Human resource management in the context of organic farming development

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Abstract. The article describes the main elements of the human resource management system in the context of the development of organic farming. The features of personnel processes in the conditions of transformation of traditional technology of cultivation of agricultural crops to the organic type are characterized. Attention is paid to the influence of external and internal factors on human resource management.

Keywords: human resource management, organic farming, personnel risks, employee potential

1. Introduction
Throughout the development of human society, the problem of food security has been one of the most actual. It remains so at the present time. The accumulated world experience offers different directions for the development of agricultural production. The vector of development of organic farming is gaining strength, including in our country, which confirms one of the directions of the National Technological Initiative “organic farming”, which are included in the Foodnet market. The agricultural enterprise must be provided with appropriate human resources for the successful management of organic farming.

2. Informal statement of the problem
The choice between organic and traditional agriculture is studied by many scientists. In particular, Bacenetti et al., 2016, Barbieri et al., 2017 and Tricase et al., 2018 analyze the performance of agricultural producers and come to the conclusion that they are largely determined not only by the system of cultivation of agricultural crops, but also by a combination of other factors [1,2,3].

The point of contact of almost all scientists and practitioners is the high environmental friendliness of products obtained from organic farming. However, further consideration of the available works demonstrates a multi-faceted problem. For example, Muller et al., 2017; Smith et al., 2019 note that in order to meet the food demand in organic farming, there is a high risk of the need to expand the acreage, which can in turn introduce an imbalance in the structure of the acreage [4,5].

On the contrary, the work of Reganold et al., 2016; Venkat, 2012 suggests an increased profitability of organic farming compared to traditional farming [6,7]. The prospects of organic farming are confirmed by the works of Schader, 2014, Muller et al., 2017 [8,4]. Especially popular research when
choosing a farming system is the work related to crop productivity (Ponti et al., 2012, Werf et al., 2020) [9,10].

One of the main forces determining the effectiveness of organic farming is human resources. The availability of human resources and effective management of them should be the main task set by agricultural producers focused on the development of specific advantages of their organization. Much attention should also be paid to the socialization of the management process, which involves the formation of relations between enterprise managers and staff on the basis of mutual responsibility and joint participation in the management of economic activities in the context of the implementation of organic farming systems.

The problems of human resource management have been studied for about 50 years. However, despite the sufficient knowledge, many issues remain debatable. This is especially true for the agricultural sector. One of the works that attracted our attention is the work of Rivera, W. M. and Alex, G. E., 2008, where the authors justify the need to develop the potential of human resources so that they can meet the challenges of our time [11]. This view is supported by Hasler, M, 2006, Semko I. A. and Altukhova L. A., 2020 [12,13]. This statement fully emphasizes the relevance of developing approaches to human resource management in the process of coming to organic farming.

Bitsch V., 2009 emphasizes that human resource management is a critical success factor in productive agriculture [14]. Furthermore he draws attention to such a problem as the lack of innovation in this area. This author and his colleagues emphasize that human resource management in agriculture and the risks associated with it are poorly understood issues that require careful study (Bitsch, V. et al 2006., Nikitenko G.V. et al, 2017) [15,16].

The uniqueness of human resources in agriculture and their distinctive features from representatives of other sectors of the economy are confirmed by the research of Cole, D.C., and. Bondy, M. C. 2019 [17].

3. Materials and methods of research
In the conditions of reorientation of the agricultural enterprise to organic farming and its development, human resources become one of the significant competitive advantages.

Based on the study of the activities of agricultural enterprises, we have identified and systematized the main components of the human resource management process in the conditions of organic farming (Figure 1). The presented system involves the interaction of special functions focused on:

- planning the need for personnel who adhere to the concept of organic farming;
- diagnostics and analysis of human resources and the ability of employees to implement organic farming technologies;
- development of the potential of employees, involving the development of competencies in the field of organic farming;
- adaptation of employees to organizational and personnel changes;
- accounting of personnel risks in the conditions of implementation of organic farming;
- ensuring the personnel safety of employees of an agricultural enterprise, which allows implementing the technology of organic farming.

The development of organic farming in the organization affects all personnel processes. Let us begin our consideration of changes in personnel procedures, in the context of the transformation of crop cultivation, with personnel planning, which can be carried out both in the interests of the organization and in the interests of employees. To implement these tasks, it is necessary to divide each personnel event into its constituent elements. Agricultural producers need to solve the problem of optimizing the ratio of internal and external recruitment of personnel, since without the involvement of external specialists, it is very difficult to effectively reorient traditional technology to organic technology. To attract, select and evaluate the necessary personnel, it is advisable for agricultural enterprises to develop criteria for personnel selection and develop appropriate employee development programs.
Figure 1. The main components of the organization's human resource management system in the context of the development of organic farming
However, if the organization does not have the ability, which is quite common, for various reasons, to attract external staff with the necessary competencies, then it is necessary to develop a training and development program for its own employees.

These development programs should be an integral part of such an element of the personnel process as the development of the potential of employees. To implement this component, the management of an agricultural enterprise should use various approaches to evaluating employees, providing comprehensive diagnostics, analysis and forecasting of the development of human resources in the context of the development of organic farming. Moreover it is necessary to analyze the specifics of the industry, taking into account the conditions of the functioning of the agricultural enterprise, which is especially important for agriculture.

The next element of the human resource management system is the adaptation of employees to organizational changes. The process of transformation of organizational culture is always a long one, but in the context of the transition from traditional crop cultivation technology to organic farming, it can become quite a significant risk. This is primarily due to the mentality of the population of rural areas. Most often, the process of transformation of the technological process begins with the initiative of individual employees who understand the prospects for the production of environmentally friendly products and their demand in the market. However, in the process of interaction with the team, the process of resistance to change is often observed. At this stage, it is the responsibility of the management to make it aware of the necessity and inevitability of the transition to organic farming. The more thoroughly the activities for this work are developed, the more employees will share the new organizational values, identify them with their interests and, as a result, continue to work in this organization, but already developing their potential in the field of organic farming.

One of the necessary factors for the effective implementation of the human resource management system in the conditions of organic farming is the management of personnel risks associated with the use of production technology.

The activities of any agricultural organization are currently associated with a large number of risks that affect personnel processes, from the demographic structure of the rural population to the existing systems of remuneration of personnel. When the diversity of risks is considered through the prism of an organic approach, they multiply. In particular, this is due to the level of development of employees and their attitude to changes.

Taking into account the described elements (rational personnel planning, the development of employee competencies, their adaptation to organizational changes and taking into account the totality of risks that have affected personnel processes) should ultimately lead to ensuring the personnel security of an agricultural organization.

On the one hand, the presented system of human resource management in the conditions of organic farming should be part of the overall management system of an agricultural organization focused on updating technology, and on the other hand, should take into account internal and external factors influencing the formation of the human resource management system and be based on the principles of human resource management of the organization.

A special place in the presented system is occupied by agricultural products, which are the result of the labor efforts of the entire team. It is the environmental friendliness of the products produced that should be the cornerstone of the entire process of transforming the technology of cultivation of agricultural crops, from traditional to organic.

All the described personnel processes should take place under the control of the management of the agricultural organization on the basis of a carefully developed strategy and detailed programs.

4. Conclusion

As a result of the implementation of the proposed human resource management system in the context of the development of organic farming, participants can come to the mutual satisfaction of their interests. The organization will achieve the goal of taking a place in the market segment of environmentally friendly agricultural products. And employees will be participants in the labor process, where their
personal interests coincide with organizational ones and have an attractive system for stimulating human resources for everyone.

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