

## THE MANAGEMENT STAFF IS A PROFESSIONAL GROUP OF AGRICULTURAL ENTERPRISES OF PENZA REGION



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**Abstract.** The agricultural enterprises of Penza region are aimed at strategic planning and forecasting, developing along perspective lines of the region. The tightness of the labour market in the agricultural management does not favour forming management staff as a professional group. In its turn the difficulty of launching innovational business in modern Russia does not favour forming this labour market. This aspect influences the group's performance and growth. The management staff can be referred to as a unique professional group, which appears when management competences are developed.

**Key words:** professional group, management staff, managerial competences.

### **1 Introduction**

In modern times the agricultural enterprises of Penza region are aimed at the strategic planning and forecasting, developing along the region's line of activity. In this respect the professional group of management staff of the agricultural enterprises is of great interest. To the management staff we refer those who determine the development strategy of the society's social structure. The management staff are not represented as a separate professional group at the labor market yet. The professional management staff are referred to a special professional group which is based on competencies (knowledge, skills and abilities) while forecasting and developing. The aim of the research is to study the process how the management staff of the agricultural enterprises

forms and to prove their significance in the context of Penza region agricultural enterprises. The transition to innovational development is possible after the management staff have formed at every level of the Penza region agricultural enterprises, as is the studied authorities the key competencies necessary for their dynamic development and growth have not been formed.

Socio-professional part of a society is made up of different social groups which are classified depending on labor nature and content.

In the social area, the socio-professional group of agricultural enterprises' management staff is of particular interest. The management staff include people determining the strategy of the society's social development.

As a rule, stakeholders and managers at different levels, having a special set of competences, are referred to as new management intellectuals. Stakeholders are population, mass-media, state and agricultural enterprises, managers, distributors, public organizations and so on. It is them who have an impact on achieving organization's goals and their contributions (work, capital, resources, information) is the criteria for an organization's success (4, p.327).

The management staff possess a certain set of volumes, which on the one hand reflects the market values, and on the other hand accumulates the organization's assets to solve socio-economic problems.

Literature review. In the scientific literature, the first concepts in the sphere of study of professional groups appeared in the developed countries in the late 90s-early 90s of the 20<sup>th</sup> century. In the national sociology in the context of studying professional groups theoretical approaches were defined.

As for definition of 'professional groups' there are two approaches. Thus, some researchers, Zdravomislov A.G., Yadov V.A., Mansurov V.A., Yurchenko D.V., Tichonova H.E., Salo E.P. consider that a professional group is a number of professional features necessary to shape a professional competence. Radayev V.V., Shkaratan T.O. consider this definition to be the analysis of a prestige hierarchy.

In our opinion, the most perspective approach to define a professional group is a competence approach. Having studied all the definitions of a 'professional group', we consider that a professional group is characterized by a set of values, which is based on the social capital theory and possesses special competences (knowledge, skills and individual abilities), which can be realized in their professional activities.

A management staff have not formed as a professional group at the labor market yet. The management staff are referred to as a unique socio-professional group which is based on competences (knowledge, skills and abilities) while developing. And their similarity is seen as

they use the social capital. From the J.Cole's point of view, the social capital is a network of relations, which is based on trust and confidence and voluntary fulfilment of the obligations (5, p.129).

The management staff of the agricultural enterprises as a special socio-professional group possess the following features:

- continuous development and self-education;
- creativity, systemic thinking, initiative, independency;
- the ability to make decisions, responsibility;

-professional independence, mobility, adaptivity;

-turning the social capital into the intellectual capital and the key role in this process is played by organizational education and the degree at which the people of the organization are eager to get knowledge and conceive it to be necessary for them;

- a unique set of values;

The management staff is a stratum, formed on the basis of special competences (knowledge, skills and abilities), which are the basis of the competitive edge of the agricultural enterprises.

Boyatzis P., Labunskiy L.V., Hamel G., Prahold K.K., Widet S., Holliford C. have contributed a lot to define 'staff competence'. In their studies staff competence is considered to be a category which reflects the requirements to employees, their tasks and functions, qualifications, responsibilities, which control the performing their job functions.

According to Ksenofontova H.Z., the staff competence of the agricultural enterprises is a set of interconnected special knowledge, skills and abilities, aimed at achieving strategic and tactic goals and tasks of the agricultural organizations. They are intangible assets, which define a company's competitive edge and strategic effectiveness. The staff competences are the determining factor for success at the market, as the competitiveness is now more than competition between material resources, but between modern forms of organizational improvement (4, p.328).

Using productive resources in a competitive dynamic environment, competences are manifested in making long term and middle term managerial decisions. In an undersaturated market the managers competences are seen in ongoing activities while adjusting the company to the current changes in the environment. When appealing goods and services prevail at the market, the merchandising is competitive. In this case, the manager is a relevant strategic resource of an organization.

## **2 Materials and Methods**

The research materials are the results of a sociological research of Penza region agricultural enterprises made in 2018 (100 people interviewed). The research was made with the help of general academic and special techniques and methods including systemic comparative analysis. The methods were used to analyze the process of development of management staff.

### **3. Results**

After we had studied the process of management staff development in the conditions of society's innovative development (the research was carried out in the study was conducted in the Ministry of agriculture of the Penza region, a random sampling) we found out that management staff showed different sets of competences, which formed the competitive edge of agricultural enterprises.

After he had tested the competences we found out their parts.

For modern agricultural organizations, it is necessary to intentionally develop the management staff, able to create new business models and business processes, providing a high value and added value at different management levels, and to define the area of their competence.

Having analyzed the activity of the agricultural enterprises, we found out that long-term (up to 2020) development programmes has been defined. The interviewed management staff showed that they focused on the chosen development curse and on these technologies which functioned in the Department.

The transition to the capital economy makes the agricultural enterprises change greatly influenced by the digital innovations.

The research results show that 68 women and 32 men work in the Ministry, 32 respondents are between 18 and 30, 36 respondents are between 31 and 40, 17 respondents are between 41 and 50, 15 respondents are over 50.

Their labor experience is: 3-6 months – 6%; 6-9 months – 3%; 9-12 months – 5%; more than 1 year – 86% respondents.

98% respondents have a higher education and science degree 1%, secondary professional education 1%, 88% respondents have diploma of higher education.

### **4 Discussions and Conclusion**

Thus, the survey showed that the management staff of these agricultural enterprises as a professional group is just being formed. It has very characteristic socio-professional and personal characteristics, is characterized by a high activity of employees to work and the fact that the main motives are to achieve high performance and full self-realization.

Having a high personal and professional resource, the management staff as a socio-professional group has not yet accumulated a sufficiently powerful socio-economic resource. The management staff of agricultural enterprises of the Penza region has not yet formed into a real professional community, representing and defending its interests, both among other professional groups and in the face of the state.

The management staff of agricultural enterprises as a socio-professional group has great potential for growth and development. In the social structure of modern Russia it is a representative of the new economic structure.

The growth and development of the social group, in many respects, will depend on the further tendencies of development of economy of the Penza region. Society and the state are focused on the transition to the digital economy, namely to the knowledge economy, and the management staff will increase quantitatively and develop qualitatively.

Formation and development of management staff as a new socio-professional group should contribute to the policy of the Penza region for the development of social and innovative activities.

The socio-professional group of management staff of Penza agricultural enterprises can become one of the promising social institutions in Russia, which is interested in the development of the modern digital economy and is able to identify new relevant vectors.

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