

# THE ORGANIZATIONAL AND ECONOMIC MECHANISM OF HUMAN RESOURCES MANAGEMENT AS A WAY TO INCREASE THE COMPETITIVENESS OF AN AGRICULTURAL ENTERPRISE

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**Abstract.** The article covers and substantiates the need to build a model of the organizational and economic mechanism of the personnel management of individual enterprises of the agricultural sector of Ukraine's economy, which can function effectively due to several important components that interact with each other. The first component is the personnel policy of the enterprise, through which the implementation of a comprehensive system of measures involving the assessment, retraining and training of personnel is carried out. It consists of the following elements: planning, recruitment and training personnel, selection and additional recruitment of personnel, motivation and education of employees, organization of their training, retraining and advanced training, evaluation and placement of personnel according to their level of training and experience. The second component includes the real state of competitiveness of the enterprise, which consists of methods, ways and levers to achieve indicators of the appropriate level of competitiveness of an agricultural enterprise. It is formed from the following elements: indicators of the level of competitiveness (useful effect of service consumption, environmental and technological indicators, quality of providing services, sales revenue, profit, investment, forms of payment), effective levers to achieve competitiveness (motivation of all participants of the process: the staff, owners, consumers; proper use of the resource potential: financial, managerial, informational, labor, equipment and technology capabilities; conducting certification, training and retraining of personnel). Ways to achieve high competitiveness of the enterprise are diverse: taking into account the needs of the consumers, the use of the achievements of STP, namely: new technologies, modern equipment, tools of organization and marketing, improving the quality of services, the introduction of new services. Among the methods for achieving high competitiveness known to us, economic (price and non-price ones), organizational-administrative, socio-psychological, informational and technological levers prevail. The third component is the structural and economic mechanism of personnel management as a way to increase the competitiveness of the enterprise, which involves performing a number of functions: planning, organization, motivation and control, through which the functioning of the management mechanism is enhanced to increase the competitiveness of agricultural enterprises as a result of a synergetic effect of the interaction of components. These components of the organizational and economic mechanism of the personnel management of an enterprise in cooperation ensure the appropriate level of sustainable development and economic security of the agricultural enterprise, despite the negative impact of the competitive environment.

**Keywords:** management mechanism, staffing, enterprise competitiveness.

**JEL Classification:** J24, J43, Q13

**Formulas:** 9; **fig.:** 2; **tabl.:** 5; **bibl.:** 19

**Introduction.** Achieving a stable state of an enterprise in a market economy, characterized by dynamism and uncertainty of many of its parameters, requires the solution of many complex problems. The most important of these tasks, in our opinion, is the development and application of the organizational and economic

mechanism of personnel management adequate to the market conditions. Quantitative and qualitative characteristics of the staff working at an agricultural enterprise, their ability to adequately respond to rapidly changing market conditions determine the efficiency of the staff's work, which, ultimately, underlies all strategic decisions made at the enterprise.

The human resources of an enterprise, the balance of all its elements determine both the ultimate goal of the economic policy of the enterprise, and the program of action, and ways to implement this program. The solution of these complex problems in the context of limited labor resources of the enterprise brings to the forefront the problem of economic measurement of available labor resources, all economic potential of the enterprise. The choice of strategy of economic behavior and the definition of concrete parameters of the economic activity of the enterprise depends on the completeness and validity of economic metrics of the personnel potential of the enterprise. The adoption of strategic and current decisions that allow, taking into account the dynamics of market conditions, to ensure positive results from timely reorientation of the production capacity, concentration of material and labor resources to produce goods and services in high demand, depends on the correctness of economic metrics and the accuracy of calculations, on adequate pricing policy, policy of economic relations with suppliers of seeds, fertilizers, fuels and lubricants, other components of agricultural production.

All this shows that the economic metrics of the labor potential of an enterprise become an effective management tool, so practicing entrepreneurs have the right to require scientists to provide a better methodological basis for a sound application of modern methods of measuring components of the economic potential of business entities.

**Literature review.** A large number of scientific works of both domestic and foreign researchers are devoted to the study of various aspects of staffing through the prism of the competitiveness of an agricultural enterprise.

The domestic scientists are: Herasimova, S.V. [1], Holovkova, L.S. [2], Danylenko, O.A. [3], Danylyuk, A.I. [4], Honcharova, L.A. [5], Volska, O.M. [5], Bukiashvili, V.O. [5], Dolha H.V. [6], Petrova, I.L. [7], Makarkina, H.V. [7], Teron, I.V. [7] and others.

The foreign scientists are: Day, E.A. [8], McNally, T.L. [8], Edens, P.S. [8], Robert E. Ployhart [9, 11], Williamson, I.O. [10], Lepak, D.P. [10], Gamage, A.S. [12], Phillips, J. [13], Phillips, P.P. [13], Sutanto, E.M. [14], Kurniawan, M. [14], Rau, B.L. [15], Adams, G.A. [15].

Despite significant creative achievements of scientists on theoretical and practical issues of staffing, in our opinion, it is necessary to create an effective organizational and economic mechanism for managing staffing of enterprises, through which one can increase their competitiveness. A model for constructing such a management mechanism is proposed by the authors in this study.

**Aims.** The purpose of the article is to substantiate the need to create (build) a model of organizational and economic mechanism of personnel management as a way to increase the competitiveness of the enterprise.

**Methods.** In the course of the research, the following methods were used: general scientific ones: analysis and synthesis - synthesis is used, since agricultural enterprises and their reaction economic property to the implementation of the organizational and economic mechanism of the personnel management are studied. In the process of scientific research, synthesis is associated with analysis, as it allows to combine certain departments, divisions, i.e., structural units, to establish a holistic connection and function as a cohesive whole using an improved organizational and economic mechanism.

Induction and deduction. Induction is used in the formation and construction of a model of the organizational and economic mechanism of the personnel management of an agricultural enterprise, which will help to effectively develop and operate. Deduction is used in the formation of a scale of differences to assess the scenarios of the functioning of the organizational and economic mechanism of the personnel management of agricultural enterprises of Ukraine.

Abstraction and concretization. Abstraction is used in the formation of factors to ensure the process of the development of the personnel of agricultural enterprises of Ukraine and the formation of their appropriate human resources, and specification is used in diagnosing the functioning of the existing organizational and economic mechanism of the personnel management of agricultural enterprises.

The method of scientific abstraction is used in determining the advantages of agricultural enterprises and their evaluation on the scale of T. Saati.

Special research methods: the graph-analytical method (graph theory): for the study of agricultural enterprises, it is proposed to use the organizational and economic mechanism of personnel management, which will increase the competitiveness of agricultural enterprises.

The method of economic modeling is a formed matrix of advantages (pairwise comparisons), which allows in the most general form to form the consistency index (CI) and the consistency ratio (CR).

**Results.** Describing economic metrics in the most general sense, one should bear in mind that such metrics are quantitative representations of the processes taking place in the economy. These metrics are objectively necessary at all levels of management, but if at the macro level it is enough to assess the state of reproduction processes, the most important trends in their development (GDP growth rate, national income growth rate, investment dynamics, budget deficit, inflation rate, etc.), at the enterprise level one needs other metrics that have a higher effective capacity. Here, we think, one needs to pay special attention to measuring effective use of labor potential as a whole and its individual elements, the degree of the involvement and actual use by an enterprise of its human resources.

A high qualification and educational level of the staff, the degree of adequacy to its requirements generated by the organizational and technical conditions of the functioning of an enterprise are the most important prerequisites for ensuring the competitiveness of manufacturers in domestic markets, and, as a consequence, the recovery of the national economy of Ukraine as a whole. Due to the fact that human resources in a market economy are becoming a strategic factor in the success of an

enterprise, personnel management should not be reduced only to performing a supporting function in the organizational process; rather, it should actively influence the development of the enterprise in the future.

World experience shows that, in an open market economy, the factors that determine the ability to achieve and ensure the quality of staff as a necessary condition for survival in the labor market and at the same time a criterion of economic performance, the ensuring of the welfare of society as a whole, are becoming increasingly important.

Sustainable development of Ukrainian enterprises and increasing their competitiveness in the world market require effective activities of hired managers. The most important factor in achieving this efficiency is the use of an effective mechanism for ensuring the quality of staff as a way to increase the competitiveness of the enterprise.

Making management decisions is an important component of the personnel work at an enterprise. The complexity of making such decisions is due to both environmental factors and the internal factors that determine the specifics of the business processes and affect the peculiarities of the formation of the personnel management of agricultural enterprises.

Human resource management is the main function of any enterprise, organization or institution. Within the framework of the concept of human resource management, the role of an individual is as important as the role of fixed capital. Therefore, expenses for personnel and their development should be considered as long-term investments of agricultural enterprises, organizations or institutions, the personnel planning of which is closely intertwined with production development, and their employees become an object of corporate strategy, which forms the strategy of the development of an agricultural enterprise inseparably from the strategy of formation of its personnel potential.

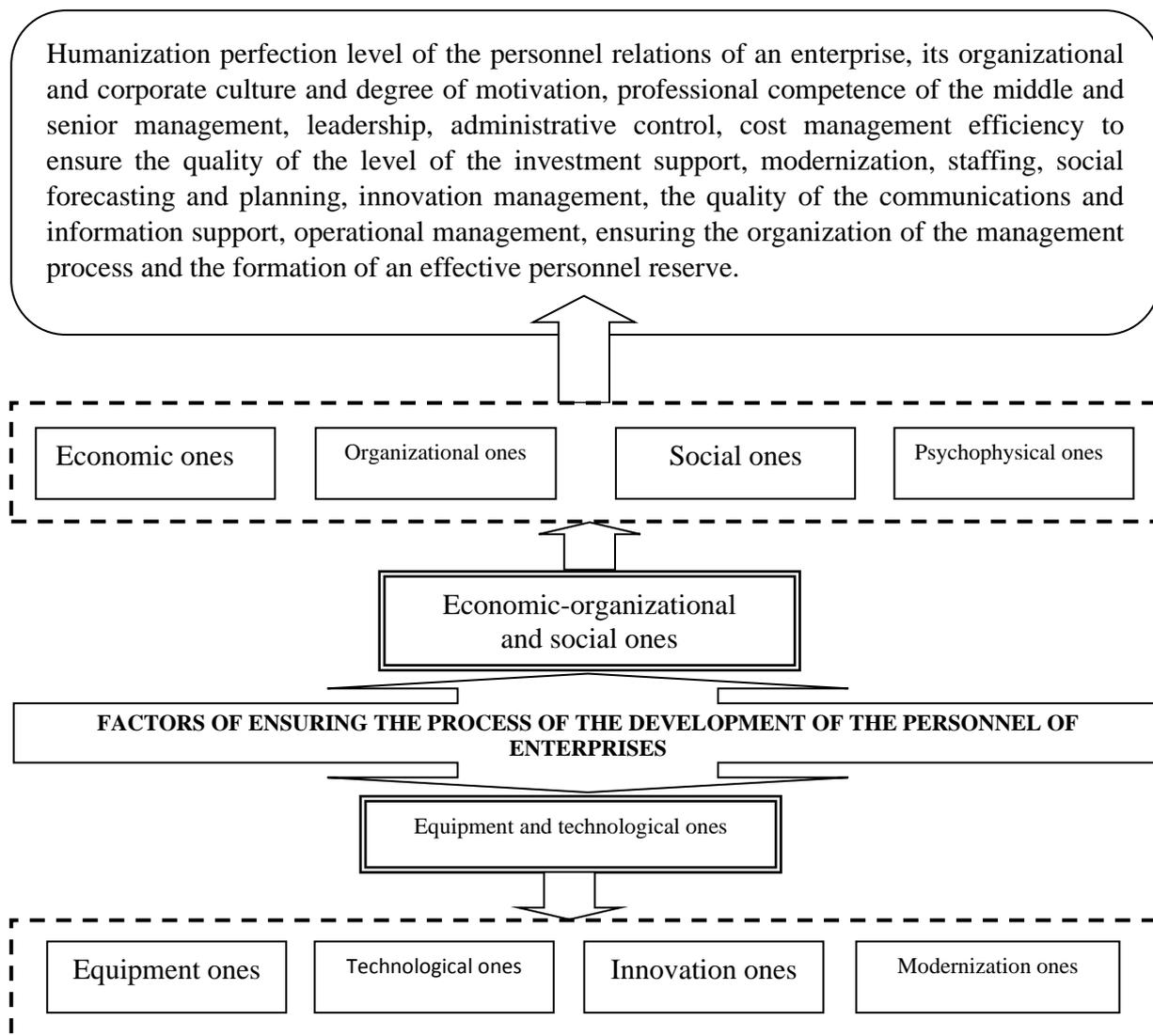
Thus, increasing the competitiveness of the personnel of agricultural enterprises objectively requires the development of an effective mechanism for managing their staffing, which will be based on using human capital effectively, developing it, increasing the level of material incentives, measures to motivate work, improve social security and protection of the workers, enhance their corporate culture, physical development and potential possibilities, attracting investment in lifelong professional training and staff advanced training [16].

Practical development and implementation of such a mechanism requires a detailed analysis of the factors that ensure the process of staff development (Fig. 1). However, a strategy of the personnel development of enterprises cannot be fully implemented only at the micro-level. It must include a number of measures at the macro-level. It is necessary to reform the state policy in the field of education and professional training, population employment and income, physical development and healthcare, social protection, adequate financing of human development at the meso-level, in the regions. This presupposes active participation in solving the outlined problems of all subjects of the labor market: the state, staffing agencies,

entrepreneurs, trade unions, employees, as well as educational institutions of the relevant specialization.

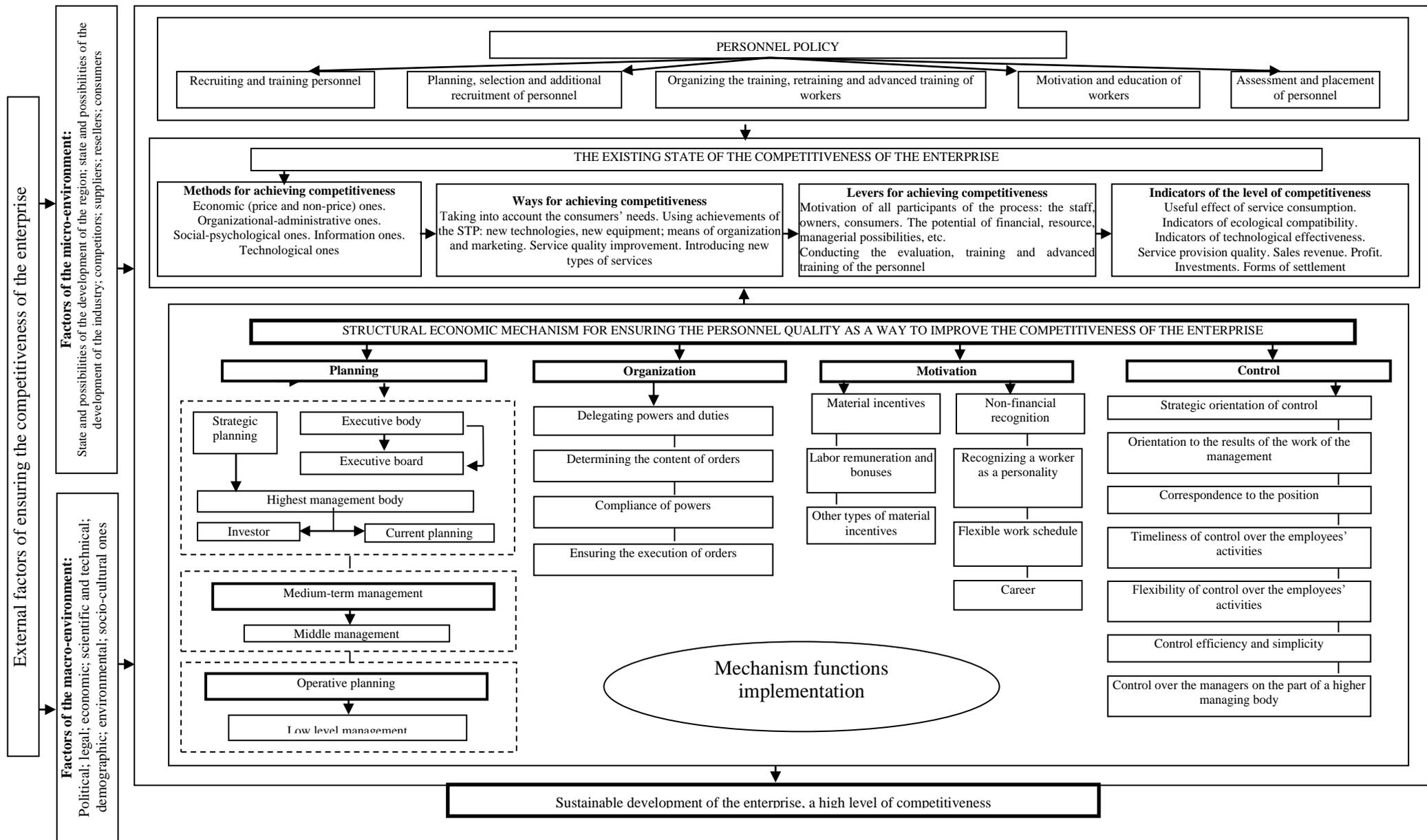
In other words, the formation of competitive personnel (human resources) of agricultural enterprises requires applying a comprehensive approach to their development and improvement of relations between all subjects of social and labor relations. Having analyzed the above factors to ensure the process of staff development, we can say that with their effective application, systematic implementation of modern agricultural technologies for growing and protecting crops, the work of agricultural enterprises will be competitive in the world market of agricultural products.

Detailed introduction of the mechanism of staffing as a way to increase the competitiveness of an enterprise can be presented in the form of consistent implementation of the following components (Fig. 2).



**Figure 1. Factors of ensuring the process of the development of the personnel of agricultural enterprises of Ukraine and the formation of their proper human resources**

Sources: developed by the authors



**Figure 2. Block diagram of building a model of the organizational and economic mechanism of the personnel management of agricultural enterprises of Ukraine as a way to increase their competitiveness**

*Sources: developed by the authors*

The first component - "Personnel policy" - is the component under which the implementation of a comprehensive system of measures involving staff evaluation, retraining and training is carried out. In agribusiness, there are certain types of work performed by hired workers. Hired labor is the labor of a person who works under a contract of employment at an enterprise of which he/she is not the owner. Their work ensures the production of agricultural products that have a consumer value produced for sale or exchange. As a result of the sale of goods or relevant services, the company receives income. Of course, this is income that the company received as a reward for production or as return on investment (rent or interest). In the proposed mechanism, using the labor of the personnel of an enterprise is income received by it in the field of material production, i.e., it is an economic benefit in cash or in kind, which takes into account the possibility of its assessment to the extent that such benefits can be assessed.

Even with the development of state-of-the-art technology, the value of each good or service includes the cost of labor invested in the production of goods or services by using for the needs of the production the acquired knowledge, skills and abilities acquired through training and retraining.

The second component of the structural scheme of the organizational and economic mechanism is the "Existing state of the competitiveness of the enterprise," which consists of methods, ways and levers to achieve indicators of the appropriate level of competitiveness.

Among the ways to achieve high competitiveness of an agricultural enterprise, we highlight the following ones: improving the quality of products, services, using the latest advances in engineering and technology, among which great importance is attached to the appearance of the product, its packaging as well as the means of organizing its delivery to the consumers and marketing.

Considering the methods of ensuring the required level of competitiveness, it is necessary, first of all, to single out the economic ones. Price competition is one of the most common methods of competition. It is common to almost all producers, but is most common to small agricultural enterprises. The activities of such enterprises are narrowly specialized; the main attention is paid to the price, because their products or services are aimed at consumers with a low level of purchasing power. In big cities, the products of such enterprises can be found in food markets, and the most common form of trade is their sale from trucks in places where population concentration is highest.

The organizational and administrative methods include the ability of the management to coordinate the financial and economic activities of the enterprise, effectively use available human resources, make strategic and operational plans and achieve goals set, organize systematic control over the production process.

The socio-psychological methods serve to better understand the needs of the consumers and to establish appropriate relationships with them. Each age group has its own understanding and requirements for the quality of products or services. So it chooses the product (service) that best meets its needs. Therefore, farmers should adapt to their main consumers, focusing on their tastes and preferences.

The information methods are designed to meet the needs of farmers and consumers for timely and reliable information about the market of goods and services. It is the formation of a modern information base about new solutions (technologies, environmentally friendly products) that allows a company to develop dynamically. Gathering the necessary information about the activities of the main competitors helps an agricultural enterprise to respond correctly and in a timely manner to their actions in the market of goods, works and services.

The technological methods ensure the achievement of the appropriate level in the development of research, production and telecommunications markets for goods and services. With the help of these methods, labor costs are reduced and staff skills are improved.

Considerable attention is also paid to the levers of formation and maintenance of high competitiveness. The income from this group of products depends on the price set for a product (service), and the profitability of an agricultural enterprise depends on the tax policy of the state and the level of taxes.

Here, the state tax policy should be flexible in the agricultural sector of the economy, providing support to domestic producers, because this affects the security of the state and the export potential of the country.

Determining the competitiveness of products (services) of an agricultural enterprise, it should be noted that a significant role in its formation is played by the useful effect indicator. "Useful effect is an integral indicator of the assessment of the quality of a product (service), its ability to meet the specific needs of the consumer" [17, p. 210].

The above ways, methods and tools to ensure competitiveness can implement their action through a competitive strategy chosen by the management of a company, which aims to maintain the competitive position of the company and to strengthen it.

The third component of the structural scheme is the actual "Organizational and economic mechanism of personnel management as a way to increase the competitiveness of an enterprise," which involves performing the following functions: planning, organization, motivation and control, through which the functioning of the mechanism is strengthened to increase the competitiveness of agricultural enterprises.

These components of this structural scheme also provide an appropriate level of sustainable development and economic security of an enterprise, i.e., its effective operation despite the negative impact of the competitive environment.

There are two groups of factors that shape the competitive advantages of enterprises. The first group is represented by factors of the macro-environment. These include such factors as: economic, legal, scientific and technical, demographic, environmental, socio-cultural ones. That is, these are factors that a company cannot influence, but only should take them into account and adapt to them.

Factors of the second group are ones of the micro-environment. They include factors that directly depend on the activities of an enterprise. In our opinion, it is the production capacity and feasibility of using to some extent the capacity of the enterprise, the quality of management decisions, the ability of technical staff to quickly implement innovations, staff access to information and other resources,

professionalism of the team, which allows them to respond quickly and competently to changes of the external environment. This should also include knowledge and skills of the staff, managers of the enterprise to organize effective activities, the company's image, the ability to create unique products or services, to ensure improving the quality of products (services), expanding the range of products (services), activity differentiation. These advantages can be used and the achieved level can be maintained for a longer period of time, as they are difficult to achieve by competitors who do not have them.

Thus, the main result of the functioning of the organizational and economic mechanism of personnel management of an agricultural enterprise is the creation of significant competitive advantages that make it possible to clearly distinguish the company's products from competitors' products and determine the competitiveness of the products.

"To maintain a competitive position in the market, the number of competitive advantages is of great importance. If the competitiveness of the products is based on one or more competitive advantages, competitors can quickly reach and nullify them" [17, p. 59]. Therefore, in order for its products to remain competitive for as long as possible, a company should strive to provide them with as many high-order competitive advantages as possible. Such advantages can be provided to the company by properly trained staff.

**Table 1. Diagnosis of the functioning of the existing organizational and economic mechanism of personnel management of PJSC "Myronivskiyi Khiboproduct," "Agrogeneration Ukraine" LLC and "Agrotrade-Vyrobnytstvo" LLC**

Indicators, status, recommendations	PJSC "Myronivskiyi Khiboproduct"	"Agrogeneration Ukraine" LLC	"Agrotrade-Vyrobnytstvo" LLC
The share of technology-oriented employees in the total number of employees, %	26	31	27
The share of gross commodity output in the total sales revenue, %	96,6	91,8	46,4
The share of exports in the total revenue from sales of gross commodity output (GCO), %	45,6	52,4	–
The share of research and development costs in the total sales revenue, %	10,9	–	–10,7
Carrying out the innovative activity of the enterprise	+	+	–
Production profitability, %	2,7	9,4	-20,0
Fixed assets suitability degree, %	22,0	69,0	69,4
Management effectiveness evaluation (E - effectively, S – satisfactorily, U – unsatisfactorily)	S	E	U

Sources: calculated by the author on the basis of the enterprises' reports

Having received a certain result from its activities, a company compares it with the tasks and goals set before it and assesses how well they have been fulfilled. This is where the effectiveness of the developed organizational and economic mechanism for ensuring the competitiveness of agricultural enterprises through the improvement of the organizational and economic mechanism for managing their staffing is manifested. Assessing one's own competitive position in the market in comparison with leading companies, it is possible to draw correct conclusions about the feasibility of applying a set of marketing competitive strategies in further activities or the need to review and develop new ones that would allow in the long run to achieve competitiveness.

This manifested itself in the fact that the personnel management mechanism did not achieve the goal of functioning, and this is undoubtedly the result of mistakes made in the use of structural elements of the personnel management mechanism.

An important indicator of such monitoring is the assessment of the priority structural elements of the current staffing management mechanism of agricultural enterprises, as the indicators and units of their measurement are different. For assessment, we used the scale of relative importance of indicators, which had been proposed by T. Saati (Table 2) [18]. In our opinion, it is quite effective, rational and practical in application and more objective than others.

**Table 2. Table of advantages of research objects and their evaluation (on T. Saati's scale) [18]**

Determining the advantage of one object over another	Extent of advantage (importance, significance)
The same degree of importance (significance), lack of advantage	1
Weak advantage in importance (significance)	3
Significant or strong advantage in importance (significance)	5
Very strong or significant advantage in importance (significance)	7
Absolute advantage	9
Intermediate grade for the degree of importance between adjacent values	2, 4, 6, 8

Source: develop by author

When comparing  $n$  objects ( $A_1, A_2, \dots, A_n$ ), the results of their pairwise comparisons are entered into a quadratic matrix of advantages of order  $n$ :  $A = (a_{ij})_{i,j=1}^n$ , the elements of which are calculated as follows.

For weak scales:  $a_{ij}$  (or  $a_{ji}$ ) is chosen from T. Saati's scale,  $a_{ij}$  shows an advantage of the  $i$ -th object over the  $j$ -th one.

For strong scales: if the extent of a property of the object  $A_i$  is equal to  $w_i$ , and  $A_j - w_j$ , then

$$a_{ij} = \frac{w_i}{w_j} \quad (1)$$

or

$$a_{ji} = \frac{w_j}{w_i}. \quad (2)$$

An element of the matrix  $A$  symmetric to the found one is found under the condition:

$$a_{ij} = \frac{1}{a_{ji}} \quad (3)$$

After receiving expert assessments by the method of pairwise comparisons, a question arises about the degree of consistency of the obtained assessments.

Two indicators should be recognized as the degree of consistency:

- consistency index (CI);
- consistency ratio (CR).

It is known from the theory of matrices that the complete consistency of an inversely symmetric matrix (a matrix of advantages belongs to this kind of matrices) is equivalent to the equality of its maximum eigenvalue  $\lambda_{\max}$  and the number of compared objects ( $\lambda_{\max} = n$ ).

Therefore, it is advisable to take as the degree of consistency the value called the consistency index (CI):

$$CI = \frac{\lambda_{\max} - n}{n - 1}. \quad (4)$$

To conclude whether consistency is acceptable, the CI is compared with the value of a random consistency index (RI), which is calculated for a square matrix of order  $n$ , which is positive inversely symmetric, the elements of which are directed randomly, evenly distributed over intervals (1, 9). For a fixed  $n$ , the index was calculated as the average value for a sample of 100.

Table 3 shows the values of the random index (RI) for  $n$  from 2 to 15 (for  $n = 1$  and  $RI = 0$ ).

**Table 3. Random index (RI)**

$n$	3	4	5	6	7	8	9	10	11	12	13	14	15
RI	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49	1.51	1.54	1.56	1.57	1.59

The consistency ratio (CR) is fractions of the CI (according to formula (5)) and the RI, taken from Table 3 for the same order of the matrix:

$$CR = CI / RI \quad (5)$$

If the  $CR < 0.2$ , then the degree of consistency is considered acceptable. Otherwise, it is expedient to advise the expert to review his/her conclusions on the basis of a more in-depth analysis of the issue. The expert should identify those elements of the matrix that make the biggest inconsistency and change them. Having a matrix of advantages (pairwise comparisons), the method of analysis of hierarchies makes it possible to obtain a vector of priorities of the objects being compared [19].

The mathematical aspect of the problem is the calculation of the main (biggest) eigenvector of the matrix, the normalization of which gives the vector of priorities. The exact method of calculating the main eigenvector and the priority vector is to raise the matrix to an arbitrarily large power and divide the sum of each row by the sum of the elements of the matrix. In practice, it is expedient to use an approximate method that

gives sufficient accuracy [19]. To do this, the data (matrix and vectors) can be conveniently presented in the form of a table (Table 4).

**Table 4. Results of pairwise comparisons and priorities**

	A1	A2	...	An	Main eigenvector	Vector of priorities
1	2	3	4	5	6	7
A <sub>1</sub>	a <sub>11</sub>	a <sub>12</sub>	...	a <sub>1n</sub>	V <sub>1</sub>	P <sub>1</sub>
A <sub>2</sub>	a <sub>21</sub>	a <sub>22</sub>	...	a <sub>2n</sub>	V <sub>2</sub>	P <sub>2</sub>
...	...	...	...	...	...	...
A <sub>n</sub>	a <sub>n1</sub>	a <sub>n2</sub>	...	a <sub>nn</sub>	V <sub>n</sub>	P <sub>n</sub>

Approximately, the components of the main eigenvector of the matrix are the geometric mean of the matrix, i.e.

$$V_i \approx \sqrt[n]{\prod_{j=1}^n a_{ij}}, \quad i = 1, 2, \dots, n. \tag{6}$$

$$\lambda_i = (\sum_{i=1}^n a_{ij} v_j) / v_i; \quad \lambda_{\max} \approx (\sum_{i=1}^n \lambda_i) / n. \tag{7}$$

The components of the vector of priorities are obtained by the normalization of  $V_i$ , that is

$$P_i = \frac{V_i}{\sum_{i=1}^n V_i}, \quad i = 1, 2, \dots, n. \tag{8}$$

Let us give formulas for accurate calculation of  $P_i, i = 1, 2, \dots, n$ . Let  $B = A^m$ , where  $m$  is a big natural number (practically  $m \approx 20$ ). Let  $b_{ij}$  be elements of B, then

$$P_i = \frac{\sum_{j=1}^n b_{ij}}{\sum_{i=1}^n \sum_{j=1}^n b_{ij}}. \tag{9}$$

To determine the state of focus of the hierarchy as the implementation of a generalized scenario, a set of criteria determined by experts is used. The values of the criteria for the generalized scenario are determined relative to its current state on a scale of differences (Table 5).

**Table 5. Scale of differences for assessing scenarios of the performance of the organizational and economic mechanism of the staffing management of agricultural enterprises of Ukraine**

Description of changes	<i>Difference in values</i>
The values do not change	0
A small increase (decrease) of a value	+2 (-2)
A big increase (decrease) of a value	+4 (-4)
A significant increase (decrease) of a value	+6 (-6)
Maximum increase (decrease) of a value	+8 (-8)
Intermediate increase (decrease) between adjacent descriptions given	+1 (-1), +3 (-3), +5 (-5), +7(-7)

Source: develop by author

Such an improved scheme for monitoring the organizational and economic mechanism of personnel management can be applied in practice for any enterprise.

**Discussion.** In the course of researching the organizational and economic mechanism of management of staffing of the studied agrarian enterprises, the following general conclusions concerning conformity to its specified parameters are formed: corresponds to the purposes and tasks of the researched agrarian enterprises; creates conditions of activity that have value for the enterprise.

Conditions in which the personnel of the enterprises can be motivated for effective work are as follows: it is necessary to be guided by the specified methods of management; there is potential for improvement and development, but there is a need to constantly adjust the human resources management mechanism due to changes in the systems of values, motives and interests that are not always predictable.

The existing management mechanism is based on the completeness and balance of the means of influence. This is the most important condition for effective use of the personnel management mechanism, which is most characteristic of PJSC "Myronivskyi Khliboprodukt", "AGROTRADE-VYROBNYTSTVO" LLC and "AGROGENERATION UKRAINE" LLC.

**Conclusions.** The structural elements of the model of organizational and economic mechanism of personnel management of agricultural enterprises considered above are a necessary basis for understanding the features of the problem identified in the study and finding ways to solve it. When using these elements, the specific combination of methods used is determined by the nature of the problem to be solved. A basic mathematical apparatus adapted to the specifics of the solved problems can be used for its realization. Introduction of generalized indicators of efficiency of the organizational and economic mechanism of personnel management of agricultural enterprises allows to reveal the dynamics of change of the results, to make a quantitatively proved forecast of the development of a situation in time, as well as to reveal interrelations between available and potential possibilities of the enterprises and the level of achievement of the goal by the applied organizational and economic mechanism for managing their staffing.

The conducted monitoring of the organizational and economic mechanism of the personnel management of agricultural enterprises allows to determine the range of benefits that arise as a result of the improvement, in particular, of the organizational, financial, production, economic and personnel components.

Thus, the study conducted confirms the possibility of implementing the changes proposed by us to improve the staffing management of agricultural enterprises. The approach based on practical calculations can, on the one hand, serve as a methodological basis for effective management of agricultural enterprises, and, on the other hand, be practically applied in their economic activities, because it takes into account and uses common factors, limitations, solves real problems and provides probable scenarios of further developments.

**Author contributions.** The authors contributed equally.

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