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# THE INFLUENCE OF SOCIO-ECONOMIC FACTORS OF MOTIVATION ON LABOR PRODUCTIVITY IN THE EFFECTIVE AGRIBUSINESS SYSTEM

## ABSTRACT

The article examines the impact of labor productivity on the development of agriculture. It was established that labor productivity is the main lever for creating additional value and a source of economic growth of agricultural production. An assessment of the achieved level of labor productivity in the agriculture of Ukraine was carried out on the basis of economic and statistical analysis. The monitoring of wage dynamics as the main socioeconomic factor of increasing the productivity of agricultural labor was carried out. A comparative analysis of the rate of increase in labor productivity and the rate of growth of its payment was done. The obtained results made it possible to reveal the presence of disproportions in the agrarian sphere of Ukraine between these indicators. A comparative assessment of the level of labor productivity in domestic agriculture and EU countries proved that the rate of growth of agricultural labor productivity in Ukraine is significantly behind the average European indicators. A set of socio-economic motivators for increasing labor productivity in agricultural production is substantiated on the basis of the research results. It was established that remuneration systems for hired labor remain the main socioeconomic factor stimulating the growth of labor productivity in agrarian business. At the same time, a set of socio-economic motivators, which, in addition to wages, can be effective in stimulating the growth of agricultural labor productivity has been determined. Among the key motivators, the following ones are proposed for use in the modern HR policy of agrarian formations: opportunities for professional development of personnel, opportunities for employees to influence making important management decisions, increasing the prestige of agricultural work, appreciation and self-realization of workers. It was determined that the principles of sustainable development and the elimination of inclusive gaps in the industry should be an important prerequisite for increasing labor productivity in the agricultural economy of Ukraine.

**Keywords:** agriculture, efficiency, agricultural work, stimulation, motivators, remuneration, personnel

**JEL Classification:** Q19, J21

## INTRODUCTION

Agriculture of Ukraine is traditionally the basic sector of the national economy, which largely determines the priorities, directions, and possibilities of its strategic development. Domestic agribusiness forms the basis of the country's export-oriented system of currency financial flows, produces competitive products, and takes part in solving the global task of ensuring food security. The agricultural production of Ukraine has a powerful resource and production potential. However, the nature and effectiveness of the use of any asset are mediated, first of all, by the human factor, the presence, quantity and quality of which is the main prerequisite for achieving the goals of agribusiness and the development of domestic agriculture [1]. Labor productivity, as the main indicator of the level of personnel use, is extremely important for ensuring economic growth and economic development of the country [2]. The achieved level of labor productivity determines the indicators of the quality of life of the country's population, the ratio of prices and costs at the consumer market, and the general level of income of the population [3]. Labor productivity is one of the key indicators of the competitiveness of the

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national economy and forms the prerequisite for domestic products to gain competitive advantages on the world market. Increasing labor productivity is the basis of the agricultural economy [4]. Scientists of the NSC IAE of Ukraine call labor productivity one of the main factors of strategic development of the agrarian sector and rural areas and state that its growth is an indispensable condition for successful socio-economic transformations of the agrarian sector and the national economy as a whole [5,6,7].

## LITERATURE REVIEW

The question of increasing the efficiency of labor use and its productivity has always been one of the central issues in the research of representatives of almost all directions and schools of economic theory. As it is noted by A. Smith, it is possible to ensure the growth of the social product (production) only by increasing the number of involved resources, in particular, labor, and increasing its productivity [8]. Domestic and foreign scientists have conducted systematic and in-depth research in the part of substantiating the methods of determining the level of labor productivity, identifying the influence of factors on its increase, assessing the connection and dependence of labor productivity on the action of various factors and trends taking place in the economy. Pokrivcak J. conducted an analysis of the level of labor productivity and its relationship with the general level of efficiency of agriculture in the Czech Republic, as a result of which a direct relationship was established between the income of hired personnel, the volume of products manufactured in the industry and the level of investment attractiveness of rural farms for potential investors [9]. Kijek A., Kijek T., and Nowak A. made an attempt to analyze the aggregate impact of labor productivity in the agriculture of the EU countries on integral indicators and rates of economic development of the common agrarian economy of Europe and it was proved that labor productivity is the main factor of the creation of additional value and a source of economic growth [10].

Gollin D., Lagakos D., and Waugh M. among the determining factors of labor efficiency in agribusiness, in addition to wages, single out existing inclusive gaps and inconsistencies between standards and actual socio-economic indicators, which can take place within rural areas. Among such inclusive gaps, the authors call gender inequality, lack of equal access to education, to necessary services, and realization of one's own rights and the individual interests of the employee [11]. Blanco C. and Raurich X. proved that differences in the actual level of labor productivity in agriculture in developed and developing countries are determined by structural changes in the industry and the effectiveness of the agrarian policy. At the same time, in recent years, these scientists have revealed a trend of higher rates of growth in the level of productivity of agricultural labor in the production of capital-intensive goods than in the production of labor-intensive products [12]. Such results testify to the further perspective of the development of innovative forms and methods of agrarian management and the growth of the role and place of skilled labor in aggregate agricultural production on a global scale.

Acemoglu D. and Guerrieri V. studied the level of labor productivity in light of structural transformations in the agricultural sector of countries and concluded that labor productivity is influenced by two key factors: income and working conditions. The authors also concluded that the achieved level of labor productivity in the agricultural sector is a consequence of structural changes that determine the opportunities for economic growth of the industry [13]. Caunedo J. and Keller E. explain differences in the level of labor productivity in the agricultural sector in terms of different quality, cost, and structure of agricultural capital. Scientists have proven that due to the quality of capital involved in agricultural production in different countries, the gap between the level of labor productivity can range from 21% to 37%. At the same time, the level of qualification and professional training of personnel, the level of remuneration, intellectual development of employees are characterized as the most important factors that create the value of human capital and influence the value of capital of agrarian business [14].

Zhilyakov D., Kharchenko E., and Kandiba A. consider remuneration for work, which is most often realized in the form of wages, to be the main material factor of labor productivity. In addition to wages, the level of labor productivity in agriculture is closely related to such factors as the complexity of work, personnel qualifications, the system of active bonuses and rewards [15].

Shanmugan K. and Bhagirath Prakash Baria conducted an empirical attempt to determine the level of labor productivity depending on seasonal and cyclical fluctuations and the study of stability factors that allow to increase the level of labor efficiency in agriculture. As a result, it was found that material incentives and social opportunities exert the most significant influence on stimulating the work of hired personnel and improving labor productivity indicators [16]. Familiarity with the scientific literature showed the extreme importance of labor productivity and motivating factors of its growth for the development of the agricultural sector and national economies. The importance of increasing the level of labor productivity for the further development of agriculture in Ukraine determined the choice of the topic of the article, its structure and the content of the research.

The unsolved aspect of the problem. The question of increasing labor productivity in the agricultural sector has always occupied a significant place in the research of scientists, on the basis of the results of which a powerful scientific-theoretical and practical basis of agricultural management was formed. At the same time, the extremely urgent issues of implementing the tasks of sustainable development, ensuring global food security, and inclusiveness of agrarian businesses and rural areas, require at present further scientific research in the spectrum of finding directions for increasing the efficiency of agricultural production. Solving this strategic task for the national economy is impossible without searching for factors, incentives, and motivational policy tools for increasing labor productivity, which is the basis for ensuring economic development and economic growth of the industry.

## AIMS AND OBJECTIVES

The purpose of the article is to evaluate the achieved level of labor productivity in the agrarian business of Ukraine and to substantiate the system of socio-economic motivators for its increase. In accordance with the set goal, the following tasks were set in the study: 1) analysis of the achieved level of labor productivity in agriculture; 2) identification of regularities and trends of its change; 3) substantiation of the socio-economic factors of the motivational policy of increasing labor productivity in agrarian business.

## METHODS

The substantiation of the purpose of scientific research determined the phasing and directions of its implementation. The object of the study is labor productivity in the agricultural economy of Ukraine and the socioeconomic factors of its maintenance. The first part of the study included a review of literary sources devoted to the scientific issues of identifying the role of labor productivity in the development of the agrarian economy and assessing the nature of the impact of socio-economic factors on its level. In the second part of the article, an analysis of the current level of labor productivity in agricultural production in Ukraine was carried out. The dynamics of annual labor productivity in agriculture and its main branches were analyzed. On the basis of statistical and economic data, the indices of growth of labor productivity and its payment were estimated, and a comparison of the corresponding indicators of the agriculture of Ukraine and EU countries was made. Data from the State Statistical Service of Ukraine and Eurostat data were used as sources for the analysis. In the third part of the article, a system of socio-economic motivators for increasing labor productivity in modern agrarian business was substantiated on the basis of the systematization of scientific literature and the results of own observations and research.

Primary data obtained on the basis of generalizations of domestic and foreign scientific literature on issues of labor productivity and personnel management in agriculture were materials for writing the article. The results of scientific developments of scientists, highlighted in professional publications, which are included in the Scopus and Web of Science metric databases, have become an important element of the research information base. When writing the article, a set of general scientific and specific methods of economic research was used, in particular: monographic method (when identifying the influence of a set of factors on labor productivity), methods of synthesis and analysis (when calculating the achieved level of labor productivity in agricultural production), the method of scientific and abstract systematization of scientific research results (used in substantiating the system of socio-economic motivators for increasing labor productivity in agriculture).

## RESULTS

Agriculture is the basic sector of the economy of Ukraine, which provides production of 12.4% of gross added value, the share of agriculture in the structure of GDP is 11.5%, in 2021 the share of agriculture in the structure of product exports was 40.7% and about 8% of labor resources were employed in the agricultural sector [17]. At the same time, in recent years, the domestic agricultural sector has faced numerous socio-economic problems, among which the migration of the rural population, the low level of income and quality of life of the residents of rural areas, the decline of the social infrastructure of the village, and the decline in the prestige of agricultural work among young professionals are the main ones. Under such circumstances, one of the conditions for solving the mentioned problems is the development of an effective system of motivation to increase the labor productivity of the hired personnel of agrarian business entities, which can become the basis for attracting qualified workers to the industry and solving important socio-economic tasks of the development of rural areas.

According to research results, labor productivity in agriculture has been characterized by a positive growth trend in recent years, and in 2020 amounted to UAH 857.2 thousand per average employee annually. The drastic structural changes that took place in agricultural production led to a sharp reduction in the volume of production of animal husbandry products, which could not but affect labor productivity indicators. However, over the past five years, this negative trend was overcome, and the annual level of labor productivity in animal husbandry for the first time in the past twenty years turned out to be higher than in the crop industry by 2.2% (Table 1).

**Table 1. The level of labor productivity in the agricultural economy of Ukraine (per 1 employee at constant 2016 prices).** (Source: compiled by the author according to [17,18])

Indicators	2010	2015	2018	2019	2020	2021
Labor productivity - total, thousand hryvnias	380.4	624.0	867.7	928.6	857.2	-
including in crop production	424.7	660.0	900.1	954.4	853.7	-
in animal husbandry	276.7	503.9	730.4	815.2	872.8	-
The average monthly salary in agriculture, UAH per month	1472	3309	7557	8856	9757	12287
The average salary in the economy, UAH per month	2239	4195	8865	10497	11591	14014
The share of wages in agriculture to the average	65.7	78.8	85.2	84.4	84.2	87.7

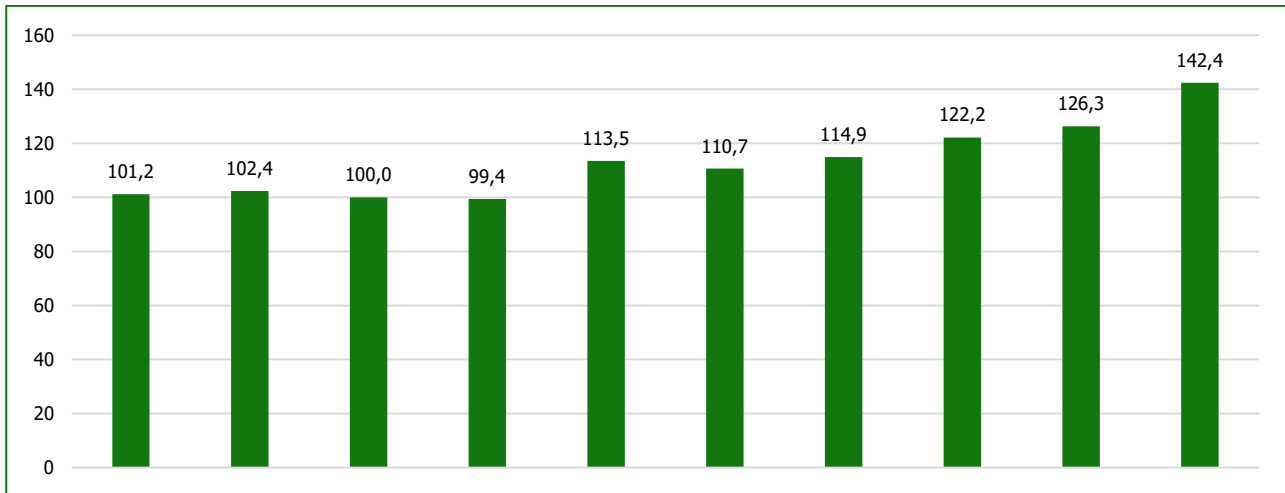
One of the decisive factors influencing labor productivity in agriculture is wages. Traditionally, the agrarian sphere was among the anti-leaders among the types of economic activity in terms of wages of hired personnel. In 2021 the average salary in the industry was UAH 12287/month (about 300 euros), which is 87.7% of the average for the national economy of Ukraine [18].

The ratio of the growth rates of labor productivity and the growth rates of its remuneration is of exceptional importance for the analysis of reserves and opportunities for economic development. A comparison of the rates of growth of labor productivity and wages in the agricultural sector of Ukraine showed that the rates of growth of wages exceed the rates of growth of its productivity (Figure 1). At the same time, starting from 2015 the gap between the rates is increasing and, in some years, (2017, 2018) exceeded more than 45%. The current trend shows the limited possibilities of extended reproduction and contradicts one of the basic economic laws. At the same time, the actual amount of wages in the agricultural sector remains insufficient to fully meet the material and spiritual needs of workers in the industry and therefore needs further increase under the condition of an inevitable and prevailing growth and level of productivity of agricultural labor.



**Figure 1. Growth rates of labor productivity and its payment in agriculture.** (Source: compiled by the author using Excel on the basis of [17,18])

The rate of growth of labor productivity in Ukrainian agriculture is also quite low compared to the average indicators of EU countries. In the practice of assessing the productivity of agricultural labor in the countries of the European Union, its level is measured as factor income, expressed in full-time equivalent. As it is evidenced by statistical observations (Figure 2), the growth rate of labor productivity in EU agriculture in 2022 was 42.4%, in 2020 – 22.2% (compared to Ukraine, where the corresponding indicator showed a decrease of 7.7%).



**Figure 2. Growth rates of labor productivity in the agriculture of EU countries.** (Source: compiled by the author using Excel on the basis of [19])

The growth of labor productivity in the agriculture of the EU countries is caused, first of all, by the increase in prices for agricultural products. At the same time, during 2021-2022, a steady overall decrease in the labor cost index by 16.6% was observed [19].

The assessment of the level of influence of the main factors on the achieved level of labor productivity in Ukraine allowed Kornieieva T., Miguel V., Luis A.L., and Teixeira N. to determine that under modern economic conditions, the greatest influence has: investment and innovation activity, the state of use of fixed capital, the formation and use of personnel, remuneration of labor and use of working time. The growth of labor productivity in the EU-27 countries is significantly influenced by the following factors: the introduction of new technologies; increasing the professional level of managers; systematic professional development, professional education; investment in personnel development [20].

Labor productivity in agriculture is influenced by several groups of factors: technical-technological, socio-economic, natural-climatic, and organizational [21]. We believe that socioeconomic factors are the most complex, effective, and promising from the standpoint of agribusiness personnel management. According to Ostapenko R. et al., the interest of the staff in achieving a result that provides a sufficient amount of opportunities to meet the material and spiritual needs of the employee and his family is the driving force of the socio-economic factors of increasing labor productivity [22]. Al Kathiri N. among the key socio-economic factors motivating the growth of labor productivity notes the quality of personnel education, opportunities for professional adaptation, career prospects of the employee, and social conditions for performing job tasks [23].

Reya I. et al. divide the system of socio-economic factors of increasing labor productivity into two groups: 1) external factors: demographic structure of the population, level of unemployment and employment, level of education, and quality of life of the rural population; 2) internal factors: forms and reward systems, work motivation, staff qualification level, work discipline, social and psychological climate [24].

The systematization of scientific literature and the results of our own research allowed the following to be attributed to the set of socio-economic factors motivating the growth of labor productivity in agribusiness: 1) the level of staff wages and the material reward system; 2) the company's system of labor and social benefits (social insurance, payment of medical services, opportunities for training and professional development, internship); 3) intangible factors of staff stimulation and increasing the efficiency of its use (moral encouragement, opportunities for career growth, self-realization and prospects for professional success); 4) ownership factors and the possibility of participation in the distribution of the final result of work (the possibility of participation in the distribution of profits, receiving a share of income from property, acquiring the right of ownership of entrepreneurial objects in agribusiness); 5) management factors of motivation (the level of development of the corporate culture of the agricultural company, the opportunity to participate in management decision-making, access to important business information, to determine the directions of further development of agribusiness, involvement in the implementation of the strategic goals and objectives of the agricultural company, participation in social responsibility programs focused on revitalization of villages and rural areas); 6) socio-psychological factors of work stimulation (microclimate in the team, existing social atmosphere, mutual understanding, unity of interests of each individual, work collective, company as a whole, level of independence, etc.); 7) social and infrastructural factors (working and rest conditions of personnel, availability of social infrastructure facilities on the territory of the agricultural company and within the limits of residence of the employee and his family); 8) motivators of the quality of work: the level of

professional training, qualifications, professional competences of the staff, the general level of intellectual development and culture, responsibility, organization and purposefulness.

All these motivational factors are connected by a common vector of action and are aimed at increasing the level of efficiency in the use of agribusiness personnel, increasing the level of labor productivity, and finding an effective mechanism of motivation for productive work in agriculture. As it is noted by Sheludko M.V., and Sheludko R.M., work motivation is a key factor of socio-economic factors and contributes to the achievement of high indicators of its productivity [25]. The interdependence between the needs, expectations, and actual results of the personnel's work is an important element of the system of socio-economic motivators. As it is observed by Osaulenko O. et al., the closer the valence between efforts, reward, and expected results on the part of the employee, the higher the level of productivity and work efficiency [26].

Research results presented by various scientists prove that the material component of socio-economic factors ensuring labor productivity is the most important factor in stimulating its growth. At the same time, in recent years, more and more attention has been paid to the socio-psychological plane of the theory and practice of agricultural labor motivation. So, for example, Benyishay A., and Mobarak A. M. note in their research that the level of labor productivity is higher in those farms where teamwork is organized at a high level, a united team of employees is formed, and the staff has common motives, qualitative characteristics, and interests (age, education, professional skills, joint leisure, and similar life goals) [27]. In the continuation of such studies, Sangyoon R., in addition to the above said, also singles out national factors, factors of psychological compatibility of work groups, and factors of tolerance for staff values, which recently occupy an important place in the theories and practical mechanisms of staff stimulation [28].

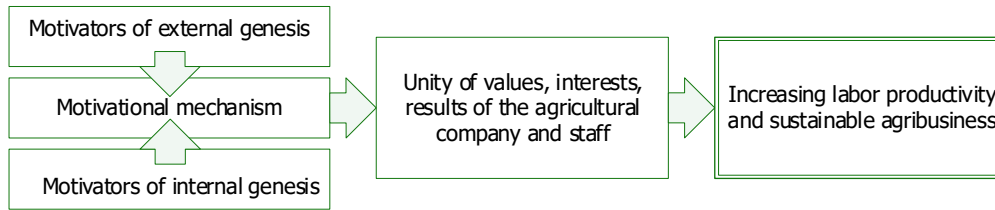
Socio-psychological factors of motivation, such as a shared goal, teamwork, dedication to a common cause, and the unity of the interests of personnel, business, and the state are today considered the main factors in increasing labor productivity in the PRC [29].

In our opinion, socio-economic motivators for increasing the productivity of agricultural labor will become important priority tools for achieving the sustainability of agricultural production and ensuring food security in the future. Salary remains the main incentive for highly efficient and productive work. At the same time, taking into account the current level of wages in the agricultural economy of Ukraine, it is appropriate to note the objective need to increase it to the minimum level that will allow workers to fully satisfy their needs and the needs of their families.

Along with the systems of remuneration and material incentives in modern conditions, such socio-economic factors of motivation for increasing labor productivity are becoming increasingly important, such as opportunities for self-expression of employees, opportunities for achieving progress in the performance of assigned tasks, devotion to the interests of the company, understanding the significance and importance of one's own work and its results. A sense of own competence, professionalism, the ability to use one's professional competencies to solve complex tasks and participate in the development of management decisions that are decisive for the activity of an agricultural company are the main individual socio-economic factors of labor productivity for an employee.

In the modern personnel policy of agrarian formations, factors of motivation for increasing labor productivity are remuneration systems, development strategies, public recognition, personnel management style, understanding of the importance and significance of one's own work, the corporate culture of agricultural companies and the availability of opportunities for professional growth, guarantees of future employment and decent wages. Taking into account such trends and the emergence of new incentives for highly productive work, we believe that the following are the basic socio-economic motivators for increasing labor productivity in agriculture: a decent amount of remuneration for work; professional and personal development of staff; leadership and recognition; unity of personal and corporate values and interests; balance between work and personal life; opportunities for self-realization; working environment. The main task of taking into account the motivational genesis in the HR-agri management architecture system is the possibility of forming additional common motives and results that contribute to the improvement of the qualitative and quantitative parameters of the personnel potential of agribusiness (Figure 4).

The active transformation of social and labor relations under the influence of digitalization of the economy, the change of generations of personnel potential, and the basis of their values and interests led to a certain emphasis shift in the motivational mechanism of modern HR-agro-management. The main motivators of external genesis which under modern conditions include: wages and social guarantees, working conditions, training and professional development, career growth, professional recognition, organizational structure, and personnel management mechanism are gradually limiting their influence. The system of these traditional motivators has always been at the center of substantiation of effective tools and strategies for increasing work efficiency and productivity.



**Figure 4. The genesis of motivators of labor productivity in agriculture.**

However, nowadays a set of motivators of internal genesis, which are formed by the needs and views of the staff, come to the fore, and ignoring them already leads to the loss of competitive advantages in the work with employees. Among these, the following should be noted: a sense of employee participation in programs of sustainable development and solving important problems of humanity, the significance of projects, tasks and participation in them; autonomy; self-realization; freedom and availability of free time; digitalization of business and professional communications; independence; the possibility of taking part in the management of projects, processes, the company, etc.; unity of corporate and individual goals, values and interests; activity and mobility; the level of creativity of professional tasks; self-realization; availability of ambitious challenges and opportunities; the degree of satisfaction with one's own labor activity; the possibility of combining work with other life interests; high level of corporate culture and its compliance with individual and public interests and values.

One of the options for building an effective motivational policy, which has the possibility of combining motivators of internal and external genesis, is the creation of a unified platform that combines the goals, tasks, interests, incentives for the development of agribusiness and the personnel of the agricultural company. In the modern practice of personnel management, such platforms are built in the digital plane, combining information, employees, management, professional devices, reporting, and plans on the basis of cloud-based interactive corporate networks. Software digital services such as LumAPPs, etc., allow to create communication opportunities for teamwork and increase the level of involvement of the company's personnel in joint activities, improve teamwork and corporate culture, increase the level of personnel motivation and the effectiveness of the performance of professional functions.

Increasing labor productivity in agriculture should become the basis for the sustainable development of the industry and for ensuring the country's food security. Modern personnel management systems of agrarian businesses, based on the system of socio-economic motivators, should contribute to the formation of sustainable agriculture, which will be able to meet the needs of current and future generations. In this regard, it is necessary to implement the mechanisms and tools of the motivational policy of agricultural formations, which will ensure the effect of incentives and motives of employees for highly productive work and improvement of the final result of their activities. Professional training and professional development of personnel, providing employees with the opportunity to participate in solving tasks important for the agricultural company, raising the level of organizational corporate culture and forming a sense of unity of personnel with the goals and guidelines of business development, combining motives and interests of individual employees with the labor team and the company as a whole, increasing the prestige of agricultural work can be such socio-economic tools of HR policy. The gradual reduction and elimination of inclusive gaps between the level of quality of life and incomes of the rural population and the urban population is extremely important for the agriculture of Ukraine. The primary task of agrarian business development at present is the restoration and development of the social infrastructure of rural areas and the improvement of the living conditions of the rural population. Provision of the working rural population with the necessary socio-economic benefits, growth of indicators of quality of life, and improvement of the opportunities for self-realization of personnel in the near future can become powerful incentives and motivators for employees to improve the results of their work.

## DISCUSSION

The research aimed to fulfill three main tasks, the first of which involved the assessment of the achieved level of remuneration in agriculture. The results revealed a trend of exceeding the growth rate of labor productivity in animal husbandry over the rate of growth of labor productivity in crop production, which is not entirely typical for domestic agrarian businesses. It should be noted that we consider the main reason for such excess to be the reduction in the number of employed personnel in the animal husbandry industry, which has taken place in recent years. However, this effect may be temporary and requires further in-depth research in terms of structural transformational changes in agribusiness.

In accordance with the second task, an imbalance of proportions between the rate of growth of labor productivity and the rate of growth of its payment was revealed. Scientists of the NSC IAE of Ukraine consider three models of the possible relationship in practice: 1) the growth rates of staff wages and labor productivity growth are proportional; 2) wage growth is lower than labor productivity growth; 3) the growth of wages exceeds the growth rate of labor productivity. [5]. Sabluk, P.T. [6] considers the first model to be optimal, and Nitsenko et al. emphasize that it is this ratio that forms effective socio-economic incentives to improve the work results of employed personnel [1]. The second model (in which labor productivity increases faster than its payment) is considered by scientists to be useful for increasing the rate of expanded reproduction [15]. The third model (wages of employees grow faster than their productivity) can also be effective from the point of view of the motivational policy of agribusiness, but under such a model there may be risks of intensification of inflationary processes. From the classical positions of economic theory, we support the second model of the relationship between the level of labor productivity and its payment. However, in the agricultural economy of Ukraine during the last several decades, a rather complex trend of a decrease in the income level of the rural population and deterioration of quality-of-life indicators has developed. The authors are inclined to the conclusion that such a situation objectively requires a further increase in the wage level of agribusiness employees in order to overcome inclusive gaps between rural areas and cities of the country. However, the limits of such growth should be measured and studied on the basis of additional scientific research. We believe that these trends must be taken into account when justifying an effective motivational policy for the use of personnel of agricultural companies.

The authors made an attempt to systematize the factors of increasing labor productivity in agrarian business according to eight main groups. Perhaps the totality of these motivational policy factors of business structures in the agrarian sphere can be supplemented by taking into account their specialization, concentration, peculiarities of economic activity and management, as well as different levels of socio-economic development of rural areas of different countries. Systematization of the practical results of scientific research carried out in the article showed that it is social factors that have a powerful influence on labor productivity. The most significant among them are corporate culture, factors of social and psychological compatibility of the labor team, teamwork, common qualitative characteristics of personnel, and opportunities for self-realization. We share this scientific approach and propose to highlight the unity of values, interests, and goals of hired personnel and agricultural companies at the center of the genesis of socio-economic factors. In our opinion, a decent wage should already be considered as a combination of the interests of these two sides of social and labor relations and form the primary economic basis of an effective motivational policy for agrarian enterprises. We see motivators of internal genesis as a more effective addition to such a base, which forms incentives for job satisfaction.

## CONCLUSIONS

The conducted studies showed that labor productivity in domestic and foreign practice is considered the most important indicator, which demonstrates the effectiveness of the development of the economy (industry) and becomes an important factor in ensuring economic growth. The level of labor productivity is influenced by a significant number of factors; however, it is socio-economic motivators under the modern HR policy of agricultural management that have a significant potential for development and efficiency of use. In Ukrainian agriculture, the level of labor productivity is characterized by positive growth dynamics. In 2020 annual productive labor amounted to UAH 928.6 thousand and for the first time in the past ten years, it was higher in the field of animal husbandry than in the field of plant breeding. The assessment of the ratio of the main socio-economic indicators of agrarian business showed that the rate of wage growth in Ukraine is higher than the rate of growth of labor productivity. Such a ratio contradicts basic economic laws and is a threat to realizing the industry's economic growth potential. A comparison of the actual level of labor productivity in agriculture in Ukraine and EU countries showed a significant lag behind the rate of its growth in domestic agricultural production. Socio-economic motivators, the composition of which is based on individual and corporate interests, joint opportunities to meet the material and spiritual needs of the employed staff, and the unity of the goals of the agricultural company and the employee, were identified as important factors in the growth of labor productivity. Increasing labor productivity in agrarian businesses under modern conditions can be ensured due to the joint genesis of external and internal socio-economic motivators. The key socio-economic motivators for the growth of agricultural labor productivity should be a decent level of material remuneration for work, opportunities for professional development of personnel, opportunities for employees to influence making important management decisions, increasing the prestige of agricultural work, recognition and self-realization of workers. The elimination of inclusive gaps that take place within rural areas should be an exclusive socio-economic factor of increasing the level of labor productivity in the agriculture of Ukraine.

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## УПЛИВ СОЦІАЛЬНО-ЕКОНОМІЧНИХ ЧИННИКІВ МОТИВАЦІЇ НА ПРОДУКТИВНІСТЬ ПРАЦІ В СИСТЕМІ ЕФЕКТИВНОГО АГРОБІЗНЕСУ

У статті проведено дослідження впливу продуктивності праці на розвиток сільського господарства. Визначено, що продуктивність праці є головним важелем створення додаткової вартості та джерелом економічного зростання аграрного виробництва. На основі економіко-статистичного аналізу проведено оцінку досягнутого рівня продуктивності праці в сільському господарстві України. Проведено моніторинг динаміки заробітної плати як головного соціально-економічного фактора підвищення продуктивності аграрної праці. Здійснено порівняльний аналіз темпів підвищення продуктивності праці та темпів зростання її оплати. Отримані результати дозволили виявити наявність диспропорцій в аграрній сфері України між цими показниками. Проведена порівняльна оцінка рівня продуктивності праці у вітчизняному сільському господарстві та в країнах ЄС довела значне відставання темпів зростання продуктивності аграрної праці України від середньоевропейських індикаторів. За результатами досліджень обґрунтовано сукупність соціально-економічних мотиваторів підвищення продуктивності праці в аграрному виробництві. Визначено, що системи винагороди за найману працю залишаються головним соціально-економічним чинником стимулювання зростання продуктивності праці в аграрному бізнесі. Разом із тим, визначена сукупність соціально-економічних мотиваторів, які, крім оплати праці, можуть виявитись дієвими в питаннях стимулювання зростання продуктивності аграрної праці. Серед ключових із них у сучасній HR-політиці аграрних формувань запропоновано до використання такі: можливості професійного розвитку персоналу, можливості впливу працівників на ухвалення важливих управлінських рішень, підвищення престижності аграрної праці, визнання та самореалізацію робітників. Визначено, що важливою передумовою підвищення продуктивності праці в сільському господарстві України мають стати засади сталого розвитку та усунення інклюзивних розривів у галузі.

**Ключові слова:** сільське господарство, ефективність, аграрна праця, стимулювання, мотиватори, оплата праці, персонал

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