

Ефективність управління командою залежить від поєднання таких показників: 1) сфери діяльності команди; 2) умови завдання, поставленого перед командою; 3) згуртованості команди; 4) особистих професійних характеристик членів команди; 5) наявності виражених лідерських якостей у керівника команди; 6) особливостей міжособистісних відносин у команді; 7) критеріїв мотивації членів команди; 8) чисельності команди.

Сьогодні командотворення виступає найбільш доступним та ефективним інструментом управління персоналом, що дозволяє перетворити групу співробітників на згуртовану команду спеціалістів, які спільно працюють над поставленими цілями та розділяють відповідальність за досягнутий результат.

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## **STRATEGIC DIRECTIONS OF THE FORMATION OF THE HUMAN CAPITAL IN THE AGRICULTURAL SECTOR OF UKRAINE**

The strategic priorities of Ukraine are the transition to an innovative model of the economic development and the integration into European economic space and building the welfare state. The most important condition for the implementation of these strategic objectives is the accumulation and effective use of human capital, namely those quality features of workers who form the modern productive abilities and turn them into the main productive force of the post-industrial economy based on knowledge.

At the present stage the human capital plays a leading role in the economic growth. The intensification of the innovation processes, widespread information technologies, intellectualization of labor and so on lead to the transformation of the content and structure of the human capital, making adjustments in the process of the formation, storage and use, changing the impact of the human capital assets for the economic development. Today in Ukraine there are many problems in the fields of the innovation-oriented human capital and in use, which determines the need to find ways of the

effective data management processes to ensure balanced development of production factors in the context of the formation of the country's innovation economy.

The development of human capital is located in the plane of the solution of the problems of the financial security. The level of the human capital development can be judged based on the following indicators: increasing the share of spending on the human development (education, health, spiritual and physical development, social protection and social tax provision) in GDP; GDP growth compared with the dynamics of spending on social services and education; increased spending on education as a percentage of gross national (domestic) product, national income to the budget; growth in average wages (including in the public and private sectors); wage increase for each additional year of education [2].

However, use of these indicators for the objective assessment and identification of trends is somewhat problematic because of the deepening dark system crisis in Ukraine and develop ways to overcome it in the framework of the Strategy reforms – 2020. When viewed through the prism of the comparisons between countries, for instance one of the most significant differences between the current states of the system of education in Ukraine absolute indicators of financing is much lower than in developed countries. If relative terms (percentage of education spending in GDP) consolidated education budget of Ukraine is high by world standards, accounting for 6-8% of GDP, the absolute volume of Ukraine's GDP is significantly lower than the corresponding figures of European countries with comparable population. For example, from Poland less than about two times, from Spain, which has almost the same population of Ukraine – in four [1].

The main source of the human capital formation of the agro-industrial units are rural population living in rural areas. Exactly rural areas are the basis of the agriculture. In rural areas, it holds about 41.6 million hectares of farmland, of which nearly 20.6 million hectares of land up farms and 15.9 million hectares – land of citizens. There are about 28.5 thousand villages, home to 14.4 million inhabitants; 8.1 million of them are of working age.

The development of rural areas is characterized by the aggravation of a number of problems that need prompt decision, including continued deterioration of quantitative and qualitative parameters of the demographic processes as a result of complex social and environmental conditions in rural areas, low-income of rural population. The low birth rate and high death rate reached a critical point. In 2014 the number of deaths exceeded the number of births to 96.0 thousand people. The proportion of young people under 35 in the total number of the villagers has tended to decline and fell by 1.2 percentage point for 2010-2014. The average life of the peasants remains consistently low: in 2014 it was 64 years for men and 75 for women [3].

Worsening of the demographic crisis leads to a decrease in population of villages; about a third of them today are beyond the limit of reproduction. Only in 2010-2014 rural settlement network lost 194 settlements. The working capacity of the rural population reduces, employment declines, unemployment and migration increase. There is destruction of the rural settlement network, deteriorating structural value is deteriorating, and functional accessory of the small settlements is losing.

Another factor is the level of education in rural areas, knowledge of the individual and the general population, which forms the quality and the value of the human capital. The formation and development of the national innovation system covers such an important part as the formation of the innovative culture and the dissemination of knowledge, skill training, and improvement of the system, forms and methods of education, training and retraining of workers. This is particularly

important due to the fact that the development and use of high technology requires high quality human capital and special government support.

The quality and level of education in rural areas in Ukraine is degrading. It is proved that 32.2% of peasants have more than 25 years of work experience and another 22.5% – from 16 to 25 years. This experience, because of its obsolescence is a factor limiting the use of human capital. It prevents the introduction of new technologies, development of new skills and gaining new knowledge [4]. Most people who work more than 25 years, received his early education at the beginning of the work. If in Soviet times training was planned and took place periodically and with state funds, the past 20 years the situation has changed with the updating of knowledge not for the better. Firstly, the share of people who learn new professions and improve their skills reduced, and secondly, agricultural workers least are involved in these processes: in 2011 only 0.4% of the number of employees trained new professions, 0.8% improved their skills, at a time when in other sectors of the economy these processes are more developed. Of course, the old experience needs renovation of knowledge. This suggests, first, the need for advocacy on the feasibility of studying among the adult rural population, and secondly, the need for institutional changes in the provision of educational services.

The number of rural workers who were trained in manufacturing increased in 2012 compared to 2010 (to 24.37%), but in 2014 compared to 2013 decreased (by 9.84%). The same applies to the nature of the dynamics of the number of employees who received training and retraining in schools – 66 growth in 2014 over the previous year (by 3.13%) and a decrease in the next (at 4.46%) [5].

Indicators of education of rural population, measured by the number of years of education are quite high and on average 11 years. The problem is the quality of the knowledge gained. The acquired knowledge often does not meet the requirements of modern management. Given the current age structure of rural population (annual increase in the number of older people), is to assume that much of the knowledge obtained during the Soviet era and they meet the requirements of the planned economy, inherent administrative-command system. This situation is caused by the low life level of the agricultural regions, a difficult financial situation, and the unsatisfactory state of the educational institutions.

So, in order to preserve the accumulated human capital we should increase the wages of highly skilled workers, ensure proper conditions of work and rest, stimulate the motivation of employees to self-development and improve skills, introduce institutional changes in the provision of the educational services, ambassador consulting services, adaptation of skills through training to the modern requirements of management. After all the accumulation and efficient use of the available human capital do not only allow you to achieve high competitiveness, but also provide a rational and efficient use of the production resources; the opportunity to introduce new techniques, technologies, develop the production of new types of the agricultural products; production of quality products and processed products; high productivity and quality of work; the opportunity to carry out various types of the innovation activity.

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