. "Pkf" Agro-Eco XXI ", on average, in 2010-2014, 95% is crop production and only 5% of livestock production. Olive crops: soybeans and winter rape make up 64.0% of the total amount of commodity products of the company, cereals - 21.8%. the farm has a well-developed branch of plant growing. we observe a significant increase in the share of crop production in the structure of commodity products of the economy, mainly due to increased areas of sowing and high yields of agricultural crops. Significant share in the structure of commodity products are grains, soybeans and winter rape. the specific gravity of the value of livestock products

is an average of 5.1% of the total value of agricultural products, and in 2014, the livestock sector was not engaged in the livestock sector and in the near future they are not planning to do so because of high costs per unit of production.

The average number of employees increased during the analyzed period by 1 person and in 2014 counted 21 people. we see that the size of the total sown area under agricultural crops increased by more than 2.7 times during the period under study and amounted to 3296 hectares. Namely: there was an increase in the area occupied by arable land in the total land area of 2084 hectares. the specific gravity of arable land in the structure of agricultural land for five years is 99.9%. Over the five years the main production assets increased by UAH 7074.5 thousand, which was largely due to the main production facilities of agricultural purposes. Fund security and stockholding in the household increased by UAH 48.8 thousand and UAH 278.3 thousand respectively. the average annual cost of agricultural fixed assets for 100 hectares of agricultural land (fund-raising) in 2014 was 258.3 thousand UAH. Analyzing the annual average cost the main agricultural funds per employee, it can be noted that in 2014, compared with 2010, the stock capital increased by 278,3 thousand. UAH. and amounted to 405.3 thousand UAH. UAH the quality of labor resources of the enterprise is higher than the greater share of workers providing high productivity, that is, highly qualified personnel. the personnel of the enterprise are divided into heads of different levels, specialists, employees, technical staff, workers.

The production and financial activity of the enterprise largely depends on the rational organization of production and management. Management at the enterprise is carried out by the director. the director directs his orders directly to the employees who carry them out and send them to the production units every day. the company control is carried out by the director of the companionship, each year the director reports on the activities of the economy. the director is appointed by the owner of the partnership.

The owner of the partnership has the right: to make the necessary decisions regarding the management of the company within the limits of competence of the supreme management body of the company; approve staffing schedule; receive information about the company's activities from the administration of the company; appoint and dismiss officials; to receive profit on the results of production-economic activity, as well as its property in the event of liquidation of the company; decide on the liquidation of the company.

The supreme governing body of the company is the result of the decision of its owner or the representative authorized by him. the exclusive competence of the owner of the company includes: definition of the main directions of the company's activity

and approval of its plans and reports on their implementation; making changes to the statute of the partnership; appointment and dismissal of the Director, Accountant and Audit Commission; approval of annual results of activity, approval of reports and conclusions of the audit commission, procedure of distribution of profits, terms and procedures for payment of profit (dividends), determination of the procedure for covering losses; creation, reorganization and liquidation of subsidiaries, affiliates and representative offices, approval of their statutes and regulations; making decisions on the prosecution of the officials of the management bodies of the company; determining the conditions of remuneration of officials of the company, its subsidiaries, affiliates and representative offices; making the decision of terminating the company, the appointment of the liquidation commission, the approval of the liquidation balance. All the decisions above are taken by the owner of the company individually.

The owner can form the bodies that perform constant control over the financial and economic activities of the executive bodies of the company: the audit committee, or periodically, at its own discretion, appoint an audit, involving independent auditing firms in the manner prescribed by law.

The basis of the concept of personnel management of the company is: the development of principles, directions and methods of personnel management; account of work with personnel at all levels of strategic planning of the enterprise; introduction of new methods and systems of training and personnel development; identification and implementation of a coordinated single tariff policy and remuneration; development and application at the enterprise of economic incentives and social guarantees; development of measures for social partnership.

With all the diversity of approaches to the formation of the concept of personnel management, it is important to distinguish four methodological principles that are carried out at the enterprise: the company involves the human resources necessary for achieving its goals, ie, it selects and ranks employees; all employees without exception undergo training to explain the essence of the tasks they are facing, to coordinate their skills and abilities with the tasks set; an assessment is made of the participation of each employee in the achievement of existing goals; an enterprise rewards its employees in one or another form, that is compensates for the time, energy, and intelligence costs in achieving the goals of the enterprise.

In modern conditions, any skills and knowledge are rapidly aging, therefore, the key role in personnel management is played by professional training and development. Today,

the ability of staff to work in a single team more and more plays an important role. the need for this is recognized by both foreign and Ukrainian management specialists. One of the main factors in team work is that all subdivisions of a modern enterprise are so closely interconnected that heterogeneous managerial styles are simply ineffective. Consequently, the manager must rely on the experience and intellect of colleagues responsible for various activities of the enterprise.

The importance of continuing education is confirmed by the following factors: the introduction of new equipment, technologies, the production of modern goods, increasing communication capacity that creates conditions for the elimination or modification of certain types of work, in connection with which the required qualification cannot be guaranteed by basic education; the world becomes a market without borders with a high level of competition between countries and between enterprises.

The selection of employees, decisions on their transfer or termination of contracts is aimed at ensuring the most complete compliance of the individual capabilities of the specialists and the complexity of the tasks entrusted to them, both now and in the future. Computerization of the economy and Internet connection allows management officials to perform their work responsibilities more efficiently and quicker, providing a new content for the work of management personnel, improving communication and distribution of powers between managers of different levels and specialists in the economy.

The company is headed by a director. He manages the enterprise as a whole, that is, represents the enterprise in any organization, disposes of its property in accordance with the current legislation, concludes contracts, opens bank accounts, etc. Chief accountant and chief agronomist are directly subordinate to the director. in their turn, two accountants are subordinated to the chief accountant, the chief agronomist is the brigade responsible for the tractor brigade, the fleet manager, within the limits of his rights, provided for by the job descriptions, and the heads of other existing structural divisions. in each job description, the functions, responsibilities, rights and responsibilities of the employee occupying a certain position are defined.

The number of management and marketing staff of the company in 2014 is shown in the table. 4

Tab.4.The number of management personnel of the Pkf "Agro-Eco XXI" Ltd.

Categories of employees	In all	Including		
		Specialists with higher education	Specialists with secondary education	Without education
The number of management workers, persons	6	5	1	-
including management staff performing marketing functions	5	5	-	-
Specific gravity of management personnel performing marketing functions in their total number,%	83,3	100,0	-	-

The number of managerial staff is 6, including 5 with higher education and 1 specialist with special secondary education. the number of managing workers performing marketing functions is 5 and all workers have higher education. the specific gravity of management personnel performing marketing functions in their total number is 83.4%. the peculiarity of management and marketing personnel activity is work under conditions of certain restrictions: their activity is limited by orders, management orders, technical and technological norms and organizational regulations, qualification requirements.

To compare performance results, it is necessary to consider the professional qualification of the management personnel, the security and effectiveness of the use of personnel of the same size and specialization of the company and the "Garant" trader located in the Kamyanets-Podilskyi district of the Khmelnytsky region. as it can be seen from the data in Table. in the garment "Garant" in the regular painting the following groups and services are allocated: public activity where the responsibilities of the director and his deputy are assigned; heads of production units, that is, the accountant of the tractor and rangeland brigade; agronomic, engineering, planning and economic and the largest number of accounting and financial services. All departments have one specialist.

Tab.5. Staffing of Managing Employees, Specialists and Service Staff of the "Garant" Traffic Department of the Kamyanets-Podilskyi District of the Khmelnytsky Region

Name of the index	2012 y.	2013 y.	2014 y.	Relation 2014y. to 2012y.,%
Sales plan, UAH.	11242900	9829400	14215000	126,5
Total wage fund, UAH.	550000	700000	1500000	272,8
Fund of Labor Remuneration of Managers of Employees, Specialists and Service Staff, UAH.	247200	349200	450720	182,4
Specific gravity for the remuneration of management personnel, specialists in the general wage fund, %	45,0	49,9	30,1	-14,9
Share of the general fund of wages from the sales plan, %	4,9	7,2	10,6	5,7
Normative indicators:				
Average annual number of employees, people	31	25	30	96,8
Number of settlements	1	1	1	
Land area, ha	1076,45	1076,45	1076,45	
Number of tractors, pcs	7	9	9	128,6
Number of cars, units	5	6	6	120,0
Names of structural subdivisions, positions:				
1. Public activity group:	2	1	1	50,0
Director of Transport	1	1	1	
Head's assistant	1			
2. Group of heads of production units	1	1	1	100,0
The accountant of the tractor and field brigade	1	1	1	100,0
3. Agonomic service		1	1	
Chief agronomist		1	1	
4. Engineering and technical service		1	1	
Chief Engineer		1	1	
5. Plan-economic service	1	1	1	100,0
Chief Economist	1	1	1	100,0
6. Service of accounting and financial activity:	3	3	3	100,0
Chief Accountant	1	1	1	100,0
Accountant	1	1	1	100,0
Cashier, frames, printer	1	1	1	100,0
Total	7	8	8	114,3

Over the past three years, the total number of employees and management apparatus decreased by one person due to the reduction of the post of deputy director. the formation of the agronomic and engineering services was held. in addition, a staff work, a cashier and a printing work is carried out. the given data indicate that the company, according to plans, is seeing an increase in sales volumes and in the general remuneration fund

and managerial staff, specialists and service staff. Assessing the needs of personnel, taking into account the nature and type of the company's activities, effective workload for the purpose of optimal use of funds related to payment of labor; the possibility of attracting highly skilled and relevant work experience.

Over the last five years, the average annual number of employees has increased by 11.2% (3 people). There is 34.9 ha of agricultural land per one employee (138.3% more than in 2010) and 37.5 hectares of arable land (38.9% more than in 2010) in the reported year. the amount of agricultural land cultivation increased by 0.6% over the period under study and amounted to 95.3% in the reported year. in the reporting year 2014, intensive crops occupied 100% of the total crop area of the enterprise, indicating an increase in the efficiency of land use.

Studies have shown that the "Garant" specializes in the production of crop products: cereals and technical crops. the enterprise introduces new technologies, uses new plant varieties, which is the main reason for growing crop yields: winter wheat by 33.5%; corn for grain by 14.2%; spring barley - by 53,3%; barley in 2.1 times, and soybeans decreased by 25.2%. in the reporting year, 1 ha of agricultural land received more: in 71% of gross output at constant prices in 2010; in 2.6 times the net income; in 2,5 times profit.

It should be noted that the growth rate of wages exceeds the growth rates of production and sales of agricultural products, which does not meet the established requirements for exceeding the latter in this ratio and has led to a decrease in the level of profitability and efficiency of the enterprise.

Tab.6.Structure, security and efficiency of using the resources of the "Garant" company

Index	2010 y.	2011 y.	2012 y.	2013 y.	2014 y.	Relation 2014 y. до 2010 y.,%
Agricultural land - total, ha	769	1326	1076	1076	1181	153,6
Of these: arable land	728	1268	1018	1018	1126	154,7
perennial	41	58	58	58	55	134,2
planting	27	31	22	25	30	111,2
<i>Per 1 worker, ha</i>						
- agricultural land, ha	28,5	42,8	48,9	43,0	39,4	138,3
- arable land, ha	27,0	40,9	46,3	40,7	37,5	138,9
Degree of plowing,%	94,7	95,6	94,6	94,6	95,3	–
Total sown area, ha	728	1268	1018	1018	1018	100,0
<i>Specific gravity of the area of sowing of intensive crops in the general crop area of the enterprise,%:</i>						
- grain crops	76,1	50,3	53,9	43,5	34,0	–42,1
- sunflower	13,5	17,8	0,5	0,5	–	–13,5
- soy beans	5,5	22,1	32,2	32,1	57,3	51,8
- winter and spring rape	–	9,5	12,9	23,9	8,7	8,7
<i>Crop yields of 1 hectare</i>						
- winter wheat	35,0	31,9	33,3	33,6	46,7	133,5
- corn for grain	101,0	72,7	100,6	99,9	115,3	114,2
- Winter barley	28,9	–	–	42,0	44,3	153,3
- Barley is springy	18,2	28,3	25,2	32,5	38,3	210,5
- sunflower	25,2	21,3	20,0	34,0	–	
- soybeans	49,5	20,1	29,1	39,7	37,0	74,8
- winter rape	–	15,0	30,9	28,7	58,8	
- rape is springy	–	10,7	11,8	–	49,0	
<i>1 ha of agricultural land is obtained:</i>						
- gross output in constant prices in 2010, UAH	4108,4	4509,6	5205,4	7015,8	7024,0	171,0
- net income, UAH	1240,1	1629,7	2749,9	655,8	3155,4	254,5
- profit, UAH	41,0	62,7	49,5	10,8	39,4	-1,6

We compare the indicators of economic efficiency of agricultural production which should characterize the efficiency of land use as the main means of production, the level of labor productivity, the efficiency of labor resources utilization, return on assets and the stock of products, the payback of production costs, the level of profitability of agricultural production.

Tab.7. the main results of the agricultural enterprises of Khmelnytsky region and Ltd. Agro-Eco XXI and the Garant company in the Kamyanyets-Podilskyi district of the Khmelnytsky region in the field of agriculture in 2014

	Net revenues (revenues) from sales, USD millions.	The financial result of the realization, million UAH.	Level profitability, %	Reference: profitability level in 2013, %
Khmelnytsky region:				
Agriculture products and services	9930,8	3082,4	45,0	14,0
Crop and livestock breeding	9561,8	3114,8	48,3	14,8
Plant growing	7038,5	2018,6	40,2	3,3
Ltd Pkf "Agro-Eco XXI"	35700,6	23530,5	193	33
"Garant" company	13128,1	3656,5	39,4	10,8

According to the results of 2014, the result of the main activity of agricultural enterprises of the Khmelnytsky region amounted to 3082.4 million UAH. profit versus 1250.1 million UAH. in 2013, the level of profitability as a whole was 45.0% versus 14.0% in the previous year. Profits from the production of agricultural products and the provision of services in crop and livestock production were 86.3% of enterprises, the average profit per enterprise was 12.9 mln. (in 2013 - 61.4% and 6.8 million UAH respectively). at the same time, 13.7% of enterprises received losses from agricultural production, their amount per 1 enterprise amounted to 3.7 million UAH. (in 2013 - respectively 38.6% and 4.2 million UAH).

as can be seen from the data in Table 7, the level of profitability achieved at the enterprise of Ltd Pkf "Agro-Eco XXI" is almost four times the value, and "Garant" company is lower than the results of the enterprises of Khmelnytsky region, which testifies to the need to improve the management of the personnel of small entrepreneurial structures of agro-industrial production. Thus, it is possible to note the high level of production efficiency of Ltd Agro-Ecosystem XXI and the existing leadership positions and opportunities for further development.

We believe that the competitive advantage associated with the possession of valuable resources and rational use, allows the company to function more effectively by developing a unique competition for the recruitment and use of innovations in human resources management as the basis of economic growth and development. Consequently, agrarian enterprises need to use best practices in managing personnel activities to improve the quality management systems and gain competitive advantages.

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