Peculiarities of the personnel policy formation in agricultural organizations

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Abstract. The paper presents the experience of forming the personnel policy in an agricultural organization. The analysis of the managers’ qualification level, together with the one of specialists and workers on the example of Limited Liability Company “PPF (Pilot Production Facilities) Solyanskoe” experience and the analysis of professional standards application in the agricultural organization, such as Pilot Production Facilities is conducted. The article shows the outcomes of the inconsistencies elimination in the PPF “Solyanskoe”. It also presents the plan of training, retraining and qualification upgrading for 3 years developed and implemented in the given experimental company. This work made it possible to increase the consistency of positions and to uplift the level of qualification for all categories of personnel to meet the requirements of professional standards. In addition, it considers the methods of personnel adaptation and non-material motivation, within the framework of the policy implementation for personnel provision and remuneration that could contribute to a more successful survival of an agricultural enterprise in the market in the conditions of fierce competition at the present stage. This approach to personnel management will increase the labor potential and reduce production losses.

1. Introduction
The modern labor market demands to follow the changes in labor legislation. Personnel policy is an integral part of the strategic policy of the organization. The goal of the personnel policy is to ensure an optimal balance of the processes of updating and maintaining the numerical and qualitative composition of personnel in its development in accordance with the needs of the organization itself, the requirements of current legislation, the state of the labor market [1, 2, 3]. Nevertheless, it is necessary to unite all these areas, forms and methods of working with personnel with the state personnel policy. One of them is the introduction and application of professional standards, as they reflect the requirements of the employer to the employee in every particular profession. Federal Law No. 122-FL of May 02, 2015 “On Amendments to the Labor Code of the Russian Federation” introduced changes into Article 195.1 of the Labor Code in the RF in order to implement a new term. It is “Professional standard – a characteristic of the qualifications required from the employee to carry out a certain type of professional activity, including the performance of a certain labor function” [4]. However, the requirements of the employer to the employee are regulated also by some other documents. Among them, one can see the Unified qualification directory of managers, specialists and other employees positions (ETCS), and, by the
Classifier of managers, specialists and other employees positions, developed by the Institute of Labor and approved by the Decree of the Ministry of Labor and Social Development of the Russian Federation of August 21, 1998 No. 37. The professional standard defines the level of education and the duration of practical experience in certain functions. At the same time, professional standards are applied on a voluntary basis, except in cases where their application is mandatory.

Thus, an employer must implement the professional standard if the regulatory acts of the Russian Federation, federal laws and the Labor Code set up certain requirements for the qualification of an employee. Professional standards are obligatory for some specialists of agricultural organizations in terms of requirements, among them one sees a position of an accountant; it is also impossible to hire a person without specialized education and work experience to occupy the position in the organization’s labor safety system (PS "Specialist in the field of labor protection"). In relation to other specialists and workers, the requirement to have a set level of education, depending on the work function performed, is a recommendation. However, this level of education may be mandatory at the organization’s level. The determining of the fact that the employee’s level of education does not correspond to the professional standard required for a given organization involves only assigning an obligation to the employer to train his/her employees. If the supervisory authorities detect such inconsistencies, including the employer’s inaction, there are grounds for bringing the employer to administrative responsibility for violating the requirements of labor legislation.

At the same time, when forming the personnel policy at the enterprise, there must necessarily be a system of personnel adaptation and motivation. The issues of "remuneration of labor" that form the state personnel policy of the next period are implemented primarily through the Federal Law "On Amendments to Article 1 of the Federal Law "On the Minimum Wage". These changes are annual therefore they must be taken into account when implementing the remuneration policy [5].

In the modern scientific literature aimed at the study of personnel management issues, there are two synonymous terms. On the one hand, this is the term "personnel economics", represented by the German scientists R. Marr and W. Weber; on the other hand, the term "personnel management". However, both terms consider them as a sphere of activity characteristic of all organizations, the main function of which is “to provide the organization with personnel and its purposeful use” [6]. Representatives of the classical (scientific and administrative) school of management considered the problems of personnel policy, giving them special attention. Thus, the principles of scientific management of F. W. Taylor included such elements of personnel policy as: the development of each individual worker to his/her maximum available productivity and maximum well-being; the selection, training and placement of workers in those jobs and tasks where they can give the greatest benefit [7].

The problems facing the management of enterprises in the agricultural sector have similar features with the enterprises of the public sector. These issues can be quite safely characterized by such features as the lack of a strategy for the personnel development and the low level of their qualifications; low wages; low funding for personnel management activities; the absence or poorly formed system of adaptation and motivation of personnel; uncertainty in decision-making of managers and specialists [8, 9, 10, 11].

In addition, some features of agriculture have particular importance in Russia that requires huge investments, developed over the past 20 years. They carry serious risks, among them natural and climatic characteristics of agriculture in different regions of Russia; the imbalance between the cost of production and the market price of products; and some other risk factors [12, 13].

The personnel motivation at the enterprises of the agricultural and industrial sector of the Russian economy is also a significant factor. The correct formation of it while implementing the personnel policy contributes to improving the economic efficiency of the organization. Many scientists and practitioners consider the increase in labor productivity and the decrease in staff turnover to be the most important economic parameters [14].

At the same time, it is vital to note that the traditional system of motivation during the crisis, such as the COVID-19 pandemic in 2020-2021, has undergone a certain transformation in the part that material remuneration has become crucial for employees, as opposed to non-material incentives. This process
while implementing the HR policy at the enterprises of the agro-industrial sector, contributed to the strengthening of non-material motivation of staff as companies operating in the food sector, and those who remodeled their activities, has managed to survive in the modern conditions of the global pandemic and finish the previous period with the budget surplus [14].

Given all of the above mentioned and based on the analysis of existing scientific and practical literature, it is feasible to draw the conclusion that the issues of personnel policy formation in modern conditions remain pressing.

2. Data and analysis
Limited Liability Company "PPF Solyanskoe" carries out the following kinds of activity: production and sales of such products as: livestock products, feed, grain crops, seeds of agricultural crops; and processing the agricultural products. Now, LLC PPF "Solyanskoe" sells meat and milk, and, what is more important, it is engaged in the production and sales of the elite seeds, acting as the main producer of them on the Krasnoyarsk Territory.

The company management makes decisions regarding the personnel training, retraining and qualification upgrading in LLC "PPF Solyanskoe" based on the results of passing the personnel certification.

Since workers make up the main part of the company's employees, the level of their qualifications attracts special attention of the management. At the same time, the effectiveness of management, in general, depends on the personnel management qualifications. It is vitally important to take measures for their skills development and perfection. The assessment of the qualification level in different categories of the personnel at "PPF Solyanskoe" before the introduction of professional standards is in table 1.

**Table 1.** Data on the personnel qualification level in different categories at LLC “PPF Solyanskoe”.

| Personnel category | Higher vocational | Secondary vocational | Education | Basic general | Part-time | Upgraded the qualification |
|--------------------|-------------------|----------------------|-----------|---------------|-----------|---------------------------|
| Chief              | 32                | 17                   | 0         | 0             | 1         | 8                         |
| Executives         |                   |                      | 0         | 0             | 1         | 8                         |
| Specialists        | 13                | 47                   | 3         | 1             | 6         | 10                        |
| Workers            | 11                | 134                  | 113       | 134           | 0         | 5                         |
| Beero Total        | 45                | 64                   | 3         | 1             | 7         | 18                        |

The table shows that a significant part of the employees lack professional training. It is important for the workers of some professions, such as the operator of machine milking, machine operator, serving production in agriculture to be practitioners. However, the analysis shows that these workers do not have any kind of professional training anywhere. That absence of training seriously affects the quality of the work performed. Moreover, this fact has certain consequences, as low qualifications can affect the quality of products and lead to production losses. The lack of professional retraining affects also the productivity of managers and specialists. It is important to note that the majority of managers and specialists have only secondary vocational education, namely, 64 people. That has negative influence on the work quality and results. That direction requires special attention from the management of LLC "PPF Solyanskoe", since it undoubtedly affects the quality of work performed and the effectiveness of management.

The analysis of professional standards in terms of the required level of qualification of the above mentioned personnel categories is as follows in table 2.
Table 2. Identification of the required level of qualification for the implementation of labor functions of personnel positions in LLC "PPF Solyanskoe".

| Job title               | Professional standard                                                                 | The level of education required | 
|------------------------|---------------------------------------------------------------------------------------|---------------------------------| 
| Tractor driver DT      | Order of the Ministry of Labor of the Russian Federation of 04.06.2014 N 362n "On approval of the professional standard" Tractor driver of agricultural production | Secondary education vocational | 
| Tractor driver K-700   |                                                                                        |                                 | 
| Tractor driver MTZ-80  |                                                                                        |                                 | 
| Artificial insemination technician | Order of the Ministry of Labor of the Russian Federation of 04.06.2014 N 358n "On approval of the professional standard" Operator for artificial insemination | Secondary education vocational | 
| Machine milking operator | Order of the Ministry of Labor of the Russian Federation of 19.05.2014 N 324n "On approval of the professional standard" Operator of machine milking | Secondary education vocational | 
| Cowman horse breeder   | Order of the Ministry of Labor of the Russian Federation of 19.05.2014 N 325n "On approval of the professional standard" Animal Breeder | Secondary education general     | 
| calf worker            |                                                                                        |                                 | 
| Forager                | Order of the Ministry of Labor of the Russian Federation of 04.08.2014 N 523n "On approval of the professional standard" Operator of livestock complexes and mechanized farms | Secondary education vocational | 
| Animal husbandry       | Order of the Ministry of Labor of the Russian Federation of 19.05.2014 N 325n "On approval of the professional standard" Animal Breeder | Secondary education vocational | 
| foreman, foreman-operator |                                                                                      |                                 | 
| Veterinary doctor      | Order of the Ministry of Labor of the Russian Federation of 04.08.2014 N 540n "On approval of the professional standard" Veterinarian | Higher education: Master course or Specialist | 
| Agricultural equipment | Order of the Ministry of Labor of the Russian Federation of 08.09.2014 N 619n "On approval of the professional standard" Locksmith for the repair of agricultural machinery and equipment | Secondary education vocational | 
| repair engineer         |                                                                                        |                                 | 
| Chief agronomist       | Order of the Ministry of Labor of the Russian Federation of 11.11.2014 N 875n "On approval of the professional standard" Agronomist | Higher education: Bachelor course | 

Thus, based on the information received, it becomes possible to determine the necessary areas of personnel training in categories to eliminate the identified shortage in terms of lack of education (table 3).

Thus, based on the summary data of the table, the number of workers who meet professional standards was identified. In particular, only foragers meet the maximum qualification requirements, but this indicator is extremely small and is only 50%; as for the machine-milking operators - they meet the minimum requirement that is 30%.

In accordance with the changing conditions of production, it is important to determine the results of the activities of managers and specialists. According to the conducted analysis, the researchers identified the number of people who meet professional standards; specifically they were the supervisors of animal husbandry, the supervisor of the horse farm and the supervisor – operator. These workers met the requirements of the professional standard by 83.3%; veterinary doctors and veterinary paramedics met them by only 30%.
Table 3. Assessment of compliance of managers’, specialists’ and workers’ qualification levels according to the professional standard.

| Job title                                                                 | Employees number | Specific weight % |
|---------------------------------------------------------------------------|------------------|-------------------|
|                                                                           | Total            | Correspond to the requirement |                  |
| Machine milking operator                                                  | 50               | 15                | 30               |
| Tractor driver DT                                                        | 65               | 20                | 31               |
| Tractor driver K-700                                                      |                  |                   |                  |
| Tractor driver MTZ-80                                                     |                  |                   |                  |
| Forager                                                                   | 8                | 4                 | 50               |
| Cowman, horse breeder, calf worker                                        | 116              | 43                | 37.1             |
| Artificial insemination technician                                       | 30               | 10                | 33.3             |
| Chief Agronomist                                                         | 4                | 4                 | 100              |
| Animal husbandry supervisor, supervisor - operator                        | 18               | 15                | 83.3             |
| Veterinary doctor                                                         | 10               | 3                 | 30               |
| Agricultural equipment repair engineer                                    | 6                | 4                 | 67               |
| Breeder-zoo technician on breeding business                               | 6                | 2                 | 33.3             |

In 2016, based on the assessment of the personnel qualification level in LLC "PPF Solyanskoe", as a part of the personnel training policy formation, a 3-year personnel development plan for the official compliance with the professional standard qualification requirements was elaborated.

To assess the effectiveness of the personnel training policy implementation, we evaluated the data on the level of qualification in 2018 (table 4).

Table 4. Assessment of the personnel qualification level at the “PPF Solyanskoe” in 2016/2018.

| Category                          | 2016 | 2018 | Growth rate (%) |
|-----------------------------------|------|------|-----------------|
|                                   | Number | %  | Number | %  |                  |
| Higher                            | 159   | 27.8| 166    | 28.0| 104.4            |
| Secondary - vocational            | 117   | 20.5| 157    | 26.5| 134.2            |
| Secondary general                 | 230   | 40.3| 223    | 37.6| 97              |
| Basic general                     | 28    | 4.9 | 21     | 3.5 | 75              |
| Primary                           | 37    | 6.5 | 26     | 4.4 | 70.3            |

Thus, during the analyzed period of 2016-2018, the number of employees with secondary general and basic general education decreased in LLC "PPF Solyanskoe", the growth rate for this category was 97 and 75%, respectively. It is important to note that the number of staff with secondary vocational education increased by 34.2 %. The number of specialists with higher education also increased, thereby increasing their opportunities to move up the career ladder.

As a part of the implementation of the personnel employment policy, LLC "PPF Solyanskoe" gives considerable attention to the adaptation of workers, since they make up the bulk of the company's employees. The institute of mentoring created in the company supervises and assists the personnel of such work positions as the operator of machine milking, tractor driver, animal breeder, operator of livestock complexes. For the positions of specialists and managers, such as supervisor of animal husbandry, veterinary doctor, engineer for the repair of agricultural equipment, agronomist the company introduced the full-fledged adaptation program.

To assess the remuneration policy in 2021, we conducted a survey of staff satisfaction in LLC "PPF Solyanskoe", the results of which are as follows (table 5).
Table 5. Assessment of the level of satisfaction with the remuneration policy of the staff in the PPF "Solyanskoe».

| I. | Satisfaction with the salary | % | II. | Satisfaction with the system of material remuneration | % |
|---|------------------------------|---|-----|-----------------------------------------------|---|
| Corresponds to the expectations | 75 | The system does not take into account striving to professional growth and development | 47 |
| Does not correspond to the expectations | 23 | Satisfied with the system of material remuneration | 53 |
| Does not correspond to the qualification | 2 | |

III. Satisfaction with the system of the labor payment

| Labor payment is done on time | 100 | Is done in full volume | 98 |
| There is the opportunity to make changes | 2 |

After analyzing the questionnaire as a whole, the following conclusions can be drawn: in LLC "PPF Solyanskoe", in addition to material methods of motivation, the use of non-material methods could be of great importance, but, unfortunately, the management does not give due attention to this valuable source. In this regard, two regulations were developed for the organization to work with the staff: the Regulations on the competition "Best in the profession", the Regulations on awards.

3. Conclusion
At present, the personnel training policy of LLC "PPF Solyanskoe" acts as one of the priority directions in the formation of the personnel policy at this enterprise. The implementation of the employment policy and the remuneration policy through the introduction of advanced methods of adaptation and non-material motivation of personnel contributes to the further development of personnel in the interests of the company and the region. Successful participation of staff in district and regional competitions not only improves the image of individual employees, but also the image of the entire organization. In 2018, the title of "The best participant of the competition at the stage of milking cows" was Nadezhda Genkel (LLC " PPF "Solyanskoe" of the Rybinsk district).

The analysis of personnel policy formation in LLC "PPF Solyanskoe" showed that personnel management in the agro-industrial sector of the Russian Federation is the driving force of the enterprise. It is the personnel, that produces the final product, the company receives the chance to survive in the harsh conditions of competition among both Russian and foreign companies that operate in similar areas.

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