

## Development of Human Resources of Agro-Industrial Complex

Alexey A. NEDELKIN  
Plekhanov Russian University of Economics, Russia  
[aa@nedelk.in](mailto:aa@nedelk.in)

Sergey V. NOVIKOV  
Moscow Aviation Institute (National Research University), Russia  
[ncsrn@mail.ru](mailto:ncsrn@mail.ru)

Valery A. TITOV  
Plekhanov Russian University of Economics, Russia  
[vtitov213@yandex.ru](mailto:vtitov213@yandex.ru)

Dmytro V. SANNIKOV  
Yaroslav Mudryi National Law University, Ukraine  
[d.v.sannikov@gmail.com](mailto:d.v.sannikov@gmail.com)

Anna V. Mikhailova  
Federal State Autonomous Educational Institution of Higher Education  
"M. K. Ammosov North-Eastern Federal University", Sakha (Yakutia) Republic  
[Mikanya23@mail.ru](mailto:Mikanya23@mail.ru)

Lyudmila N. Popova  
Federal State Autonomous Educational Institution of Higher Education  
"M. K. Ammosov North-Eastern Federal University", Sakha (Yakutia) Republic  
[ludaykt@rambler.ru](mailto:ludaykt@rambler.ru)

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### Abstract

The article investigates the distinctive features of the development of human resources of agro-industrial complex (AIC). The study determined the categorical nature of human resources, as a whole, and the author's vision of the resource capacity of AIC was offered, in particular. The detailed analysis of the development of human resources of AIC in Ukraine, Kazakhstan, Russia and Belarus through the prism of the study of the features of life, well-being and safety of the rural population was carried out. Particular attention is paid to the problems of staffing of AIC of the leading countries of the world, including EU countries. The results obtained allowed to establish the fact of the indirect identity of the main factors of reduction of the rural population in the considered post-Soviet republics and the depopulation of rural areas in the EU. On this basis, at the conceptual level the key tasks were identified, which resolution, as for Russia, Kazakhstan, Ukraine and Belarus, and for Europe, make prospects of development of human resources of AIC. Taking into consideration peculiarities of AIC of Russia, as well as specific, national problems of rural development, the article developed the concept of development of human resources of AIC of Russia. Apart, within the concept, measures for training and retraining of workers for agricultural enterprises of Russia were allocated, as well as a model of balancing supply and demand in the labor market in order to determine the number of specialists of specific specialties necessary for the development of AIC in the region was offered.

**Keywords:** agro-industrial complex; human resources; development; Russia; Kazakhstan; Ukraine; Belarus; EU

**JEL Classification:** R 13; R 23

### Introduction

The current state of development of the society which is characterized by the crisis phenomena in economy, social contradictions requires close attention to a question of reproduction and development of personnel potential, especially

in agrarian and industrial complex. In the conditions of the market relations, the agrarian sector is considered as a key in the processes of revival of all national economy, as well as in rising the standard of living and welfare of the population (Rockstram 2017).

World experience surely proves that today there is no alternative to the innovative and intensively way of development of agricultural industry which predetermines essential growth of requirements to skill level, professional skills, intelligence of specialists-landowners (Ruan 2017). In this context it is important to consider dynamics of changes in the needs of a human capital in agrarian production which is characterized by its reducing in developed countries as a result of implementation of intensive technologies based on the high-productive equipment.

Thus, the number of able-bodied rural population in the leading countries of the world since 1950 to 2015 has decreased from 137 to 32.5 million people or more than by 4 times, and in France and Germany practically by 8 times (Skinner, Hanlon 2015). Besides each able-bodied person, occupied in the village, in the developed countries has developed in 2015, on average 28.6 t of grain, nearly 3.3 t of meat and 12 t of milk against respectively 995,123 and 217 kg in developing countries (Agriculture, Rural Development, Food and Drug Administration, and related agencies appropriations bill, 2016).

At the same time, it should be noted that, despite such essential gap, modern practice of work with personnel of AIC in the states with transformational economy, which inefficiency is obvious, did not undergo radical changes. Thus, for example, after the collapse of the USSR in the conditions of insufficiently reasonable, quite often spontaneous reforming of AIC, a significant amount of the most qualified specialists of agricultural industry in the CIS countries passed to work in other industries, or emigrated abroad. Today in the post-Soviet republics against the background of reducing number of a rural population there is deterioration in high-quality composition of human resources, qualification and educational and cultural level of the population, performance of social labor. Those specialists, who remained in the village, lost substantially their qualification level; only their small part undergoes retraining in these or those forms.

Thus, in view of the foregoing, there is no doubt that for development of the main directions of agricultural policy it is necessary to develop new approaches to issues of staffing and development of human resources of AIC. Especially this question is urgent for CIS countries and other developing countries, as in conditions of scarcity of financial resources and impossibility in short terms to restore material and technical base, human resources becomes one of the main and most effective factors of stabilization and development of AIC.

Thus, the above facts cause the choice of the topic for research, confirm its theoretical and practical significance, as well as define the conceptual basis of the conducted research and appropriate tools of scientific knowledge.

## Conclusion

This study presents the results of labor migration processes analysis in South Korea, including mobility indicators and the structure of expatriation. The importance and relevance of the issues of expatriate management in the international companies are examined and analyzed based on the industry field of South Korean companies. Static information was used to obtain the results, and questionnaire survey was conducted on the basis of a competency-based approach to the management of the international companies.

The research results confirm the hypotheses suggested, and develop the theoretical and practical provisions of earlier studies conducted by Kraeh, Froese, and Park (2015), Dowling, Festing, and Engle (2008), Kim (2013), Self, Self and Bell-Haynes (2011).

Interesting results were found in the research field reflecting the different levels of importance of competences in Korean companies on the part of managers and expatriates. The modern theoretical concepts of global human resources management, labor mobility and expatriation are analyzed, and the conducted study reflects the possibility of applying a competency-based approach to managing labor mobility. Various forms of expatriation, as well as strategies for managing human resources in an international company, and their impact on the processes of managing labor mobility have been discussed. Trends in the development of labor mobility in South Korea have been analyzed, tendencies of increasing the number of expatriates in Korean companies and the growing interest of Korean managers in shaping new strategies for expatriate management have been revealed.

This research has several limitations: first, the data for the last 2 years were used; secondly, two major international corporations of South Korea were chosen as the object of research; thirdly, two groups of personnel – expatriates and local managers – were chosen as the target group for the questionnaire survey. These limitations allow for further research on this subject, and the results obtained are possible for theoretical and practical application in the territory of other countries.

The result of the study is a new approach to expatriate management in the South Korean companies, which is provided by author. Further research will be devoted to the motivation of expatriates and a comparative analysis of the factors influencing the trends of expatriation in different countries.

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