

## V. ЭКОНОМИКА И ЭКОЛОГИЯ: ПРОБЛЕМЫ ПРИРОДОПОЛЬЗОВАНИЯ И ЗЕМЛЕУСТРОЙСТВА. ЭКОНОМИКА АГРОПРОМЫШЛЕННОГО КОМПЛЕКСА

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### CULTIVATION OF COMPETITIVE AND PROFESSIONALLY ORIENTED WORK- FORCE IN AGRICULTURE SECTOR IN THE LENINGRAD REGION

Workforce management is an important component of any enterprise. At the sectoral level, there is a problem of how to cultivate a workforce that would meet current needs. Agriculture is no exception in this sense. In light of import substitution strategy in the Russian Federation, it is necessary to pay more attention to the staffing of agriculture, which is now one of the most promising sectors of economic development. This article analyzes the current problem of the formation of the labor force in terms of its quantitative and qualitative characteristics, and also proposes measures aimed at the formation of a competitive and professionally oriented labor force for the agricultural sector in the Leningrad region.

**Keywords:** agriculture, workforce management, region, Leningrad region.

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### ФОРМИРОВАНИЕ КОНКУРЕНТОСПО- СОБНОЙ И ПРОФЕССИОНАЛЬНО- ОРИЕНТИРОВАННОЙ РАБОЧЕЙ СИЛЫ В СЕЛЬСКОМ ХОЗЯЙСТВЕ ЛЕНИНГРАД- СКОЙ ОБЛАСТИ

Управление рабочей силой является важной составляющей любого предприятия. На отраслевом уровне встаёт вопрос о формировании рабочей силы, которая соответствовала бы актуальным потребностям. Сельское хозяйство не исключение. На фоне принятия стратегии импортозамещения в Российской Федерации необходимо уделить больше внимания кадровой обеспеченности сельского хозяйства, как одной из наиболее перспективных отраслей развития экономики. В данной статье анализируются актуальные проблемы формирования рабочей силы с точки зрения её количественных и качественных характеристик, а также предлагаются меры, направленные на формирование конкурентоспособной и профессионально-ориентированной рабочей силы для сельскохозяйственного сектора Ленинградской области.

**Ключевые слова:** сельское хозяйство, управление рабочей силой, регион, Ленинградская область.

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The object of the study is the labor market of the Leningrad region. The subject of the research is the problems of formation of a competitive and professionally oriented workforce in

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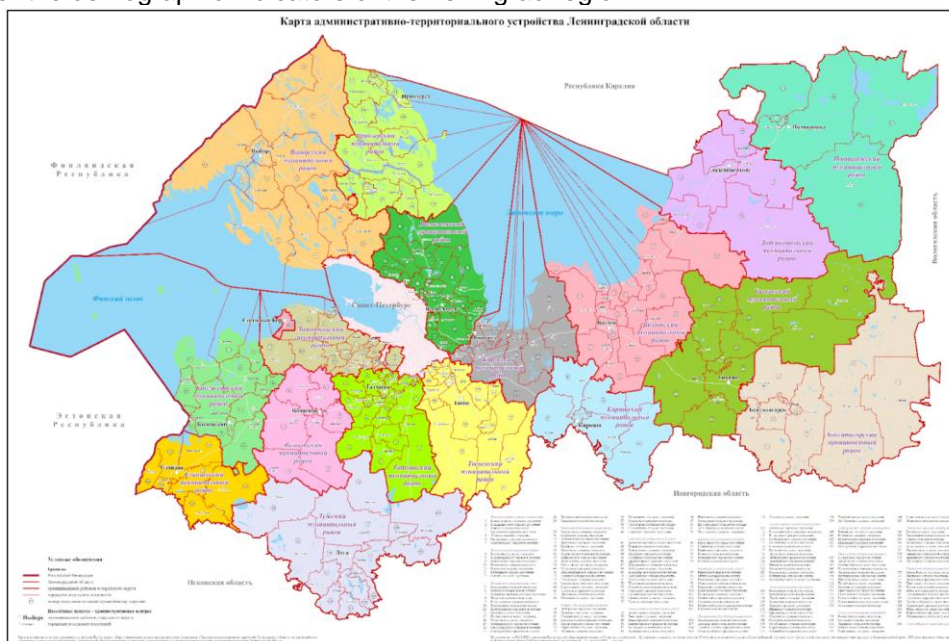
the conditions of market economy development on the example of the agricultural sector of the Leningrad region (hereinafter referred to as "LR"). The purpose of the study is to analyze the labor market of the agricultural sector in order to identify factors contributing to the formation of a competitive and professionally oriented workforce for the agricultural sector, as well as to make meaningful recommendations aimed at solving problems.

Conceptually, the term labor force is synonymous with such a concept as labor resources. However, the term human resources is also a statistical concept. In 2015, in Russia, based on international standards, it was decided to replace the statistical category "labor resources", as well as the economically active and inactive population, with the categories "labor force" and "persons who are not part of the labor force". Also, methodologically, labor resources are understood as that part of the population that is able to participate in labor activity, while in the labor force – actively participating [1].

Thus, it is customary to refer to the labor force as the population aged 15 to 72 years, actively participating in labor activity. The workforce can be divided into two categories – employed and unoccupied.

The labor force also has quantitative and qualitative characteristics that affect its formation in different ways. The number, structure and proportional placement of labor resources, their physical density, etc. determine the quantitative parameters of the labor force. They largely depend on the demographic situation in the region [2].

In this regard, to analyze the quantitative indicators of the labor force, it is proposed to consider the demographic indicators of the Leningrad region.



**Figure 1 – Administrative map of the Leningrad region**

Statistically, there is a negative natural population growth in the Leningrad region against the background of positive immigration to the region. Thanks to the latter, the population of LR is slowly growing. These indicators indicate a positive but potentially unstable population growth, since the resumption of the labor force depends on migration [3]. Another detail is the peculiarity of the territorial distribution of the population. The most remote administrative districts of the LR are experiencing a decrease in population, while the increase is observed mainly in areas concentrated around St. Petersburg (included in the St. Petersburg agglomeration) with the maximum increase in the Vsevolozhsky district [4].

A similar situation arose as a result of the growth in the pace of development of St. Petersburg, which is why the territory of the city went beyond its administrative borders. In addition, employment in St. Petersburg is common among residents of the LR with actual residence in the LR. The region is actually experiencing a labor drain, despite its formal availability. The outflow of the young population is felt most noticeably. As a rule, the young workforce leaves for St. Petersburg in order to get an education or search for a promising vacancy. Both goals can eventually lead to irrevocable migration. At the same time, negative natural growth inevitably

leads to the aging of the population, which negatively affects both the quantitative and qualitative characteristics of the labor force [5].

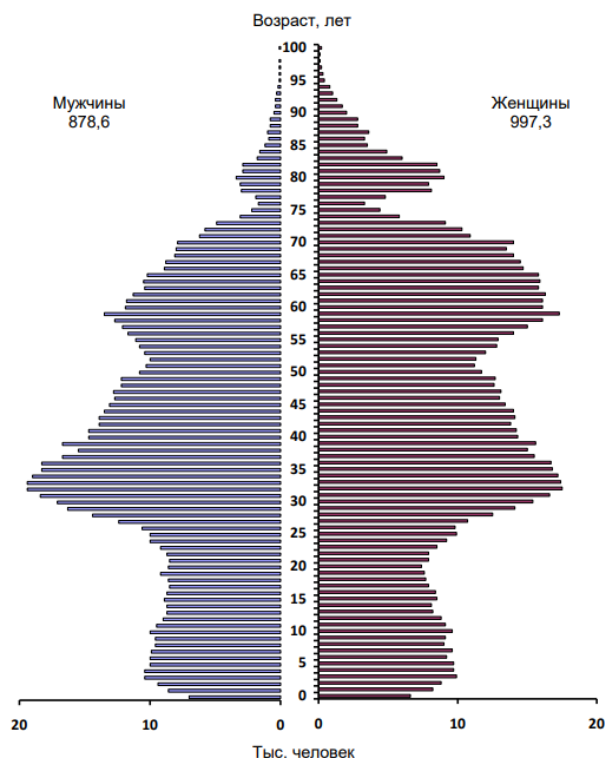


Figure 2 – Age distribution

In the LR (as of 01.10.2022), the registered unemployment rate is approximately 0.5%. This indicator is below the average unemployment rate in the country. There are 1.052 vacancies in the agriculture, forestry, hunting, fishing and fish farming sections, which is 2.3% of the total vacancy rate in all sectors [6]. This indicates a relatively low demand for labor in the agricultural sector. However, within the framework of the document of the strategy of socio-economic development of the Leningrad region until 2030, a comprehensive development of the agricultural sector is envisaged, which in the future may contribute to the creation of new jobs [7].

The other side of the formation of the labor market is its qualitative indicators. These include competitiveness and focus on professional development. The competitiveness of the workforce is the level of development of the aggregate qualitative characteristics of the workforce: intellectual, spiritual and physical abilities of a person to work, thanks to which he can participate in work activities [8]. The formation of qualitative indicators of the labor force is an ambitious task, since the labor supply in the agricultural sector is traditionally not competitive enough compared to other industries. This problem is caused by the following factors:

- low level of remuneration relative to vacancies in other sectors,
- labor intensity of activity,
- low prestige of labor.

The competitiveness of the industry directly depends on the motivation to go to work in it and work effectively. An important component of this is remuneration. The average salary in agriculture in the Leningrad region ranges from 34.520 ₺ and up to 43.980 ₺, which puts Agriculture on the 15th place in the industry ranking of salaries of the LR [9]. It is obvious that other industries will have a higher priority to attract young qualified personnel.

Another important element of competitiveness is the professional competencies of the workforce; therefore, specialized education should be accessible and meet current industry needs.

Based on the analysis, the following conclusions can be drawn:

- Despite the existing population growth and low unemployment in the agricultural sector of the LR, there are risks that can provoke a shortage of labor in the industry, provided the number of agricultural enterprises increases.

- The agricultural sector is unattractive from the point of view of employment. This negatively affects the interest in obtaining specialized education.

To mitigate these problems and risks, it is proposed to take into account the following measures: it is necessary to form an interest in agriculture among school and college students through environmental education, instilling interest in a healthy lifestyle in such a way that it is associated with agriculture, organizing excursions to agricultural sector facilities, organizing electives related to crop production. In order to improve the quality of personnel training, it is possible to introduce practices for the targeted selection of rural youth for training in specialized educational institutions. Public administration bodies should also take part in this activity, finance and regulate it. Students can be influenced by financial incentives – the allocation of grants for students in specialized programs. It is necessary to consider the possibility of creating a personnel reserve in order to ensure the possibility of using qualified labor and continuity of competencies of employees of enterprises [10].

Digitalization and automation of agricultural production processes can be another stimulating measure. The main problem here is the complexity of the successful implementation of technological innovations. Often, the personnel of the enterprise passively or actively refuse to accept the fact that they need to work with new equipment or cannot learn how to work on it [11]. Also, this practice is quite capital-intensive and time-consuming. This problem relates to the issues of innovation in the organization of the enterprise and requires a separate study [12].

The expansion of social guarantees for those working in agriculture contributes to the retention of labor in the sector and represents an alternative to wage increases, in a sense being a more effective measure, since wage competition leads to the need for its constant increase and, accordingly, an increase in the costs of the enterprise [13].

You can consider the possibility of 'pull' and 'push' incentives for employers. For example, it is proposed to introduce subsidies for job creation and fines if they are unreasonably reduced. It is also necessary to make unemployment benefits not lower than the national average in order to reduce migration sentiment [14].

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