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**SECURITY MANAGEMENT OF THE XXI  
CENTURY: NATIONAL AND GEOPOLITICAL  
ASPECTS. ISSUE 4**

Collective monograph

In edition D. Diachkov, Doctor of Economic Sciences, Associate Professor



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## **INNOVATION STRATEGIES FOR THE MANAGEMENT OF LABOR POTENTIAL IN THE SYSTEMS OF BUSINESS PROCESSES IN ENTERPRISES OF THE AGRO-FOOD SECTOR**

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The development of agricultural and food enterprises today is determined by many factors, the effect of which is determined by global trends, among them: the globalization of the world economy, the increasing relevance of food security and the rapid development of technology. In accordance with this, in the activity of each business entity more and more weight is given to increase the level of usage of existing potential in order to gain an advantage in the competition or the implementation of the development strategy. Under the complex political and economic situation in Ukraine, in which access to financial and investment resources is significantly limited, and scientific and technical potential is largely directed to the defensive sector, the usage of human labour potential acquires new importance and status of the main driving force of the development of the agricultural and food sector.

Using different approaches and views in the interpretation of human

labour, all scholars agree that those agricultural and food enterprises that provide a high level of labour potential, prove to be more sustainable and more profitable in changing external environmental conditions, as well as able to implement development programs and withstand fierce competition in the market [3; 7]. As we can see, in this context, labour and its applications are considered not so much in terms of solving current problems, but rather in terms of ensuring prospective development, enhancement and implementation of its potential.

The etymology of the origin of the term "potential" (from Latin *Potentia* – strength, power) provides for its interpretation in terms of capacities that can be activated under favourable conditions. Mykhailichenko M., Lozhachevska O., Smagin V., Krasnoshtan O., Zos-Kior M., Hnatenko I. interprets it in a similar way, as an opportunity, available forces, reserves, means which may be used or, as a level of power in any regard, a set of means necessary for something [6]. Thus, the concept of potential is meaningfully disclosed through the relationship with the concept of opportunity. However, Orlova-Kurilova O., Taran-Lala O., Petchenko M., Martynov A. pays attention to the fact that these concepts are not identical. Potential is a kind of opportunity, but unlike it, the potential is an opportunity that simultaneously possesses power for its implementation, strives for its realization [10].

The usage of labour potential is based on normative-legal and system-forming provisions defined in the Constitution of Ukraine, according to which every citizen has the right to work, which includes the possibility to earn money for his living by work, which he freely chooses and accepts [5; 8; 9]. In line with this, voluntary action, based on a certain motivation, forms the basis of the usage of labour opportunities. Work is NOT seen as a compulsory activity of able-bodied citizens, it depends on the influence of a motivating factor and therefore, the consideration of the labour potential of society requires consideration of the motive and direction of its application.

In studies of labour potential, the primary element is labour or the capacity to work. Potential, as a certain aggregate indicator, is formed around labour. That is, depending on the nature, type, orientation and ability of labour to perform specific actions and achieve results [2; 4], potential assumes its combination with other productive factors (means of production, information, machinery, technology, elements of nature, etc.) based on the usage of own physiological and intellectual capabilities, due to the organization and motivation of subjects of labour activity.

We agree with the statements of scientists who admit the existence of different classifications of such approaches, in particular, Prokopenko O., Martyn O., Bilyk O., Vivcharuk O., Zos-Kior M., Hnatenko I. distinguishes labour resource, political and economic, socio-demographic,

medical and biological and socio-ethnic approaches to the definition of labour potential [11], Rossokha V., Mykhaylov S., Bolshaia O., Diukariyev D., Galtsova O., Trokhymets O., Ilin V., Zos-Kior M., Hnatenko I., Rubezhanska V. summing up the work of other scientists, emphasizes on the division of factor, etymological and resource potential [12]. Halkiv L.I., Hrynkevych O.S. suggests combining approaches to ensure an objective interpretation of labour potential and singles out demographic, socio-demographic, socio-economic, demographic-economic, labour resource, resource-economic, political-economic, regional economic, socio-economic and technological, resource-industrial, and resource-margin approaches [1].

The demographic approach focuses on the size, structure and dynamics of the population, which do not determine the labour potential of agricultural and food enterprises, but rather form its constraints or conditions that need to be taken into account. The political-economic approach, revealing the concept of labour potential of enterprises, more defines the degree of usage of labour potential than explains the mechanism of its application. The socio-psychological approach rationally focuses on the characteristics of employees, their ability to interact in certain conditions, however, this approach is inherently limited to a generalization of existing parameters that relate to the possibility of applying labour. The labour resource approach, unlike the previous approach, defines the fact and capacity of the suitability of the population for work but does NOT indicate the factors of formation and usage of potential. Systemic approach limits itself solely to generalization or structurization of an individual or aggregate labour potential, in fact, only fixing its scale and subordination within the structure. The semantic approach, in this context, is the most rational, as it allows labour potential to be interpreted in terms of its primary meaning the capabilities and capacities to create tangible and intangible benefits (Table 1).

Continuing the logical conclusions of the previous authors, let us elaborate on them in order to form our own definition of the concept under study. Thus, first of all, let us note the possibility of the existence of labour potential at different levels – a person, a group or society as a whole. Second, let us note that the capacity for a certain type of activity requires a certain set of knowledge, abilities, experience, skills, etc., which can be generally interpreted as characteristics of labour activity. Third, considering labour as a creative motivated process, we emphasize that labour activity must necessarily have a goal for which it is carried out and which implies awareness of both the goal itself and labour.

According to the above, we suggest interpreting labour potential as the ability of an individual, a group of people or society, possessing a certain set of characteristics, to perform purposeful labour activity through the use of objects of nature and products of labour, provides awareness of labour tasks

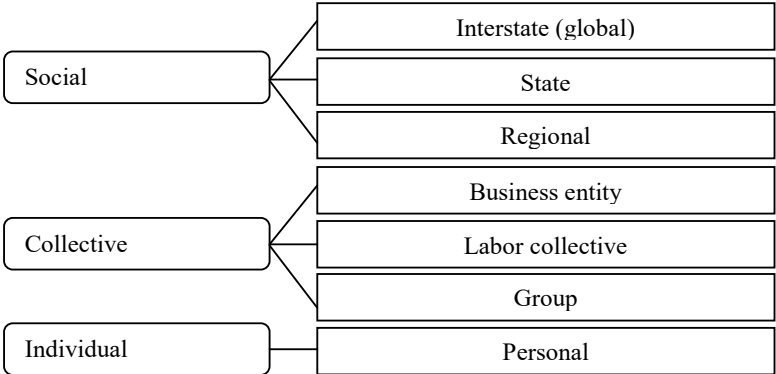
and expected results.

Table 1

**Systematization of key formulations of definitions of labour potential according to approaches to their interpretation**

Approaches	Basic formulations
Demographic (focuses on population size, age and gender structure and on dynamics)	Population size; age; gender; employability; compliance of the demographic structure with market demands.
Politeconomic (looks at work from the perspective of socio-economic relations in the context of production, exchange and consumption of products)	Form of materialization of the human factor; boundary value of participation in production; aggregate capacity of the population to ensure production; Integral capacity of the population to work productively; aggregate of the social worker and working conditions; the measure of the capacity of the population to produce results and ensure the functioning of the system.
Socio-psychological (examines the labor potential in terms of the interaction between people and their psychological attributes)	Psychophysical peculiarities of the population; the professional and intellectual level of the population; socio-ethnic mentality; creative and intellectual activity of the population; the correspondence of labour activity to the level of development of the society.
Labour resource-based (interprets labour potential in terms of the labour reserves that can be drawn into production processes)	Capacity to work; quantity and quality of labour supply; economic activity of the population; labour resources; quantitative and qualitative characteristics of the productive population; the total number of people of productive age.
Semantic (examines labour potential in the context of people's capabilities and capacities for productive work)	People's capacities for work; the totality of people's capacities for work; the integration of potential capacities; the value of people's participation in production;
Systemic (considers the labour potential as an aggregate or separate elements of the whole)	Part of the total human potential; the sum, aggregate or integral (aggregate) capacity of a person to work; the sum of the labour potential of a community of people and institutional potential

Accordingly, the structuring of labour potential in terms of size and medium provides the following levels (Fig. 1).



**Fig. 1. Labour potential level**

Taking into account the sectoral specifics of formation and development of labour potential of the agricultural and food sphere limits the use of individual-level of labour potential, focusing on organized labour, to the fullest extent can be implemented at the collective level, in particular at

the level of the economic entity – enterprise of the agricultural and food sphere. The named level of research has a number of advantages that make it possible to increase labour potential by increasing the level of labour organization and interaction of both internal elements of the enterprise and its interaction with external factors, in addition, it allows to determine the impact of changes in the size of individual potentials on their aggregate value. The basis of labour potential, in this case, is formed by employees, in terms of their capacity for self-development and their influence on the process of achieving a certain goal of the enterprise, having different characteristics of suitability for one or another job and different qualifications, among others: persons of the highest qualification with higher education, scientific degrees and titles, organizational abilities, who develop the main perspective directions of development of the agricultural and food sphere and put them into practice. These are, as a rule, the management apparatus, the management staff of the enterprise of the agricultural and food sphere, leading specialists of the sector, etc.; highly qualified persons with higher or specialized education who ensure the whole range of agricultural and food production development. This can include personnel from the relevant laboratories, veterinary services, management staff and leading specialists from the construction units; persons involved directly in material production: workers with various qualifications, junior specialists, which will occupy highly qualified working positions, etc. [1; 8].

The systematization of scientific papers on the subject has allowed us to classify the components of labour potential singled out by different authors into the following groups: professional and qualification, intellectual, labour (motivational) psychological; organizational, personal, physiological, economic (Table 2).

*Table 2*

**Classification of components of the labour potential  
of an agricultural and food enterprise**

<b>Group</b>	<b>Set of components</b>
Professional qualifications, intellectual	professionalism (qualification); knowledge; work experience at the enterprise; total work experience; availability of knowledge and skills required to perform certain duties and types of work; intellectual level; opportunities to generate new ideas, methods, images, ideas; creative potential; education; professionalism; opportunities for normal social contacts;
Labor (motivational)	prompting (motivation); creative activity; quality of work performed; labor productivity; level of discipline; work motivation;
Individual	needs; general knowledge; entrepreneurial skills; attractiveness; observation; independence; dominance; desire to work; activity; organization; outlook
Psychological	perception; belief; values and views; job satisfaction; programmed; psychophysiological opportunities for participation in socially useful activities; rationality of behavior; morality and ability to work in a team;
Physiological	mental and physical abilities; health status; sex; age abilities
Organizational, economic	the level of specialization, concentration, cooperation of production and location of productive forces in the region; income level; standard of living; working conditions

The presented classification forms a methodological apparatus for comprehensive disclosure of the essence and composition of labour potential, which forms a methodological basis for its detailed analysis and development of a system of indicators that would characterize the overall state of labour potential or its components (subsystems, elements, etc.).

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## **INNOVATIVE ACTIVITY OF AGRO-FOOD ENTERPRISES IN THE PROJECT MANAGEMENT SYSTEM OF EFFECTIVE USE OF LABOR POTENTIAL IN THE CONTEXT OF GLOBALIZATION**

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Labor potential in the agro-industrial production system is a development factor. This follows from its very essence and is confirmed by a number of researchers, experts and the practical experience of successful enterprises

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