MANAGEMENT

RECEIVED:
15 November 2020
ACCEPTED:
15 December 2020
RELEASED:
20 March 2021

UDC 331.101.6 : 338.43

DOI 10.26661/2522-1566/2021-1/15-07

MANAGEMENT OF LABOUR PRODUCTIVITY AT THE ENTERPRISES OF THE AGRICULTURAL INDUSTRY OF UKRAINE

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Abstract. The agro-industrial complex is one of the main budget-forming sectors of the national economy of Ukraine; agribusiness opens up prospects for leadership for our state in the world market. Therefore, an important step for unlocking the export potential of Ukrainian agricultural products is to analyse urgent problems and find ways to strengthen Ukraine's competitive positions in the world market, including by increasing labour productivity, which is one of the most important criteria for assessing the performance of any economic system. The article aims to study the current level of labour productivity in the national agro-industrial sector and to find ways to increase it by eliminating the main barriers to the development of the agro-industrial complex of Ukraine. The basic principles of the research are systematic and comparative methods, institutional and structural-functional approaches have been used. The research results highlight the reasons for low productivity and propose priority areas of state policy for the development of the national agro-industrial complex.

Keywords: agro-industrial complex, export potential, labour productivity, agriculture, methods of productivity increase.
JEL Classification: D24, J43, O13.

INTRODUCTION

The efficiency of the economic activity of an enterprise in any sphere and industry largely depends on the quality of management of labour productivity and labour resources. For Ukraine, which is at a critical stage in its economic development, today it is extremely important to build an effective model of human potential management in order to stimulate economic growth, on the one hand, and attract qualified workers to work at domestic enterprises, on the other. Therefore, the relevance of the research is that the modification of methods to increase productivity is of great economic importance for Ukraine, because it opens more opportunities for sales of national agricultural enterprises not only domestically but also on the world market and maximizes the efficiency of human resources, provides an increase in production and sales of agricultural products. That is why there is a need to identify ways and reserves to increase it.

Bukharina, L., Shyshkin, V. and Onyshchenko, O. (2021), "Management of labour productivity at the enterprises of the agricultural industry of Ukraine", *Management and entrepreneurship: trends of development*, 1(15), pp. 98-112. Available at: https://doi.org/10.26661/2522-1566/2021-1/15-07

LITERATURE REVIEW

A significant contribution to the study of the problem and the search for methods to increase labor productivity was made by domestic researchers: V. K. Garkavy (1995), V. I. Lukashevich (2004), V. Vitvitsky, Z. Metelskaya and V. Yudina (2006), S. F. Pokropivny (2008), A. L. Spesivtsev (2011), M. G. Akulov (2012) and others. Some issues of determining the level of productivity and analysis of the phenomenon in general are covered in the works of such foreign scientists as: Florence P.S. and Dale E. (1949), Weil R. (1978), Landen D. (1981), Cuthbert N.H., Hawkins K.H. and Sparkes J. R. (1981), Prasad S. (1993), Zwick T. (2004), Barna T. (2009), Sarbu M. (2013), Vergeer R. and Kleinknecht A. (2014), Khakimova K. R. and Kotov D.V. (2016), Collewet M. and Sauermann J. (2017), Ivanov A.O. (2020) and others.

PAPER OBJECTIVE

The aim of the article is to study the current level of labour productivity in the national agro-industrial sector, to make a comparative analysis of productivity management methods in Ukraine and developed countries, as well as to find ways to increase productivity in agriculture by eliminating major barriers to agricultural development.

METHODOLOGY

Developing the research, general scientific theoretical and empirical methods were used, such as: analysis and generalization, methods of observation and comparison, analytical, grouping of data. The basic principles of the research are systematic and comparative methods, institutional and structural-functional approaches have been used. The study also benefited from the Official State Statistics Committee of Ukraine's statistic data when researching the agro-industrial complex of Ukraine and its position on the world market.

RESULT AND DISCUSSION

The agro-industrial complex is a component of the country's economy, which includes the production of agricultural products, their logistics and processing. The agro-industrial complex also unites industries that produce means of labour and services and industries for storage, processing and sale of agricultural products.

Today, exports of Ukrainian agricultural products are estimated at $ 18.6 billion, which is 39.4% of total exports, and agricultural production is 10.1% of national GDP. Ukraine is a leading country in the export of sunflower oil and meal to the world market. The country also rose from third to second place in the sale of rapeseed on the foreign market and entered the top three in the export of walnuts. Over the past four years, Ukraine has increased its rapeseed exports by 16% and soybeans by 18%. Of the processed products, the leadership is still held by sunflower oil, whose exports have grown by 16% over the past 4 years. Ukraine is also one of the five leading countries that export agricultural products to the European Union. In addition, Ukraine ranks first in terms of growth of imports of agricultural products from EU countries (*Ukrains'ka Pravda, 2019).*

Of the total exports of Ukrainian agro-industrial complex products for the 2018/19 marketing year, grain crops accounted for 38.4%. The ten largest importers of Ukrainian grain include China, Saudi Arabia, Indonesia, Italy, the Philippines, Morocco and Tunisia (Figure 1).

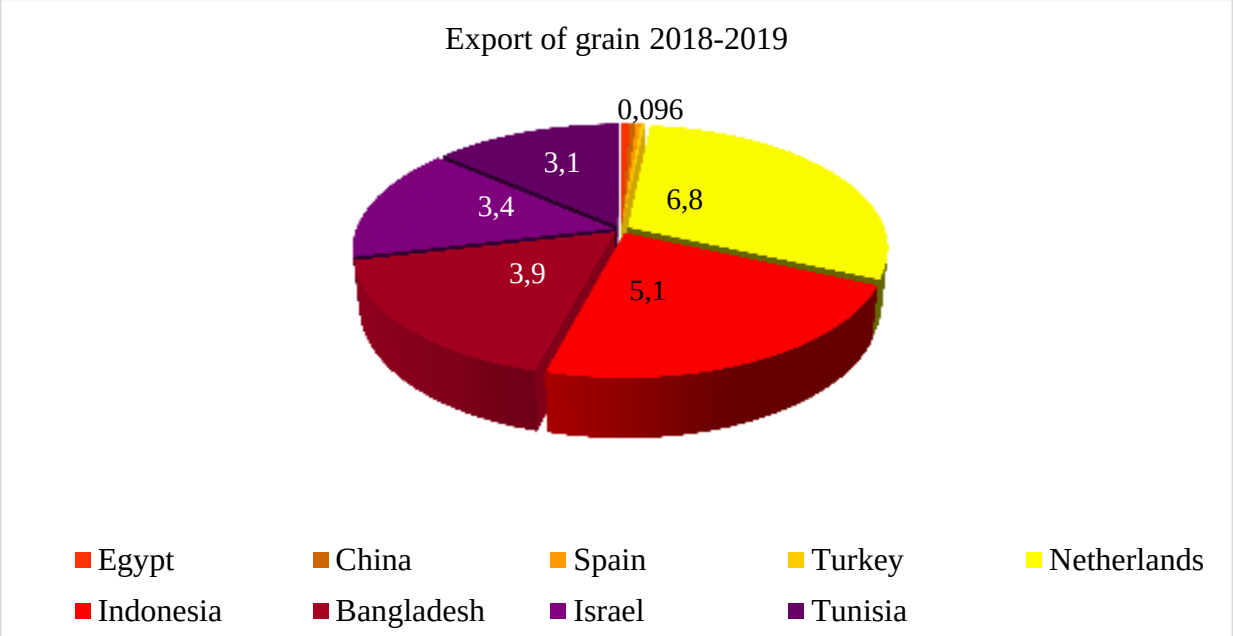

Figure 1. The share of grain-importing countries in the national exports of Ukraine, %

Source: Adapted from Ukrains'ka Pravda (2019).

Thus, since the beginning of 2018-2019, a total of 44.3 million tons of grain has been exported from Ukraine. The world leaders in grain exports are China, the United States, the EU, India, Brazil, Russia, Argentina, Ukraine, Canada and Indonesia. Although our country has considerable export potential, according to the results of the last marketing year, Ukraine ranks 8th among the leading countries in the production of grain.

Any modern agro-industrial enterprise is a complex system consisting of many interconnected units (crop control, labour organization, logistics, storage, supply of products and raw materials, warehousing) and inefficient operation of even one of them can minimize the result. Today, such a negative factor influencing the business success of the agro-industrial sector of Ukraine is the low level of labour productivity.

An important step in revealing the export potential of Ukrainian agricultural products is the analysis of current problems and finding ways to strengthen Ukraine's competitive position in the world market, in particular by increasing productivity, which is one of the most important criteria for assessing any economic system.

Today, the main factor in the success of world leaders is not significant amounts of natural resources, but a high level of productivity. Therefore, paying special attention to the issue of labour efficiency, management systems in economically developed countries have created special institutions for research and constant modification of technologies to increase its productivity. That is why, using foreign experience, the urgent issue is the formation of their own methods and tools to increase productivity.

In the practice of management labour productivity at the scale of society, region, industry, organization, enterprise, shop, production site, team and individual employee is distinguished. Therefore, the growth of labour efficiency can occur on two levels. Thus, at the micro level, it is a fundamental factor in increasing the competitiveness of the enterprise, industry, or even the whole country, opening the possibility to produce goods and services that meet the requirements of the world market. Increasing labour productivity at the macro level is extremely important for the

dynamics of gross domestic product and ensuring the purchasing power of the majority of the country's population. Increasing labour productivity is an important component not only for each individual enterprise, but also for society as a whole. After all, in the system of social and labour relations, the search for factors and reserves of social prosperity is one of the most important tasks of the labour economy (Akulov et al., 2012).

Each enterprise can be presented as a living organism, the functioning of which depends on many external and internal factors, which in turn affect the increase or decrease in productivity. A vital condition for economic development and strengthening the competitive position of the enterprise of any industry is the growth of labour productivity, which is an expression of economic law and the economic necessity of society.

In the practice of labour productivity management is called the indicator of labour activity of employees, which is expressed as the volume of output per unit of time, or the cost of time to produce a unit of output. In other words, labour productivity – is the productivity of production activities of the employee, the number of products produced by him per unit time.

Depending on the direct or inverse relationship, there are two indicators of productivity: output and labour intensity.

Productivity is an indicator that characterizes the number of products produced per unit time or the amount of products produced by one average employee. Productivity represents the volume of output to the amount of working time spent on its production. Labour intensity is the value of the reverse output; it is the cost of time per unit of output. There are hourly, daily and annual production indicators depending on the units of working time (Table 1).

Table 1

Types of production indicators

Indicator	Characteristic
Hourly	Production per person-hour, which characterizes labour productivity for the actual time worked.
Daily	Production per person-day, which also depends on the length of the working day and the use of working time during the shift. The level of daily production is influenced by such indicators as time losses and intra-shift downtime.
Annual	Production per average employee. Takes into account not only intra-shift, but also round-the-clock downtime.

Source: Own compilation.

The method of measuring labour productivity depends on the method of determining the volume of output. Thus, in the practice of management there are natural, labour and cost or monetary methods (Table 2).

Table 2

Methods of measuring labor productivity

Method	Content	Application	Disadvantages of the method
Natural	The natural method is to calculate the volume of output and labour productivity in physical units (pieces, tons, meters)	The natural method is actively used in the workplace, in brigades, in some areas of those industries of homogeneous products (mining, electricity)	Limited use, due to the fact that homogeneous products are almost not produced by enterprises and industries
Conditionally natural (conventional)	If the company produces products that have the same purpose, but different in a certain characteristic, the output can be calculated using conventional units	It is used in brigades, sections, shops that produce products with one purpose, but have some different characteristics	This method is not able to eliminate changes in the volume of work in progress, which in some industries has a large share in total output
Labour	The labour method is used in enterprises, when the volume of output or work performed is determined in standard hours	At workplaces, production sites, in brigades and shops	Limited application, due to the use of fixed standards, which contradicts the need to revise the rules as the implementation of organizational and technical measures
Cost (monetary)	It is based on the use of cost indicators of production volume (gross, marketable products, gross turnover, regulatory cost of processing, gross income)	The cost method is used to calculate productivity at most modern enterprises	The level of production is determined by the cost of the past rather than the cost of living labour. The value of production is affected by changes in product range, the volume of cooperative deliveries, the volume of work in progress, the dynamics of product prices.

Source: Own compilation.

A necessary prerequisite for determining labour productivity is the correct calculation of the level and dynamics of labour productivity in all areas of the economy. Accounting for labour productivity should be based on understanding its economic content, determining the main indicators that should characterize the level of labour productivity in time and space. There are the following requirements for measuring productivity:

1. Units of measurement must fully take into account the actual volume of work and time, to ensure the unity of methods of measuring productivity.

2. Productivity indicators should be consolidated, cross-cutting, comparative, universal in application, as well as have a high degree of generalization.

There are no universal indicators for calculating labour productivity, because they are directly dependent on the industry. Thus, when analysing the activities of agricultural enterprises the following groups of indicators must be used:

1. Production of gross output at comparable prices per average annual worker or person-hour.
2. Direct labour costs (in person-hours) for the production of a unit of agricultural product.

The first group of indicators is used to characterize labour productivity in agriculture as a whole, or its main industries – crop production and animal husbandry. It should be borne in mind that comparing the levels of labour productivity in different sectors of agriculture, it is impossible to compare its value levels in different industries or enterprises with different specialization or form of ownership (Vitvitsky et al., 2006).

The second group of indicators is used to calculate labour productivity in the production of certain products (grain, milk, sugar beet).

Figure 2 shows the dynamics of labour productivity in all sectors of the economy in Ukraine over the past decade.

Figure 2. Labour productivity in Ukraine

Source: Ministry for Development of Economy, Trade and Agriculture of Ukraine, 2019.

According to the dynamics of labour productivity in all sectors of the economy of Ukraine over the past decade, it is clear that last year the positive dynamics of labour productivity showed the vast majority of economic activities. Negative dynamics of labour productivity is observed only in forestry and fisheries, where the indicator decreased by 2.3%, in public administration and defence (by 4.9%). Figure 3 shows the dynamics of the level of labour productivity in the national agro-industrial complex.

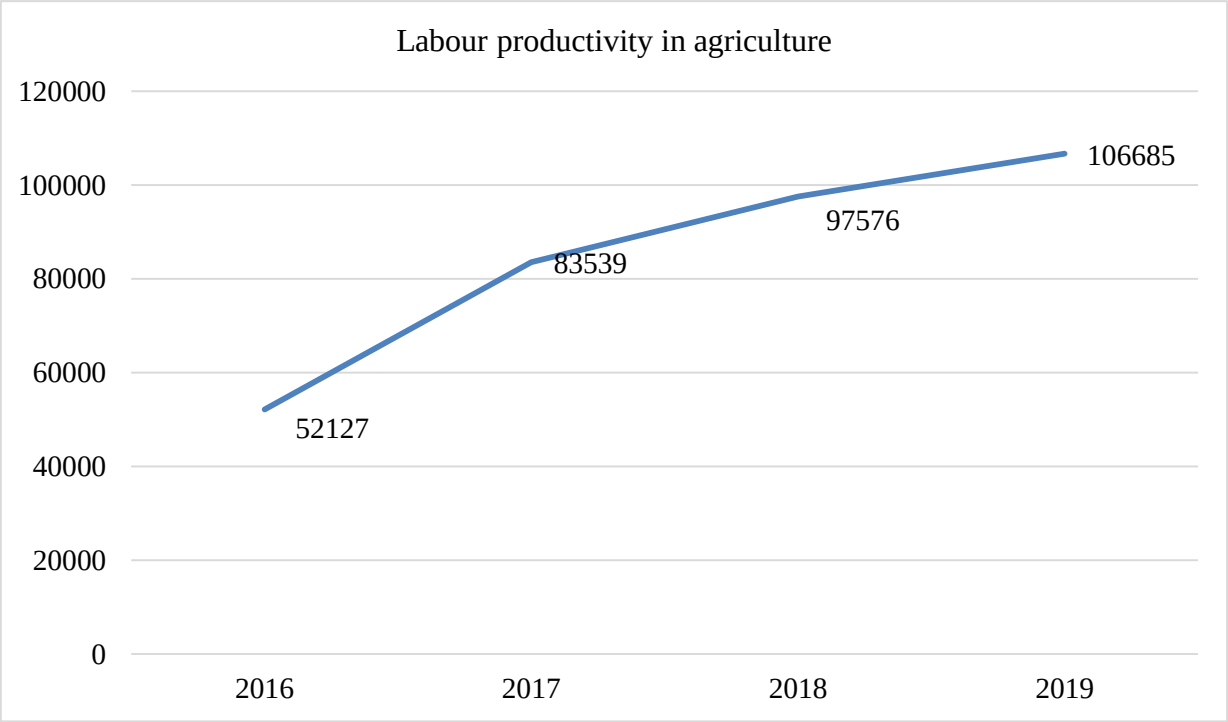

Figure 3. Labour productivity in agriculture

Source: Ministry for Development of Economy, Trade and Agriculture of Ukraine, 2019.

Thus, we can conclude that productivity is constantly changing under the influence of external and internal factors that contribute to its increase or, conversely, decline. That is why the main task of the organization's management is to ensure a constant increase in productivity, given their impact. Factors of labour productivity are the driving forces, objective and subjective reasons that affect labour productivity and determine its dynamics (Prokopivny, 2002). The action of factors, their implementation and identification is closely dependent on natural and socio-economic conditions. Factors that increase labour productivity include factors that improve the organization of labour and production, as well as the social conditions of workers. Factors reducing labour productivity are the adverse effects of natural conditions, imperfect organization of production and labour, the impact of negative elements of the social environment.

Depending on the direction of action, two groups of factors can be distinguished:

1. Factors to increase productivity (corporate culture, employee motivation system, saving time, organization of work space and work in general).

2. Factors reducing labour productivity (imperfect system of labour organization, low level of labour discipline, disruptions in logistics, natural and climatic conditions).

Factors influencing productivity can be also conventionally divided according to the level of influence into two groups:

1) external, which are beyond the control of an individual enterprise (change in the range due to variability in demand, socio-economic conditions, etc.);

2) internal, which are under the control of the enterprise (technical equipment of personnel, efficiency of labour incentive systems, etc.).

Table 3 presents the main groups of factors influencing productivity in accordance with their content.

Table 3

Groups of factors influencing productivity

Influencing factors	Characteristics
Material and technical	Automation and mechanization of production, reduction of living labour costs, development and application of innovative technologies, minimization of the use of all types of resources; deepening specialization of equipment and others
Organizational	Organization of material and technical supply, rational distribution and cooperation of labour, organizational and technical preparation of production, improvement of working conditions, efficient use of enterprise personnel, rational arrangement and others
Socio-economic	The level of qualification of employees, the level of labour discipline, change of ownership of the means of production, the level of staff motivation, the development of industrial democracy in the enterprise
Economic, legal and regulatory	The system of regulation of social and labour relations, the methodological basis for increasing productivity

Source: Own compilation.

Internal factors influencing productivity are conventionally divided into "soft" and "solid" ones. "Solid" factors include the quality of products, its compliance with consumer needs and market requirements, as well as production technology, equipment, improving the efficiency of materials and the development of efficient sources of supply. "Soft" factors include level of staff skills, improving the level of work motivation, organizational structure and management style (Zhukov and Poghosyan, 1991).

Given recent developments in the world, including the quarantine regime caused by the COVID-19 pandemic, some companies have reconsidered their attitudes to work organization and established a flexible system of work that is evolutionary. The State Employment Service of Ukraine registered 387,500 people, of whom 71,400 were registered during the all-Ukrainian quarantine period. According to experts, the unemployment rate in 2020 is 9.4% (Ukrains'ka Pravda, 2020). For most national businesses, this is a new challenge that requires strict attention in order to save business. After all, the main problem is to maintain a high level of productivity in a new distance level of cooperation and the desire to stay in touch.

One of the "soft" internal factors influencing productivity is the organization of the workplace and the format of interaction with colleagues or customers. Workspace planning and rational spatial placement of equipment in the workplace is a necessary prerequisite for effective organization of the work process that increase its productivity. According to the results of social surveys, it was determined that there is a correlation between productivity and the format of interaction of employees with colleagues or customers. For example, employees who interact with their colleagues virtually at a fixed time during the day show a 16% increase in productivity. Those who work at home in specially designated working rooms show a 5% smaller decrease in productivity compared to those respondents who work in other rooms of their house or apartment. Employees, who have a clear work schedule, i.e. start and end the working day at the same time and take breaks at a fixed time, have high productivity (Colliers Global Work-from-Home Survey, 2020).

Figure 4 shows changes in the productivity of workers after the start of the COVID-19 pandemic.

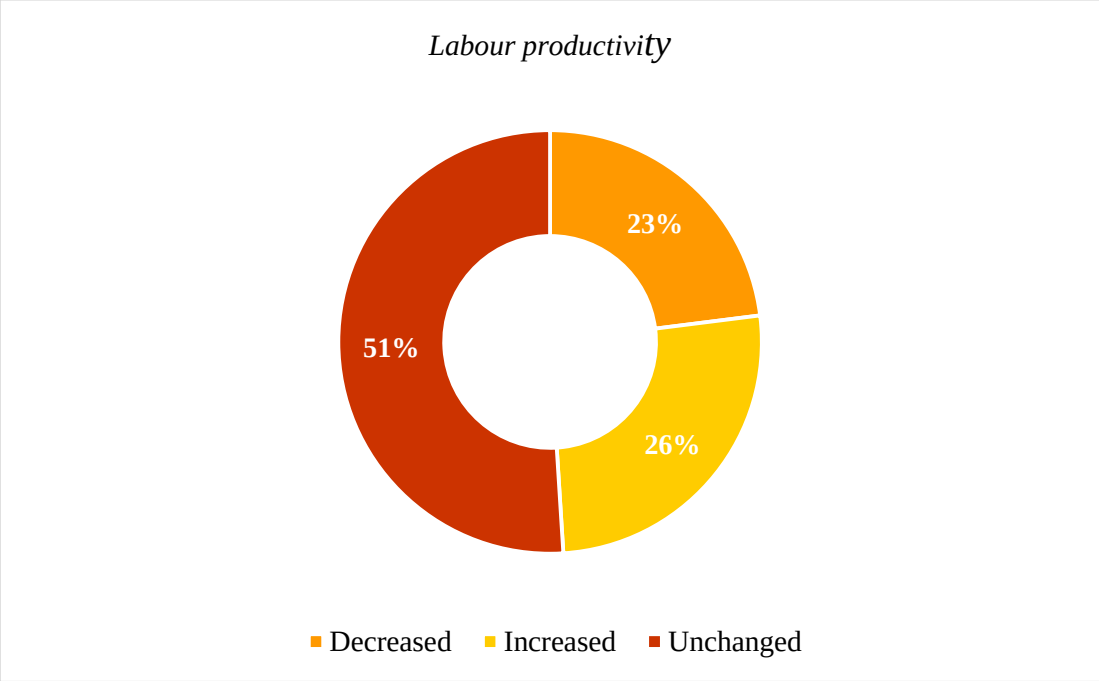

Figure 4. Labour productivity since the beginning of the COVID-19 pandemic

Source: Modified after Colliers Global Work-from-Home Survey, 2020.

Thus, according to research, sociologists found that labour productivity remained unchanged in half of respondents who work from home, 27% of respondents say that their productivity has increased, and 23% felt that their productivity has fallen. Maximizing productivity is observed only in the field of IT-technology and media. The largest decline in productivity is observed in education and research.

If we talk about the level of labour productivity in agriculture, today the national agro-industrial complex lags behind the developed countries and has a negative trend. And the main reasons for such a low level of productivity are:

1) deindustrialization of agricultural production;
2) low yields of agricultural products;
3) overwork;
4) irrational organization of production;
5) low level of rural infrastructure development;
6) worn-out production assets;
7) use of outdated technologies;
8) low wages.

Agriculture is an industry with slow capital turnover and high dependence on direct natural and weather-climatic conditions, which needs support from the state. From the special fund of the state budget the Law of Ukraine "On the State Budget of Ukraine for 2019" the Ministry of Agrarian Policy and Food provides for expenditures of the special fund in the amount of 2671.7 million UAH, of which to support the development of agricultural enterprises – only 54.3 million UAH that is 2% of the total. However, compared to the financing of the agro-industrial sector in other countries of the world, Ukrainian state support for agriculture is scarce (Figure 5).

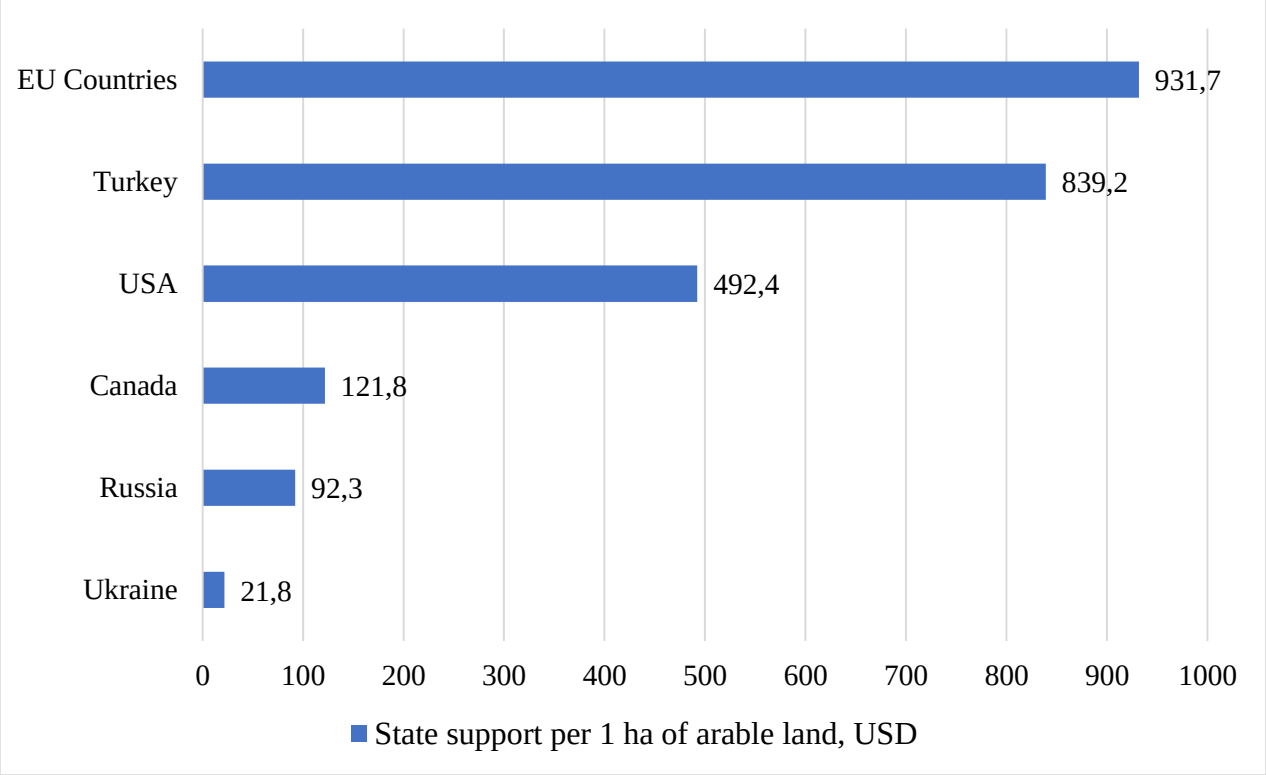

Figure 5. State support of agriculture in the world and in Ukraine

Source: Compiled according to the analysis of information from the OECD and the state budget of Ukraine (Kernasiuk, 2019).

Figure 5 shows that the highest level of state financial support per 1 ha of arable land in the EU is $ 931.7, in Turkey – $ 839.2. In the US it reaches about $ 492.4, and in Canada – $ 121.8. In general, the main trend of recent years is the reduction of direct state support for agricultural producers in Ukraine and many countries. However, even in the event of its fall, this level of support significantly exceeds that of Ukrainian farmers.

Analyzing the current state and main trends in the agro-industrial complex of Ukraine, it is impossible not to notice that the change of ownership and new formats of management, although contribute to the growth of labor productivity, but have little effect on its payment, which remains low. Thus, the financial resources of most agricultural enterprises provide only a minimum level of wages, using a direct piecework and a simple hourly wage system, in which the employee's income depends on the work performed or time worked. Such wages have a low impact on the final results of production. To increase the level of motivation and, as a result, labor productivity, it is necessary to link the earnings of workers with the final results of the agricultural enterprise (volume of output, level of income and profit).

One of the most important negative internal factors that significantly reduce the level of labor productivity for many years remains an inefficient system of employee motivation, as well as irrational organization of production. Therefore, at the state level it would be appropriate to introduce a perfect system of regulation of the motivational process, which would provide a set of economic, organizational, legal and administrative measures aimed at maximizing the efficiency of agricultural production and modifying working conditions. The motivational mechanism of work in the national agro-industrial complex has significant resources and potential for development, which can provide the vital interests and needs of the employee.

Increasing the level of labor efficiency is appropriate only when this process is based on increasing the gross output of agriculture. In the developed countries of the world (Holland, France, the USA, etc.) at the legislative level measures are introduced to limit the overproduction of certain types of agricultural products. Thus, the increase in productivity occurs under the condition of minimizing the volume of gross output (McConnell and Brue, 2004).

Another significant negative factor influencing the level of productivity in the national agro-industrial complex is the expansion of shadow economic processes, which cause disparities in socio-economic development not only in agriculture but also in the economy as a whole. In addition, the shadow economy inhibits the expansion of incentives and state-building processes in the country, does not contribute to the democratization of society (Lukashevich, 2012). The level of the shadow economy in Ukraine in 2018 was 47.2% of the country's total GDP and increased slightly compared to the previous year (46.8%). The basis for such indicators is the following types of tax evasion:

1) concealment of business income;

2) concealment of the actual number of employees;

3) concealment of the actual amount of salary paid or salary “in envelopes” (Ukrains’ka Pravda, 2019).

Today, the volume of GDP per hour worked is a generally accepted economic indicator that characterizes labor productivity. It is based on international comparative analysis and assessment of trends. It is more relevant for the characterization of the productivity indicator than the volume of GDP per workable person. Today the leaders in terms of GDP per hour worked among the countries of the world are Ireland, Latvia, Poland and Lithuania. In Ireland, due to the development of the IT sector, work efficiency increased by 50% between 2010 and 2020, while the national average was only 9%. Among other countries, an increase in GDP per hour worked is observed in China, due to the fact that 48% of global investment (which is attracted by startups in the field of artificial intelligence) was directed to the country, and 38% of it – to the United States (Shvabiy, 2019).

A separate problem is the lack of proper infrastructure for rural areas and businesses in Ukrainian villages, which should be centres of economic development. Of the total population (42.1 million), the share of rural residents is 31.1%. In fact, in 10 years the rural population has decreased by 16%. The economically active rural population aged 15 to 70 is now 5.6 million people. And the employment rate of the rural population in 2019 was 62.2% (Zhurakovs’ka, 2013).

Agriculture is the most labour-intensive and unproductive sector of the national economy of Ukraine, which in turn is the main budget-generating one. The main reason for the low level of labour productivity is the lack of high-tech investment in agriculture. And any investment and attracted human resources do not increase the scale of production, which has a negative tendency to fall sharply. That is why the search for methods and ways to increase productivity should begin with a revision of state economic policy. The essence of improving productivity is expressed in the fact that any changes in the functioning of the organization should reduce working hours for the production of goods, while increasing the amount of consumer value produced. Therefore, the measures taken by the Ukrainian authorities to increase the level of labour efficiency in the agro-industrial complex should be based on a comprehensive approach to rural development. Thus, the countryside should become a centre of economic development, which is facilitated by the current situation in the world market of agriculture. Rising food prices will continue for a long time and our state must take advantage of the favourable situation. First of all, for the development of a powerful agro-industrial complex, businesses must rely on stable rules of operation and clear rules of the game for at least 5 years ahead, because systemic investments in agriculture are long-term projects from 5 to 10 years.

Ukraine must increase its export potential in the direction of trade in finished products, not raw materials. Therefore, it is necessary to direct the vector of development in the direction of deep processing, which today, unfortunately, is almost absent.

Thus, among the priority areas of development of the national agro-industrial complex are the following:

1) high-tech investments in the agro-industrial complex;
2) deepening of processing;
3) development of infrastructure and entrepreneurship in rural areas;
4) technological re-equipment of the industry;
5) ensuring the predictability of the regulatory policy of the state;
6) improving the efficiency of public administration of the industry.

Modification of the tools of public administration of the agro-industrial complex and increasing the role of local executive bodies should take place by redistributing finances in favor of local authorities which are necessary for the implementation of measures for integrated rural development. Increasing the level of labour productivity in the field of agriculture, firstly, should minimize the level of production costs, and secondly – to increase the average wage. Absolute and relative wage increases are a powerful tool for motivating employees, as well as for solving staffing problems, which in turn will help solve the problem of low level of labour productivity.

Increasing labour productivity in agriculture is an important step in unlocking the export potential of the national agro-industrial complex, and the problem of finding effective tools to increase labour productivity requires a more detailed analysis of socio-economic processes such as investment processes, socio-labour relations and wage reform.

CONCLUSION

Today, the national agro-industrial complex is a labour-intensive and unproductive sector of Ukraine's economy, which in turn is the main budget-generating one. However, Ukrainian agribusiness lags behind the developed countries of the world and has a negative tendency to decline in labour productivity.

Based on the fact that agriculture is an industry with slow capital turnover and high dependence on direct natural and weather-climatic conditions, it needs support from the state. However, compared to the financing of the agro-industrial sector in other countries, Ukrainian state support for agriculture is extremely low. That is why the main reason for the low level of labour productivity is the low effect and deficit of high-tech investments in agriculture, as well as the insufficient level of state support for the industry, compared to the same indicator in other countries.

Therefore, the Ukrainian government, using foreign experience, should develop effective mechanisms to equalize the support of the national agricultural producer in order to increase productivity and ensure competitive advantages with foreign farmers who have a much higher level.

Thus, the measures taken by the Ukrainian authorities to increase the level of labour productivity in agriculture and the modification of management methods in agribusiness enterprises are an important step towards revealing the export potential of the agro-industrial complex of Ukraine.

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УПРАВЛІННЯ ПРОДУКТИВНІСТЮ ПРАЦІ НА ПІДПРИЄМСТВАХ СІЛЬСЬКОГОСПОДАРСЬКОЇ ГАЛУЗІ УКРАЇНИ

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Агропромисловий комплекс є одним з основних бюджетоформуючих секторів національної економіки України, агробізнес відкриває перспективи лідерства для нашої держави на світовому ринку. Тому, важливим кроком для розкриття експортного потенціалу української продукції АПК є аналіз актуальних проблем та пошук шляхів посилення конкурентних позицій Україні на світовому ринку, зокрема за рахунок підвищення продуктивності праці, яка є одним із найважливіших критеріїв оцінки діяльності будь-якої економічної системи. Метою статті є дослідження актуального рівня продуктивності праці в національному агропромисловому секторі, порівняльний аналіз методів управління результативністю праці в Україні та розвинених країнах світу, а також пошук шляхів підвищення продуктивності праці в галузі сільського господарства, за рахунок ліквідації основних бар'єрів розвитку АПК України. Результати дослідження висвітлюють причини низького рівня продуктивності праці та пропонують пріоритетні напрями політики держави із розвитку національного АПК.

Ключові слова: агропромисловий комплекс, експортний потенціал, продуктивність праці, сільське господарство, державне регулювання.

УПРАВЛЕНИЕ ПРОИЗВОДИТЕЛЬНОСТЬЮ ТРУДА НА ПРЕДПРИЯТИЯХ СЕЛЬСКОХОЗЯЙСТВЕННОЙ ОТРАСЛИ УКРАИНЫ

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Агропромышленный комплекс является одним из основных бюджетообразующих секторов национальной экономики Украины, агробизнес открывает перспективы лидерства для нашего государства на мировом рынке. Поэтому, важным шагом для раскрытия экспортного потенциала украинской продукции АПК является анализ актуальных проблем и поиск путей усиления конкурентных позиций Украины на мировом рынке, в том числе, за счет повышения производительности труда, которая является одним из важнейших критериев оценки деятельности любой экономической системы. Целью статьи является исследование актуального уровня производительности труда в национальном агропромышленном секторе, сравнительный анализ методов управления результативностью труда в Украине и развитых странах мира, а также поиск путей повышения производительности труда в отрасли сельского хозяйства, за счет ликвидации основных барьеров развития АПК Украины. Результаты исследования освещают причины низкого уровня производительности труда и предлагают приоритетные направления политики государства по развитию национального АПК.

Ключевые слова: агропромышленный комплекс, экспортный потенциал, производительность труда, сельское хозяйство, государственное регулирование.