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# **ECONOMIC SCIENCES**

# THEORETICAL PRINCIPLES AND PRACTICAL ASPECTS OF FUNCTIONING OF ORGANIZATIONAL AND ECONOMIC MECHANISM OF REPRODUCTION OF PRODUCTION AND RESOURCE POTENTURE

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#### **Abstract**

The development of a market economy, instability of the external environment, reform of property relations, irrational distribution, inefficient use of available economic resources, exacerbation of contradictions in the development of productive forces and production relations highlight the need to increase the efficiency of enterprises.

The issue of efficient use and reproduction of production and resource potential at the level of the agrosphere is widely covered in the economic literature. The severity of the problem of resource provision of agricultural production and the multi-vector solutions solve it in a number of leading in modern scientific research.

The relevance of the study is due to the fact that the efficient and competitive operation of each individual agricultural enterprise is virtually impossible without quality and economically sound development of its production and resource potential.

**Keywords.** management, resources, organizational and economic mechanism, resource conservation, potential, resource provision, competitiveness.

At the current stage of development of the agricultural market, characterized by significant demand dynamics, uncertainty in the global dimension, instability of food supply due to climatic, industrial, economic and socio-political factors, one of the priorities of corporate leadership is the formation and assessment of current and future opportunities. That is, it is about assessing their potential, balancing the capabilities of corporate formations with the potential of the external environment to achieve certain goals and to operate in a competitive environment.

In particular, Kaletnik G.M. notes that the development of agricultural production and its economic efficiency is determined by the production and technical potential, the most important component of which is technology. Today, updating the material and technical base is one of the most important tasks of the agricultural sector. But due to limited budget funds, lack of own sources of agricultural enterprises, high credit rates, it is impossible to accelerate the renewal of production and technical potential. Therefore, the formation and development of material and technical base becomes especially relevant [14].

It is worth noting that modern researchers usually consider a larger set of components of resource provision and resource potential, allocating fixed and working capital, information, finance and more. In particular, Farafonova N.V. substantiates that the resources of the agricultural sector, depending on their origin, should be divided into two groups: primary resources those created by nature regardless of human will and desire, but used in social production, and secondary are products of the production process, which directly or indirectly used in the production of material goods. The first group includes land and labor resources, the

second - fixed and current assets, financial and information resources [24].

However, information resources participate in the production process indirectly through technological and managerial decisions made by administrative and managerial staff in the process of carrying out the labor process, and fixed and working capital are components of the capital of the enterprise. Thus, modern conceptual approaches only expand and deepen, but do not deny scientific ideas classics of economic theory on the composition of the resources of the agricultural enterprise [25].

The basis of production and resource potential are its components as factors of production. Means and objects of labor form material resources, which are set in motion by labor resources. That is why the production and resource potential of agricultural enterprises includes labor, logistical, informational, financial and natural resources. The production and resource potential of agricultural corporations is characterized by a large concentration of the system of interconnected resources and their mobilization, the achievement of competitive advantages through the systematic and consistent implementation of innovations. He participates in the creation of agricultural products, which is the main result of production activities, and its sale provides a profit as the ultimate goal of the enterprise. Products also determine the potential, as it ensures the reproduction of agricultural production.

Under the production and resource potential should be understood as the unity of resources used in economic activities and form the basis of organizational forms of production, its structural features and complexity in managing their use. Through the indicators of their use and the scale of involvement in production, the links between individual production systems

and subsystems of production and consumption are determined. The main structural components of production and resource potential are (Fig. 1):

- natural resource a set of reserves of all natural components, namely mineral, water, land, forest, air, climatic conditions in a particular area on a given date;
- production and property the ability of existing real assets to ensure the efficient operation and production of their activities. The structure of fixed assets has a great influence on the results of agricultural enterprises;

- financial potential - includes the availability of all financial resources and investment opportunities that belong to the enterprise. Financial resources represent cash income and receipts at the disposal of the enterprise and intended for fulfillment of financial obligations to the state, credit system, suppliers, insurance bodies, other enterprises and individuals, employees of the enterprise and realization of expenses for development of economic activity;

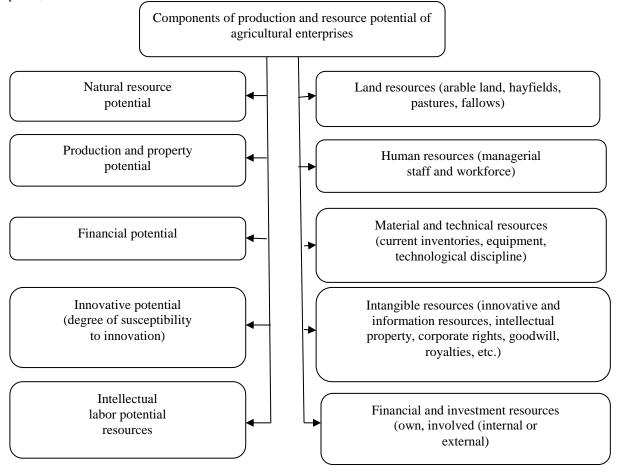


Fig. 1. Structural components of production and resource potential of agricultural enterprises [25]

- intellectual potential a set of intellectual abilities of employees, including knowledge, skills, information, values, skills, etc. and opportunities for their disclosure, development and use in the enterprise. The intellectual potential of the enterprise includes two components: creative potential and professional qualification potential.
- innovation potential is a set of innovative resources that are interconnected and procedures that create necessary conditions for the optimal use of these resources in order to achieve appropriate benchmarks for innovation and increase the competitiveness of the enterprise as a whole;
- land resources have a number of specific features that significantly distinguish it from other means of production and significantly affect the economy of agricultural enterprises;
- labor resources the number of employees employed at the enterprise, and those who are part of

its ancillary and core activities. High-quality training, retraining of personnel, which contributes to a wide range of their skills and practical skills, is an important factor in the effective operation of agricultural formations;

- material and technical resources are resources in kind that are used in the economic activity of agricultural enterprises. They include fixed assets and part of current assets;
- intangible resources are resources that do not have a material structure. They are disembodied, untouchable, invisible. In addition, intangible resources like fixed assets can be used for a long time without losing their use value;
- financial and investment resources is a set of cash receipts and profits that are available to enterprises for the implementation and fulfillment of financial obligations [3].

Production resources of agricultural production is

a complex, integrated system that connects different in their characteristics groups of resources of tangible and intangible nature, which when used in their organic unity allows to obtain results by creating agricultural products. In this case, the economic results of the use of resources are formed only under certain conditions, which, in turn, can be managed, unmanaged and partially managed by the enterprise. Thus, the difference between resource provision and resource potential is to take into account these conditions and the possibilities of their use or management.

That is, if the resource provision of production is an integrated system of available resources, the resource potential is an ordered set (or system) of opportunities to use and combine resources to obtain economic results in the context of the imperatives of internal and external environment. Organic development of tools and means of taking into account these imperatives, integration into the management

systems of the development of the potential of functional components or functional potentials provides the transformation of resource potential into production potential, and then - in the economic.

It should be noted that the structural components of production and resource potential for each business entity are individual, based on the specifics of the industry in which it operates, the level of economic development, the state of development potential, the chosen strategy for further development.

The efficiency of formation and use of factors of production is characterized by a system of indicators of economic efficiency: gross income, net income and gross profit per 1 ha of agricultural land. land, one employee, 1 UAH fixed assets; net profit, profitability. The relationship of resource potential, factors of production and performance of agricultural entities is shown in Fig. 2 [26].

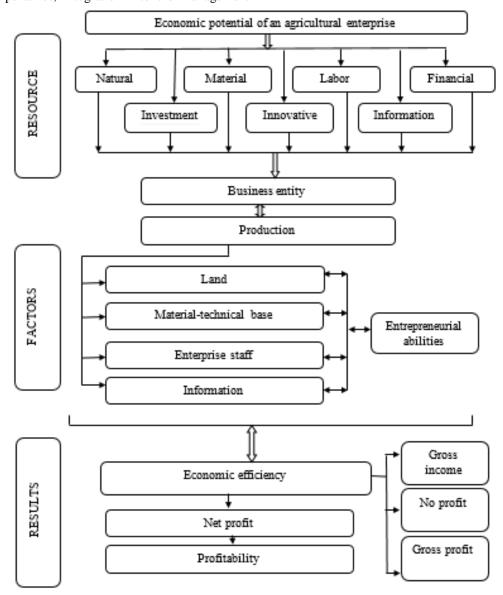


Fig. 2. Resources, factors of production and results of agricultural enterprises

The combination of factors of production is a dynamic phenomenon that involves solving a number of problems related to the balanced development of means of production and labor resources, their mutual qualitative and quantitative compliance; formation and support of motivation to reproduce resource potential on an innovative basis, which will significantly reduce the cost of all resources per unit of product created; search and introduction of new, progressive forms of inclusion of workers in the production process.

In addition to the main resources of entrepreneurial activity (land, labor and capital), there is a special, fourth - the ability to entrepreneurship. Entrepreneurial abilities are embodied in the income received by the entrepreneur.

In order for the started economic activity to continue to operate and develop, it is necessary to organize it on a daily basis, to take risks, to find sources of financing, buyers and suppliers. With the help of entrepreneurial skills, economic resources are transformed into a new value, which is formed in the product [17].

In order for the started economic activity to continue to operate and develop, it is necessary to organize it daily, take risks, find sources of financing, buyers and suppliers. With the help of entrepreneurial skills, economic resources are transformed into a new value, which is formed in the product.

At the same time, in our opinion, the main role in the formation of production and resource potential is played by human factors with their inherent intellectual ability to combine the necessary factors of production. The conceptual scheme of strategic management of production and resource potential of the agricultural enterprise provides a set of elements as a result of which efficiency of development is reached.

## **Legal factors**

various legislative factors and state nature, which can both develop and limit the activities of the enterprise, in particular:

tax legislation, economic legislation, legislative support for agriculture industry, stability of legislation.

The study of the factors of formation of production and resource potential of agricultural enterprises has determined that the most important are: human, intellectual, natural, financial and legal factors (Fig. 3).

According to the analysis of the operating environment, a chain of mission => goals (strategic, tactical, operational) => management levels => management structure => quality of management => management methods => assessment of production and resource potential => choice of strategy and its implementation ". Adherence to this sequence of actions will allow any agricultural enterprise through development to maintain and strengthen its market position.

In modern business conditions, the set of production links between business entities are realized in a system of complex economic mechanism, which takes into account the requirements of objective economic laws. Regarding the concept and structure of the economic mechanism, many researchers agree that this category covers organizational, legal, economic and social elements. However, in our opinion, the economic mechanism is a complex and multifaceted phenomenon, so it should be considered as a comprehensive and holistic system of forms and methods of management, which are based on elements of economic regulation by the state.

#### **Intellectual factors**

- determine the experience, specialization,
- cultural level, talent, employees of the enterprise;
- implementation of specific functions,
- due to features and the growing role of intellectual property

# Factors of production and resource potential of agricultural enterprises

### **Natural factors**

act in shape resources created people for production of goods and services, in particular material and intangible resources

### **Human factors**

determine the qualification, physical, organizational, technical and economic and many other aspects of labor.

### **Financial factors**

operating factors activities enterprises; financial factors activities; investment factors activities.

Fig. 3. Factors influencing the formation of production and resource potential of agricultural enterprises [18]

The process of developing the production and resource potential of agricultural enterprises requires constant monitoring, collection and analysis of information on the impact of environmental factors, which can be divided into four groups: economic, social, political, legal, scientific and technical. It should be noted that environmental factors mainly have a negative limiting effect on capacity development. Therefore, the enterprise of the agro-sphere must form such an economic mechanism that would allow it to adapt quickly to these changes.

In the economic literature, the term "organizational and economic mechanism" is often used, which is usually used to outline the organizational elements of the economic mechanism. This interpretation is quite appropriate, as the category of "economic mechanism" is a fairly broad concept and includes various aspects and techniques of economic regulation, including organizational and managerial decisions. The action of the economic mechanism in a market economy is considered as a system of relationships of economic phenomena that arise as a result of the functioning of objective economic laws of the market.

Some domestic scientists such as Yu. A. Poltavsky define the economic mechanism as a system of objectively operating and consciously regulated legal, organizational and economic levers, which together determine the final results of economic activity. The composition of the market economic mechanism, they include: state regulation of agrarian business, general economic mechanism, intra-economic economic mechanism. The system-forming core of this system is the economic mechanism of management [19].

Components of the organizational and economic mechanism, he defines the following systems: financial and credit; management system; organizational system; system of regulation and management It is worth noting the interpretation of this category: «Organizational economic mechanism of enterprise management is a system of technological, economic, organizational units, which include their elements» [10].

In order to study the essence of the formation and functioning of the organizational and economic mechanism of management of agricultural enterprises, we have established a system of organizational components that affect the efficiency of economic activity of agricultural formations. Issues of formation and improvement of organizational and economic mechanism of management have attracted the attention of a large number of economists - farmers.

Modern literature shows that the mechanism as a category is the tool that ensures the progressive development of the object, which is aimed at the driving force of environmental factors. The structure and content of the mechanism undergo changes in the process of development of social production, ie each socio-economic system corresponds to an adequate mechanism. Given the interdependence of the set of elements of society and their stability, the essence of this mechanism reflects the directions of solving the problem of conformity of elements and goals at a certain stage of development of society [10].

In the process of development of society, improvement of technical capabilities and the system of production relations, the number of levers and methods that affect the effectiveness of the organizational and economic mechanism is growing. The lever is a means by which the combination of components of the mechanism into a single system and the integrity of its operation. The functioning of the levers of the organizational and economic mechanism is carried out on the basis of a system of legal norms that comply with current legislation. The levers of the organizational and economic mechanism include: organizational, administrative and economic.

Organizational and economic include: staffing, information support and information protection, organizational and legal form and management structure. Economic levers include depreciation and pricing, taxation, lending and insurance policies. Organizational and economic levers differ from administrative ones in that they do not directly force economic agents to act in a certain way, but make other behavior unprofitable for them; allow only the possibility of choosing a solution to optimize costs and improve their activities. The application of organizational and economic levers of the mechanism is a combination of objective and subjective aspects of human activity in the context of continuous development through the introduction of technological innovations and improving the efficiency of production potential.

The efficiency of the enterprise depends on the correct application of the methods of organizational and economic mechanism, which include the legislative and regulatory framework, as well as methodological support of the enterprise. It is possible to put an organized system into operation and regulate it only with the help of available elements. The use of methods of organizational and economic mechanism ensures compliance with legal norms and powers, as well as the use of coercive measures and disciplinary liability in resolving issues related to the efficiency of economic activity. For the effective functioning of the enterprise must organize numerous interrelated activities, because the company can achieve the expected results provided the efficient use of resources and interaction of functional systems in the process of production and economic activities, which involves the use of fixed assets, financial resources, sales and profit, which is crucial in increasing the level of economic efficiency of the enterprise.

Improving the economic efficiency of agro-industrial production should be based on a radical reform of the economic mechanism. It includes:

- 1) the mechanism of balanced development of agro-industrial production;
- 2) the mechanism of developme The defining characteristic of the modern organizational and economic mechanism of management in market relations is to stimulate producers to efficient management through the economic interest of its participants, which is positioned as the most adequate tool for agrarian transformation and becoming an effective agricultural owner.nt and improvement of commodity-money relations within the agricultural enterprise and between

farms and the state:

3) the mechanism of harmonious combination of economic interests on the basis of equalization of economic conditions of agricultural production and provision of food to the population [24].

The formation of an effective organizational and economic mechanism for the use and reproduction of the resource potential of an agricultural enterprise makes it possible to quickly identify priority activities that need to be coordinated so that they ensure its competitiveness in the market. Properly formed conditions of the organizational and economic mechanism for evaluating the efficiency of use and reproduction are a prerequisite for the effective use of resource potential.

In a combination of various scientific and practical researches of scientists the questions of formation of applied aspects of an estimation mechanism of definition of efficiency of resource potential of the enterprise remain open. According to experts, the resource potential and its effective organizational and economic mechanism of the agricultural enterprise should be considered as a potential opportunity and ability of the enterprise, using available resources, to carry out production and economic activities through the implementation of strategic goals and objectives.

The resource potential of an agricultural enterprise is a set of all available resources, organized and coordinated on the principles of their organization and summation in the form of organizational and economic relationships that are important in ensuring production processes during the economic development of Ukraine. In other words, resource potential is the objectification of quantitative and qualitative indicators of resource use, their state, the potential to manage them with a view to the prospect of "expanding" reproduction, reflecting the basic conditions and level of intensity, rather than the content and purpose of the production process.

Also, this approach involves assessing the impact of ownership on the efficiency of reproduction of resource potential of agricultural enterprises, because only in this case provides the greatest synergistic impact on the reproduction of resource potential of agricultural enterprises as a major factor in agricultural production [6].

The components of the organizational and economic mechanism of resource potential reproduction shown in Figure 4 are interconnected, especially at the final stage of application through analysis and control of resource use at all levels of management, providing the necessary information to owners or managers on key indicators of agricultural enterprises Organizational and economic mechanism for managing the resource potential of the agricultural enterprise should be considered as the most active element of the management system, the main purpose of which is the constant identification of the situation in a competitive environment and ensuring the speed of reaction to its changes. resource reproduction.

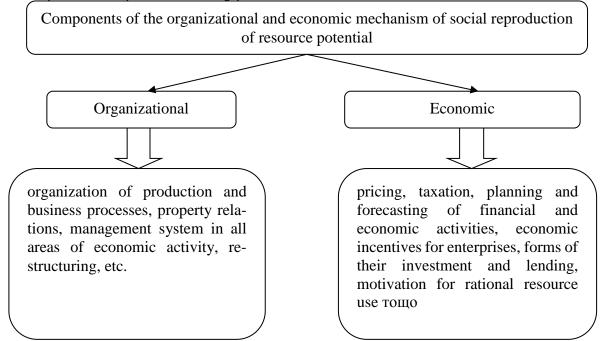


Fig. 4. Components of the organizational and economic mechanism of social reproduction of the resource potential of agricultural enterprises

Organizational and economic mechanism for managing the resource potential of the agricultural enterprise should be considered as the most active element of the management system, the main purpose of which is the constant identification of the situation in a competitive environment and ensuring the speed of reaction to its changes.

The process of managing the production and

resource potential of agricultural enterprises consists of the following components: subjects and objects of management; purpose of management; organizational and economic management mechanism. The subjects of management of production and resource potential are the management of a particular enterprise. The objects of management of production and resource potential of agricultural enterprises are the sources of its formation, cost characteristics, structure, combination of resources, resource conservation technologies and efficiency of resource potential, which is determined by its assessment. The main purpose of resource management and production potential is to strengthen the competitive position and advantages of the enterprise and, as a consequence, increase production, profits, profitability to ensure further growth, profitability and competitiveness.

The efficiency of the enterprise depends on the correct application of the methods of organizational and economic mechanism, which include the legislative and regulatory framework, as well as methodological support of the enterprise. It is possible to put an organized system into operation and regulate it only with the help of available elements. The use of methods of organizational and economic mechanism ensures compliance with legal norms and powers, as well as the application of coercive measures and disciplinary liability in resolving issues related to the efficiency of economic activity.

For the effective functioning of the enterprise must organize numerous interrelated activities, because the company can achieve the expected results provided the efficient use of resources and interaction of functional systems in the process of production and economic activities, which involves the use of fixed assets, financial resources, sales. and making a profit, which is crucial in increasing the level of economic efficiency of the enterprise. Management, like any other activity. requires a specific assessment - to determine effectiveness. The effectiveness of management is to achieve the most favorable relationship between the results of the management staff and the financial and material resources used to obtain these results. An effective enterprise management system creates favorable conditions that ensure the achievement of the production team's goals and contain social, economic and psychological elements [17].

The economic efficiency of using the production and resource potential of corporate agricultural formations depends on many factors, especially on the level of their resource security. The development of agriculture on the basis of the concept of concentration of production resources leads to an increase in production and increase its efficiency. With increasing resources and the scale of agricultural entities, the volume of gross output is growing at a relatively high rate.

To assess the efficiency of production in general, first of all, the efficiency of use of production and resource potential, it is necessary to analyze the current state, structure and security of agricultural enterprises in terms of all types of resources. This analysis allows us to see the structure of the processes of resource use, agricultural production and reproduction in general, to diversify them as an economic phenomenon into individual components and to obtain by abstracting the most detailed idea of the dynamics, problems, trends and more.

To study the economic, environmental, social efficiency of resource use and production must be guided by appropriate criteria, evaluation methods,

economic indicators. Accordingly, an important element of the study of the efficiency of use of production and resource potential of corporate agricultural enterprises is the choice of the main feature (criterion) of efficiency assessment, which reveals its essence. The content of the criterion of efficiency of use of production and resource potential follows from the need to maximize the results and / or minimize production costs, save production resources, based on market positions, existing competitive advantages, corporate development strategies of agricultural enterprises [23].

In the modern economic literature there is no unanimous opinion on the method of calculating the total, comprehensive assessment of the efficiency of production and resource potential. Its modern methodology involves the calculation of indicators of productivity, return on assets and capital intensity of products. These indicators are the criteria for evaluating each type of resource and are indicators of the efficiency of agricultural production. Therefore, depending on the indicator, which is considered to be effective, the whole set of trends in the efficiency of various factors of production affects the variation of the ratio of output to one of the types of resources. Therefore, production efficiency is assessed in terms of the use of each type of resource. Therefore, it is necessary to calculate, according to economists, the integrated efficiency indicator as the ratio of production to total consumption of each type of resources [10].

The main generalizing indicator, due to which the efficiency of use of production and resource potential is assessed, is considered to be the volumes of agricultural production and provision of services. It is the basis for calculating other performance indicators of agricultural enterprises. In particular, it is a resource return that indicates the received volume of production per 1 UAH invested resources and return on capital (capital intensity), which shows the value of output per 1 UAH of invested fixed and working capital. In the context of constant economic change, the continuation of reforms in the organization of rural areas for corporate agricultural enterprises, which are the most significant in terms of influencing their development should pay significant attention to expanding and deepening research in the management of production and resource Effective corporate management potential. production and resource potential should be a flexible system that will change, adapt to new market conditions, while producing quality products and ensuring the overall sustainable development of agricultural enterprises.

After analyzing the factors of external and internal economic environment as factors of resource use and production, it is necessary to form a strategy for the development of corporate agricultural enterprise and resource use in its composition [4].

Strategy development is characterized as a complex process in which managers of all levels of government must participate. The formation of such a strategy involves focusing on the development of existing opportunities and competitive advantages of the agricultural enterprise. The basis for the formation

of the strategy should be a concept that would take into account the peculiarities of the corporate agricultural enterprise, the stage of the cycle of its life development, market position, the state of the environment. Given the current strategy of development, the next stage is the formation of the structure and composition of production and resource potential. This is aimed at the rational provision of the enterprise with resources, their structuring and construction of certain organizational forms of management, which will ensure stable development and effective use and reproduction [12].

When summarizing the activities of the organization for the reporting period and developing a strategy to increase its resource potential, it is important to assess the effectiveness of all its resources based on a study of a set of indicators that reflect certain aspects of economic processes. One of the areas of comprehensive assessment of the efficiency of the enterprise is the analysis of extensification and intensification of the use of total resources. Summary indicators of extensification and intensification of resource use are given in table 1 [24].

Table 1

The main indicators of the use of production resources of the enterprise

The main mulcators of the use of production resources of the enterprise			
Type o	Indicators		
resources	Quantitative (extensive)	Qualitative (intensive)	
Staff	The average number of staff	Productivity	
		The complexity of production	
	Labor costs, social security contributions	Salary	
Fixed assets	Average annual cost of fixed assets; the amount of	Return on fixed assets (return on assets)	
	accrued depreciation	Depreciation return	
	Production area	Output of products from 1 m2 of	
		production area	
	The value of intangible assets	Return on intangible assets	
Material	The cost of inventories	Inventory turnover	
resources	Costs of raw materials and supplies	Material efficiency	
Financial	Equity	Return on equity	
	Debts on loans	Turnover of credit debt	
	Payables	Turnover of accounts payable	

An integral part of effective management of production and resource potential is, as already mentioned, monitoring the process of resource use. This will allow to control the management and make the necessary changes, additions and improvements.

Evaluation of resource efficiency is the next stage in the formation of a system of effective management of production and resource potential. Such an assessment should include a set of indicators and criteria for identifying priority resource management measures. This will make it possible to find out how the company works, whether the goals are achieved, how changes and improvements in the management process affect the production and resource potential. At the same time, the economic effect is achieved through the production of quality products and profits, environmental - through safe products and ecological environment, social - productive employment, productivity, affordable food consumption [13].

Management of efficiency of production and resource potential should be considered as a system that should include such areas as quality management and results management. The quality of management involves, above all, the culture of management, business behavior, image and reputation, within which the corporate agricultural enterprise seeks to achieve its goals. This area should include effective motivation and control with a clear definition of goals and priorities for enterprise development and a clear division of powers and responsibilities. Performance management should include a set of systematic procedures and approaches used for their evaluation and feedback to improve.

At the same time, decision-making must meet the general requirements and principles that apply to any management decisions. They must be reasonable, purposeful, quantified and qualitatively defined, legitimate, optimal, timely, comprehensive and flexible. Only under the conditions of observance of these principles the accepted decisions will carry out managing (to promote achievement of the set purposes), coordinating (to coordinate separate actions, decisions, activity of separate experts and divisions) and mobilizing (activation of executors and resources) functions.

The final stage of building a system of effective management of production and resource potential of corporate agricultural enterprises is control. Control as an important and necessary stage should include the application of a system of observation (monitoring) and verification of compliance with the use of resources in the business process to established standards and other standards, adopted plans, programs and operational management decisions, as well as identifying deviations from accepted principles of organization and management.

Today, a significant part of domestic agricultural enterprises, especially small ones, are unable to produce high-quality and competitive products. This is the result of such negative phenomena as: outdated machine and tractor fleet, disparity in prices for industrial and agricultural products, constant rising prices for fuels and lubricants, imperfect credit and financial system and legal framework, limited information resources, loss of highly skilled workers, lack of necessary investments and available innovations, etc. These problems have become

especially acute in connection with Ukraine's accession to the WTO, which requires our country to supply the world market with high-quality competitive products. Thus, there is an urgent need to reorient traditional management to highly efficient innovation.

At the present stage of development of agricultural production, important areas of innovation are as follows: the use of biotechnology to create agricultural products with specified properties; landscape and high-precision agriculture; new soil protection technologies of agriculture on the basis of minimum or zero tillage; energy and resource-saving technologies, selection and seed production, etc. In particular, in the production of agricultural products only due to the variety can increase its volume by 30-40%. In the system of economic potential of agricultural enterprises the importance belongs to the innovation potential, which is certainly a strategic criterion for the effectiveness and efficiency of their operation [22].

Innovative potential - the ability to change, improve, progress, it is a source of development. More broadly, it is the ability of an economy or entity to make new, science-intensive products that meet market requirements and include: production facilities for the production of means of production; professional and scientific and technical staff; the capacity of the experimental base associated with the preparation of new production; tools and equipment for knowledge-intensive operations; opportunities for innovation and its control.

In modern conditions, the innovative strategy of resource management should regulate the order of economic activity and be aimed at determining approaches to the management of innovative activities of agricultural enterprises and, in particular, its motivation. Today, the purpose of innovation is to improve the activities of agricultural enterprises to meet the needs of consumers and the optimal load of processing plants. Innovation policy regulates a complex system of scientific and technical, marketing, management, production and economic activities [3].

In order to accelerate the implementation of scientific developments in production, it is advisable to create a network of agricultural stores. The main areas of their activities are defined as: providing operational recommendations to producers on the production and sale of agricultural products, joint cultivation of new varieties and hybrids of crops, providing producers with elite seeds, fertilizers, pesticides, methodological publications, development of technological projects and business plans; conducting trainings, providing marketing services.

All agricultural enterprises must use in their activities information resources of Internet technology: e-mail, electronic document management, develop and constantly edit their web pages.

Some of them can place trading platforms, forums, etc. on their pages. With the financial support of the National Association of Agricultural Advisory Services, a website of the National Academy of Agrarian Sciences was developed and implemented. Today it performs mainly representative functions, but in the near future it can be used as a tool for

disseminating new knowledge - varieties, hybrids, breeds, technologies, drugs, machines, mechanisms, etc., offered by agricultural science to agro-industrial production. The results of the regional institutes of scientific support of agro-industrial production prove that this direction of the organization of innovation implementation is quite widespread. These centers are now the main coordinators and executors of research in the agricultural sector of the economy [1].

Today it performs mainly representative functions, but in the near future it can be used as a tool for disseminating new knowledge - varieties, hybrids, breeds, technologies, drugs, machines, mechanisms, etc., offered by agricultural science to agro-industrial production. The results of the regional institutes of scientific support of agro-industrial production prove that this direction of the organization of innovation implementation is quite widespread. These centers are now the main coordinators and executors of research in the agricultural sector of the economy [2].

Thus, it can be argued that the management of innovation - is a multilevel system of innovation management, management decisions aimed at creating competitive products in agricultural formations, achieving effective results of innovation and implementation of innovation strategies [3].

The structural units of innovation management are: strategy, development and implementation of a unified innovation policy, staffing of innovation processes, development of innovation programs, provision of innovation projects with resources (including financial and information), selection and implementation of innovation projects, creation of innovation infrastructure, monitoring of innovation activities, etc. [4].

An urgent task in creating mechanisms for managing innovation at the level of agricultural enterprises is to coordinate the process of developing a system of support for innovation, which includes the objects of infrastructure to support innovation in the region. The formation of scientific and technical alliances, consortia, joint innovation enterprises (including international ones), business incubators, cluster structures, agro-industrial science parks, etc. is not excluded in the innovation infrastructure [21].

An important issue in the formation of mechanisms for managing innovation is the definition of subjects (units) of management and justification of their functions. Conclusions, thus, we can conclude that the innovative development of resource use will be determined by the influence of various factors. Technological and technical re-equipment of agricultural formations in modern conditions is a key problem of increasing their competitiveness and ensuring food security in Ukraine.

Only the creation and development of new equipment and machine technologies will improve the quality and competitiveness of domestic agricultural products. The development of resource use and resource conservation requires state support, especially in the development and development of energy and resource-saving agricultural technologies. It should be noted that the cost of Ukrainian agricultural and food

products is relatively low on world markets. This is due to cheap labor, lack of land market, low material costs due to limited working capital. But taking into account global transformations, the situation in domestic agricultural production will change [23].

The emergence of the land market, rising prices for labor, energy and other tangible means of production will increase the cost of agricultural products. An effective agricultural policy in the country, therefore, means price liberalization in the market of resources, which should lead to their better distribution. But in practice, the divergence of interests of agricultural producers, processors, trade and producers of agricultural products continues to lead to inequality of intersectoral exchange.

In this aspect, it is important to solve the problems of resource conservation in terms of effective use of the main components of agricultural resource potential; influence on the dynamics of production costs of such a macroeconomic factor as price parity in the face of inflation. Intensive type of reproduction in agriculture is realized through additional investments, which can not be equated only with rising costs, because in the process of intensification there is a qualitative improvement of production, through the use of scientific and technological progress, application of new means of production, innovative technologies.

Improving the forms of production intensification on the basis of their combination and creating the effect of new quality involves a rational combination of capital-saving and material- and resource-saving forms of intensification, which qualitatively increases the efficiency of social production. Efficient use of resources is achieved with their proportional balance, which meets the technological requirements of the production process.

This approach, based on a rational relationship between land, labor, material and technical resources, implements in practice the optimal use of the resource potential of agriculture. The construction of such a mechanism is based on the theory of innovative transformations, functioning and development of knowledge-intensive production and economic systems. Innovative provision contributes to the creation of a holistic model of scientific and innovative process of economic development of agricultural production, allows to combine individual components of scientific and technical sphere into a single management system of innovation, the ultimate goal of which is to increase efficiency, resource development.

Thus, the importance of efficient use of material resources in ensuring the competitiveness of the enterprise is that their value, converted into value, determines the actual and potential ability of the entity to create products that are different in price and quality characteristics from other manufacturers.

Optimization of the resource potential of the enterprise involves determining the required amount of available resources and their rational ratio in the process of economic activity to obtain the maximum result in the form of income. The model of optimization of resource potential of the enterprise can be represented graphically (Fig. 5).

The analysis of the conformity of the methodological tools used by the management of domestic enterprises to assess the efficiency of the use of material resources indicates the inconsistency of its results with the development goals of economic entities. Thus, among the goals of development in a market environment, it is necessary to emphasize the need to ensure the competitiveness of the enterprise, ie to create opportunities for the production of more attractive goods both in quality and price. The predominance of material costs in the cost of domestic goods directly indicates that competitiveness should be ensured primarily on the basis of optimizing the level of production costs.

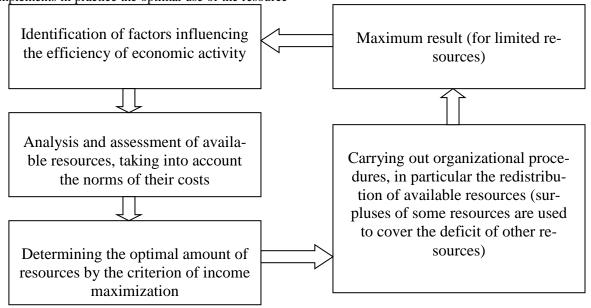


Fig. 5. Model of optimization of resource potential of the agrarian enterprise

Achieving this goal requires constant assessment of the competitiveness of the enterprise and determining the impact on its change of factors that determine the change in the efficiency of material resources.

The formation of strategic resource needs of the enterprise (in qualitative, structural and quantitative parameters) is influenced by three main groups of factors:

- projected growth rates of market share and activity;
- the level of variability of the production and technological base;
- the expected nature of changes in the efficiency of use of all types of resources in the enterprise.

Considering ways to improve the mechanism of rational use of production resources at the enterprise, we can identify the following areas of improvement of the enterprise on the basis of improving the management of its resource potential:

- reduction of costs for resource provision of the enterprise through more rational use;
- avoidance of activities that require additional resources;
- search and selection of such a structure of resource provision that will allow the fullest use of the internal potential of the organization.

In the conditions of economic transformations in Ukraine, domestic agricultural enterprises are in constant search of the most rational and effective tools, forms and methods of managing resource-saving processes, which would ensure the efficiency and economic feasibility of their operation.

In the resource management system of an agricultural enterprise a decisive place is occupied by the process of its organization, through which the business entity distributes resource costs, analyzes their impact on the results of production and economic activities, and forms resource policy and resource conservation measures in all functional areas.

The functioning of the mechanism in the space of micro- and macro-level is clearly manifested in the process of interaction between the control and managed subsystems and the external environment.

The influence of the subjects on the objects of the mechanism is first carried out on the basis of information support, which is the basis for further strategic decisions and cooperation of the subjects in the implementation and implementation of resource-saving measures

The control subsystem of the organizational and economic mechanism of resource management (manifested in macroeconomics) is a set of institutions for regulating and coordinating the functioning of resource management processes in the enterprise, making a number of decisions within their competencies and functions. It is represented by a group of entities that form a set of measures for the effective functioning of organizational and economic resource management mechanism, namely: economic, social, environmental and organizational [21].

The subjects of the mechanism are business units whose activities are focused on resource-saving processes. They can be divided into internal and external subjects, or subjects of passive and active influence on the studied process.

The group of active subjects includes public authorities that form the regulatory, motivational field for the subjects of the passive group, as well as enterprises and organizations, individuals who influence the activation of resource-saving measures in a particular enterprise or market entity, in particular non-governmental organizations, mass media, competitors, suppliers, scientific and educational institutions, political, cultural figures, etc. The passive group covers the range of potential executors of resource-saving measures, which include producers and consumers of products, goods and services, transport, trade organizations, enterprises engaged in recycling and reuse of waste, etc. [5].

As for internal and external entities, the former include managers, owners, service personnel, employees, etc. They develop the mission and define the goals of the enterprise. To achieve the goals, the management mechanism should be a system of interrelated optimal quantitative and qualitative resource proportions that determine the real resource potential and rational use. External actors define the control subsystem and influence internal actors.

These include: state, regional, local government; persons interested in the activities of agricultural enterprises:

financial institutions, investors, creditors, public organizations, scientific institutions that generate innovative ideas for resource conservation, etc.:

subjects of market infrastructure of resource saving, which provide resource saving services, manufacture resource-saving equipment, train qualified personnel for resource saving;

organizations that perform informative functions on resource conservation.

The objects of the internal organizational and economic mechanism of resource conservation management are resource conservation processes that affect changes in production, sales and consumption, goods and services of the agricultural enterprise and the nature and volume of resource consumption in the process of production and economic activity [20].

Considering the studied mechanism as a managed and control system, it should be noted that the agricultural enterprise as a complex socio-economic system is both the subject (at the micro level of the mechanism) and the object of the studied mechanism (as a controlled subsystem by the control subsystem), has various ability to respond to external factors and affect internal factors arising from the activities of the enterprise. Given this, resource management in the enterprise should be considered as the management of a dynamic system through the interaction of its internal social and economic processes with the external environment based on their comprehensive research and a new methodology for choosing a strategy for integrated management [6].

The obtained generalizations made it possible to determine the conceptual basis of the organizational and economic mechanism of resource management of the enterprise from the standpoint of object-oriented approach.

The use of the proposed conceptual approach to the construction of organizational and economic mechanism of resource management allows to consider the formation and functioning of the mechanism as a multilevel management system (within the micro and macro level). Therefore, from the point of view of the organization of the internal organizational and economic mechanism of management of resource saving of the enterprise it should include system of maintenance, system of functioning, target system.

The basic element in the process of resource management of the enterprise is setting goals and defining the main tasks, which determine the main measures for strategic planning and use of resource potential of the agricultural enterprise. It should be noted that the formulation of the purpose and objectives of the organizational and economic mechanism of resource management should be based on the strategic nature with the mandatory use of technological design methodology forecasting and foresight (both macro and micro).

The strategic purpose of the mechanism is to provide appropriate organizational and economic conditions for profit maximization through the introduction of resource-saving measures and technologies, identification and practical use of available reserves of all types of resources in the production and economic activities of the enterprise to ensure competitive positions.

Its achievement is realized through the use of direct and indirect forms of management. By functional purpose, they are implemented on the basis of a set of tools and management methods and can be divided into organizational, informational, regulatory, technical and technological, socio-psychological, financial and economic.

In accordance with the main purpose and directions of resource management at the machine-building enterprise, it is necessary to develop the main strategic directions and measures for the implementation of resource-saving policy of the enterprise, which are presented in table 2.

In order to choose the measures and directions according to which the policy of rational resource conservation should be pursued, it is necessary to determine the principles on the basis of which the mechanism should function and the process of resource conservation should be carried out.

They are the methodological basis of any activity, are crucial for the implementation of methods and technologies of influence, ie the principles determine which methods and how they should be used.

Given that the studied mechanism is a complex system, formed three groups of integrated principles that determine the features of the process of resource management of the machine-building enterprise, the construction of the mechanism and the objective focus on resource conservation:

target principles (determine the object orientation of the mechanism); structural principles (determine the properties of the mechanism and its components);

functional principles (determine the order of implementation of management measures for resource conservation).

Adherence to the proposed principles, respectively, orients to the achievement of the strategic goal of the studied mechanism, the subjects of resource conservation, especially machine-building enterprises, on a stably balanced innovative model of resource-saving development.

An important element of a functional system is the functions of the mechanism that actuate it.

Performing the above functions requires the use of the necessary and effective system of tools and methods. They have a tool to achieve certain goals and objectives for the implementation of resource-saving technologies in the activities of agricultural enterprises.

Table 2

A set of strategic directions for the implementation of resource conservation policy in an agricultural enterprise

	in an agricultural enterprise		
Direction	Activities		
	introduction of new equipment and technology based on the achievements of scientific		
	and technological progress;		
	introduction of resource-saving technology;		
Increase	improving the quality of raw materials;		
scientific and tech-	introduction of new types of materials, including knowledge-intensive substitutes;		
nical	reduction of losses and production wastes;		
level of production	improvement of methods of raw material processing and reduction of waste and loss of		
	material resources;		
	increasing the level of mechanization and automation of technological processes and		
	ancillary works; increasing the level of specialization of production;		
	optimization of economic relations and optimization of procurement of raw materials;		
	improving the conditions of storage and transportation of material resources-goods; op-		
	timization of the volume and structural ratio of production and inventories; delivery of		
	products in a high degree of technological readiness in accordance with the requirements		
Improvement	of consumers;		
organizations and	inventory planning and management at a competitive level;		
	improving rationing, regulation, use of material resources; establishing foreign eco-		
management	nomic relations, implementing know-how and entering foreign markets; introduction of		
	advanced means of packaging, wrapping and transportation; improving the computeri-		
	zation of the material resource management system; prompt maneuvering of material		
	resources and involvement in the circulation of excess stocks;		
	improving the analysis of the use of material resources		

Social events	staff training; selection of technical, financial, managerial and commercial personnel on a competitive basis using professional testing taking into account the specific requirements of the en- terprise; improvement of working conditions; improvement of methods of labor stimulation; de- velopment of public relations
Using	integrated use of raw materials;
secondary	use of waste-free and environmentally friendly technological processes; collection, pro-
material	curement and processing of production and consumption waste; improving the organi-
resources	zation and planning of collection, procurement and use of secondary raw materials
Rational	introduction of energy-saving equipment and technology;
using	use of less energy-intensive technology;
fuel energy	application of processes with lower specific fuel energy consumption; replacement of
resources	obsolete energy-intensive equipment.

Traditionally, the following groups of methods and tools are distinguished, which serve as the basis of the resource management system of an agricultural enterprise: organizational, scientific-methodical, normative-legal, informational, economic (coercive and incentive).

To assess the effectiveness of resource-saving technologies in the current and strategic perspective, a significant number of indicators are identified, various diagnostic methods are used (expert assessments, factor analysis, correlation-regression models, methods of integrated and complex assessment, decision tree system, normative method, etc.).

The most appropriate is the use of a system of indicators-criteria that characterize the effectiveness of resource-saving measures in both short and long term in the functional areas of resource potential of the enterprise (financial, production, labor, innovation and marketing potential).

The proposed theoretical model of organizational and economic mechanism of resource management determines and details the organization of a set of measures to achieve positive results, provided that the use of resource-saving measures in the enterprise.

Organizing the diagnostic process of resource conservation in the enterprise, it is necessary to build it as a dynamic procedure that begins with a simple study of the components of the management system. If these data are not enough to establish parameters with a given degree of accuracy, then the next study (from the group of more important) should be conducted in order to obtain maximum information in a particular situation.

Thus, the resource management system detects the state of the enterprise and manages the collection of information, which is especially necessary at all stages of the analysis to solve the problem of decision making. The quality indicators are the stability of the system, ie its ability to perform its functions in the specified parameters under the action of external and internal stimuli (and especially structural changes). The result of its operation is an absolute indicator of how the state of the system at this time differs from its state in the past and is directly related to the level of achievement of business process goals. Indicators of the result of the functioning of the resource management system at the enterprise are the volume of products produced (sold) for a certain period, gross costs, net profit [16].

The main areas of resource conservation are the introduction of resource-saving equipment and

technology that reduce the material consumption of products. Resource conservation is also achieved through the integrated use of raw materials, processing of secondary resources.

Moreover, resource conservation at the enterprise means scientific, production, organizational, commercial and information activities of the enterprise aimed at rational, integrated use and economical consumption of all types of resources, based on the existing level of equipment and technology while reducing man-made environmental impact.

Unequivocally, the process of resource conservation in its content has an economic nature.

First, by expanding the boundaries of meeting socio-economic needs within the existing market relations, it largely makes it possible to overcome the problem of limited resources.

Secondly, eliminating the need for primary, stages of obtaining (restoring) the resource, the process of saving it is actually the most effective means of implementing resource conservation policy [26].

At each enterprise, based on the strategic goal of operation, resource management is concentrated in the hands of various performers: deputy director, marketers, resource suppliers, technologists, engineers, electricians, mechanics and more.

Resource saving in the enterprise must be considered in a certain way as an organized, orderly and results-oriented production system.

The functioning of such a socio-economic system necessitates the creation of an effective economic mechanism for the rational use of enterprise resources, in which there is market self-regulation and state regulation of resource conservation [16].

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