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# Efficiency of personnel management and its impact on labour productivity: the experience of agricultural enterprises in the Republic of Moldova

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***Abstract –*** The aim of the study is to investigate the impact of personnel management of agricultural enterprises on labour productivity. The approach used in this study is based on the analysis of key indicators characterising different aspects of personnel management for the period from 2015 to 2022, based on official data of the National Bureau of Statistics of the Republic of Moldova: personnel costs, professional training of employees of agricultural enterprises, staff mobility and other aspects. The results of the study showed that labour productivity is closely related to the efficiency of personnel management in agricultural enterprises, highlighting the importance of competent decision-making in relation to personnel in various directions: remuneration for work and salary increase based on the real results of staff work; organization and financing of professional training of employees, providing social support to employees, the impact of different types of staff motivation on the containment of staff turnover and others. It is necessary to solve the issues of limited financial resources of enterprises for professional training of personnel, to revise the structure of personnel costs in the direction of increasing social payments, to take into account the structural changes in the economy as of the current day for the quantitative provision of personnel of enterprises, taking into account and improving the qualitative characteristics of employees.

*Keywords – Labour Resources, Vocational Training, Remuneration For Labour, Mobility, Labour Efficiency.*

## I. INTRODUCTION

Increasing labour productivity in agriculture is of key importance for improving the efficiency of the enterprise and ensuring sustainable development of agricultural activities in general [1], [2].

It is important to realise that low agricultural productivity threatens the food security of the population of any country [3]. Therefore, in the process of personnel management, enterprise management should concentrate on understanding the factors affecting agricultural productivity [4], [5]. Such factors can include various aspects of personnel: qualitative characteristics of personnel, natural factors, investment in agriculture, structure of agricultural production and other factors [6], [7], [8]. In order to create prerequisites for labour productivity growth, first of all, it is necessary to provide competent remuneration of personnel for labour through correct increase of wages on the basis of increase of labour efficiency [9]. Specialists point to the emergence of economic problems in the activities of enterprises in the case of a mismatch between the proportions between the cost of personnel and the obtained effect from its use [10].

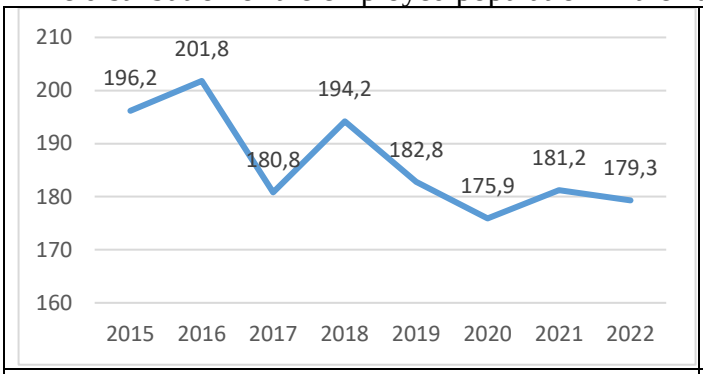
It is obvious that the staff of enterprises and the increase in their labour productivity remain the key aspects of improving the competitiveness and efficiency of agricultural enterprises [11], [5].

## II. Materials and Method

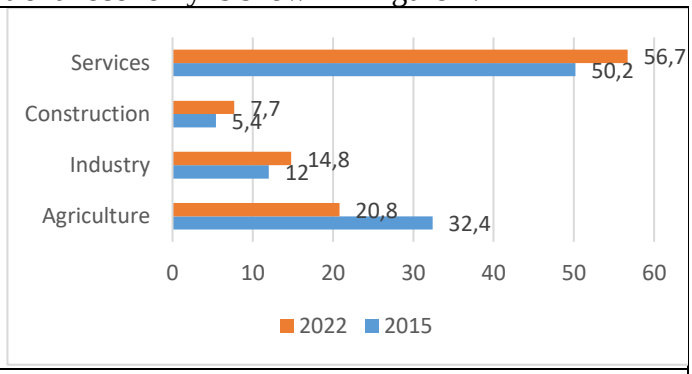
Research methods applied in the scientific article include statistical methods of analysis of data on employment and labour productivity of agricultural enterprises. These research methods allow us to analyse the indicators of interest in order to identify certain regularity of their development, which further provides an opportunity to forecast the evolution of the economic phenomenon under consideration.

## III. Results

The distribution of the employed population in the national economy is shown in Figure 1.




A. Evolution of the employed population in agriculture, thousand people




B. Structure of the employed population by economic sectors in 2015 and in 2022, %

Fig. 1 Distribution of the employed population in the national economy
Source: compiled by the authors on the basis of [12]

There is variability in the number of employed population in agriculture from 2015 to 2022. There is a significant change in the number of employed population in agriculture from 2017 to 2019 due to unfavourable conditions for agricultural development. The lowest value of the employed population in agriculture is observed in 2020 due to the impact of COVID-19 pandemic.

The dynamics of the structure of the employed population by economic activity showed that Agriculture contributes significantly to the national economy, but its share decreases from 32.4 % in 2015 to 20.8 % in 2022, mainly due to the development of services.

Analysis of the employed population in agriculture and the number of hired staff in agricultural enterprises is key to understanding labour force dynamics and productivity in agriculture. Some aspects of the number of agricultural enterprise labour force are presented in Table 1.

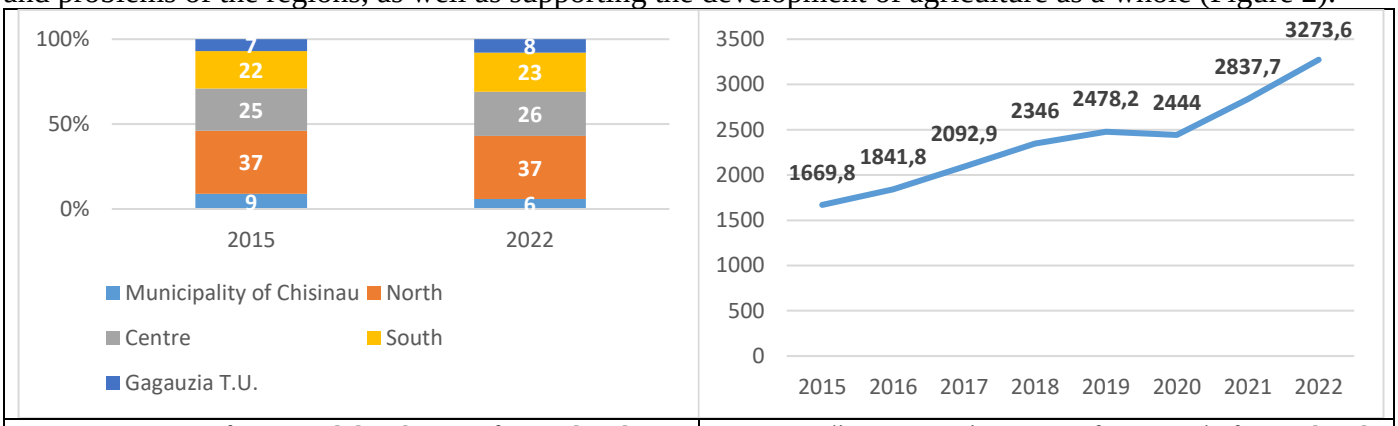
Table 1. Average number of staff of agricultural enterprises

| Indicators | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|---|---|---|
| Average number of personnel of agricultural enterprises, persons | 46353 | 46602 | 45447 | 45214 | 43523 | 40402 | 40159 | 39697 |
| Baseline (2015) growth rate of the average number of personnel of agricultural enterprises, coefficient | 1.000 | 1.005 | 0.980 | 0.975 | 0.939 | 0.872 | 0.866 | 0.856 |
| Share of women in the total number of personnel of agricultural enterprises, % | 28.7 | 27.8 | 27.1 | 27.6 | 27.0 | 26.5 | 26.3 | 26.0 |
| Share of employees of agricultural enterprises in the total number of employees in the economy, % | 9.1 | 9.1 | 8.6 | 8.4 | 7.9 | 7.7 | 7.5 | 7.5 |

Source: compiled by the authors on the basis of [13], [14], [15]

Over the last seven years, the number of personnel in agriculture has decreased by 6,656 employees or more than 14 %. This led to a decrease in the share of employees of agricultural enterprises in the total number of hired workers in the economy of the country from 9.1% to 7.5%.

The analysis of the number of employees of agricultural enterprises in the territorial context is important for identifying regional peculiarities and trends in the development of agriculture, determining the potential and problems of the regions, as well as supporting the development of agriculture as a whole (Figure 2).




A. Structure of personnel distribution of agricultural enterprises in 2015 and in 2022, %

B. Expenditures on maintenance of personnel of agricultural enterprises, million lei

Fig. 2 Territorial structure of personnel and their maintenance costs in agricultural enterprises
Source: compiled by the authors on the basis of [16]

The dynamics of the number of personnel and its use in agriculture is influenced by the dynamics and the expenditures for personel maintenance, as the level of this indicator determines the stability of labour resources, staff motivation, labour productivity and the efficiency of the functioning of enterprises as a whole. Based on the data of Figure 2B, we can conclude that over the period from 2015 to 2022, the cost of personnel maintenance systematically increased. In 2022, the value of the expenditure amounted to 3273.6 million lei and almost doubled compared to 2015.

Personnel costs include salaries, insurance and other social benefits. These expenses of the enterprise provide employees with necessary labour conditions and increase their motivation (Table 2).

Table 2. Personnel costs of agricultural enterprises

| Indicators | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|---|---|---|
| Expenditures on maintenance of the personnel of agricultural enterprises, million lei | 1669.8 | 1841.8 | 2092.9 | 2346.0 | 2478.2 | 2444.0 | 2837.7 | 3273.6 |
| Gross average monthly salary of the personnel of agricultural enterprises, lei | 2994.0 | 3300.4 | 3688.4 | 4188.7 | 4768.7 | 5022.9 | 5691.1 | 6700.7 |

Source: compiled by the authors on the basis of [17], [18]

Over the last seven years, there has been a steady increase in the gross average monthly salary of the personnel of agricultural enterprises and in 2022 it was 6,700.7 lei, 2.2 times higher than in 2015. However, this level of wages is the lowest compared to other sectors of the economy.

Table 3 presents the structure of expenditures on personnel maintenance of agricultural enterprises

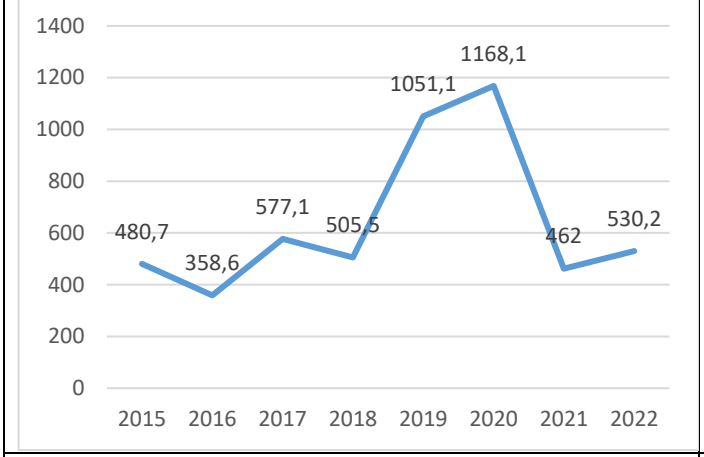
Table 3: Structure of agricultural enterprises' expenditures on personnel, %

| Indicators | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|---|---|---|
| Expenses on maintenance of personnel of agricultural enterprises, including: | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Direct costs | 78.2 | 78.3 | 78.3 | 78.9 | 82.4 | 82.6 | 81.9 | 81.6 |
| Indirect costs, including: | 21.8 | 21.7 | 21.7 | 21.1 | 17.6 | 17.4 | 18.1 | 18.4 |
| Expenses for compulsory insurance | 20.5 | 20.4 | 20.5 | 20.0 | 16.5 | 16.4 | 17.2 | 17.4 |
| Expenses for professional training of employees | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 | 0.0 | 0.0 | 0.0 |
| Social payments and other personnel expenses | 0.7 | 0.6 | 0.6 | 0.5 | 0.4 | 0.4 | 0.4 | 0.4 |

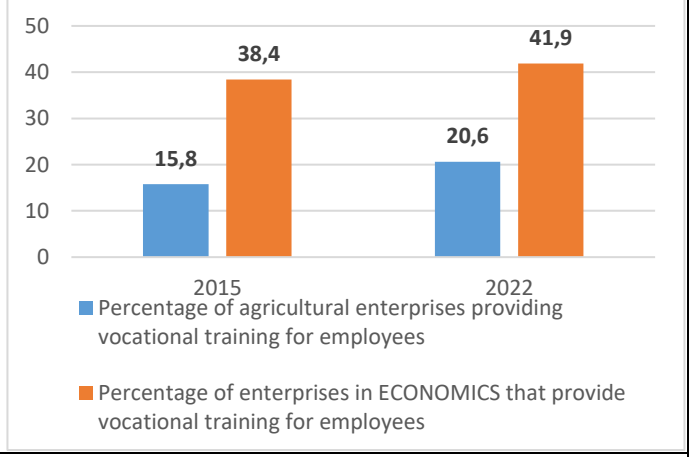
Source: compiled by the authors on the basis of [19]

The absence of expenditures on professional training of employees in the structure of personnel costs during the analysed period indicates insufficient awareness of the benefits of training, priority of other investments, etc.).

The evolution of some indicators characterising the organisation of continuous professional training of the personnel of agricultural enterprises is presented in Figure 3.




A. Expenditures of agricultural enterprises on vocational training on average per employee, lei/person



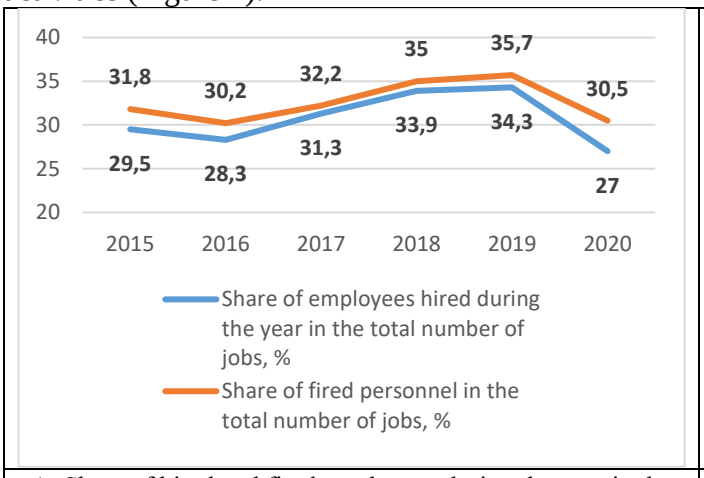

B. Percentage of enterprises providing vocational training for workers in Agriculture and Economy as a whole, %

Fig. 3. Continuous professional training of personnel of agricultural enterprises
Source: compiled by the authors on the basis of [20], [21], [22]

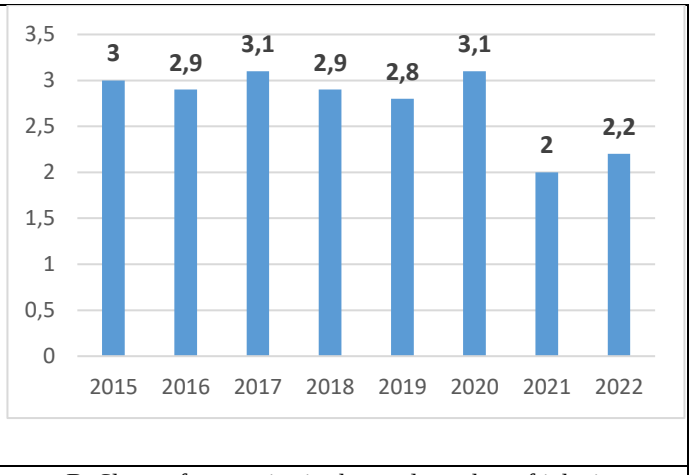
Given the variability of expenditure on vocational training per employee in agriculture over the period 2015-2022 (Figure 3A), it can be concluded that there is an urgent need to develop strategies for financing vocational training in agriculture.

The percentage of enterprises operating in the whole economy that provide vocational training to employees (Figure 3B) is more than twice the percentage of agricultural enterprises undertaking similar activities over the period under review.

Limited expenditures on staff professional training may have a negative impact on staff mobility indicators, because in conditions of insufficient development at their current place of work, employees of agricultural enterprises will seek opportunities for professional development in other companies or activities (Figure 4).




A. Share of hired and fired employees during the year in the total number of jobs, % *




B. Share of vacancies in the total number of jobs in agricultural enterprises, %

Fig. 4. Movement of personnel of agricultural enterprises
* 2021, 2022 no data available
Source: compiled by the authors on the basis of [23], [24]

Based on the data in Figure 4A, it can be concluded that there is variability in the dynamics of recruitment and dismissal of personnel over the period under review. At the same time, the level of vacancy rate in the total number of jobs in agricultural enterprises for the period under review (Figure 4B) is considered relatively low, indicating that most of the jobs in agricultural enterprises are filled and the vacancy rate is not high.

Information on the efficiency of personnel utilisation is presented in Table 4.

Table 4. Labour productivity of the personnel of agricultural enterprises

| Indicators | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|---|---|---|
| Labour productivity, thousand lei | 255.3 | 309.5 | 351.7 | 380.8 | 402.1 | 395.4 | 615.4 | 702.8 |
| Chain growth rate of labour productivity, % | 100.0 | 121.2 | 113.7 | 108.3 | 105.6 | 98.3 | 155.6 | 114.2 |
| Chain growth rate of average monthly labour wages, % | 100.0 | 110.2 | 111.8 | 113.6 | 113.8 | 105.3 | 113.3 | 117.7 |
| Ratio of growth rate of wages in agriculture with growth rate of labour productivity, coefficient | 1.000 | 0.483 | 0.861 | 1.642 | 2.468 | -x | 0.239 | 1.249 |

Source: compiled by the authors on the basis of [14], [25]

Labour productivity dynamics are characterised by stable growth, with the exception of 2020, when agriculture experienced the deepest crisis in the last 30 years due to the Covid-19 pandemic and severe drought. The dynamics of the ratio between the growth rate of wages in agriculture and the growth rate of labour productivity shows that there is no reasoned change in the level of wages based on the dynamics of labour productivity, since the normative value of wage growth for each percentage of labour productivity growth is 0.6-0.7 points [26].

## IV. DISCUSSION

The analysis of key indicators characterising the activities of agricultural enterprises for the period from 2015-2022 revealed certain problems with personnel management and its efficient use.

The dynamics of the employed population in agriculture for the period from 2015-2022 is changeable, which does not allow for long-term forecasting of employment in agriculture.

Comparing the share of the population employed in agriculture in 2015 with 2022, its decrease from 32.4% to 20.8% indicates a change in the structure of the economy towards reorientation mainly towards an increase in the share of services. The services sector continues to show an upward trend, increasing the share of the employed population in this type of economic activity from 50.2% in 2015 to 56.7% in 2022. This indicates an increase in economic activity in the service sector due to the development of information technology, tourism, financial and other services.

A detailed study of the number of hired personnel of agricultural enterprises that operate as legal entities allowed us to track the general trend of employment in agriculture. This analysis made it possible to identify the peculiarities of labour resources, as well as to assess the efficiency of personnel management in agriculture.

The average number of personnel of agricultural enterprises in the period from 2015 to 2022 is decreasing, which is confirmed by the slowdown in the growth rate of this indicator over time. This situation is explained by the influence of various factors, including changes in technologies in agriculture, demographic changes, as well as economic and social factors.

The share of employees of agricultural enterprises in the total number of hired workers in the economy also shows a decrease. In 2022, the share of hired personnel in agriculture decreased to 7.5 % of the total number of hired workers in the national economy.

Despite the decrease in the average number of employees in agricultural enterprises, the share of women remains relatively stable over the period under consideration, which indicates the preservation of a certain social equilibrium.

From the analysis of the structure of the number of employees in agricultural enterprises by regions of the Republic of Moldova in 2015 and 2022, it can be seen that the specific weight of the staff in the territorial

context remains stable. Northern and central districts maintain their significant share of employees. There is a moderate increase in the share of employees in the Southern and Gagauz territorial administration. These data emphasise the need to take into account regional differences when designing development strategies and solving problems in agriculture.

The analysis of data on personnel costs shows a stable dynamic of growth of the indicator. The increase in personnel costs and wages may reflect the enterprises' desire to attract and retain qualified employees.

Proceeding from the fact that in 2022 the average monthly salary in agriculture is 35.9% lower than the average monthly salary in the economy as a whole (6700,7 lei against 10447,3 lei), it can be concluded that there are reserves for improving the situation in this sector.

In the structure of agricultural enterprises' expenditures on personnel, the share of social payments and expenditures on professional training is less than 1 per cent during the period under review. The current situation restrains the development of labour potential and the updating of new methods used in the field of agriculture [27].

The analysis of data on expenditures on vocational training per employee allows us to identify trends and peculiarities of investment in the development of personnel of agricultural enterprises. Over the period from 2015 to 2022, there is significant variability in the expenditure on vocational training per employee. In particular, the peak values of expenditures occur in 2019 and 2020 (1168,1 lei/person in 2020). The lowest values of expenditures are observed in 2016 and 2021, which indicates the limited financial resources of agricultural enterprises under the influence of various factors (yields, economic stability, etc.).

In the period from 2015 to 2022, the percentage of agricultural enterprises providing vocational training for employees increased from 15.8% to 20.6%, while the percentage of enterprises operating in the whole economy providing such training increased from 38.4% to 41.9%.

The volume of sales revenues per employee of agricultural enterprises (labour productivity) increased from 255.3 thousand lei in 2015 to 702.8 thousand lei in 2022. At the same time, we can note the variability in the growth rate of labour productivity, with the highest value in 2021.

## V. CONCLUSION

The study shows that the value and dynamics of indicators characterizing various aspects of personnel management in agricultural enterprises have an impact on changes in labour productivity. The evolution of employment and structural changes in the national economy over the period under review have affected the number of personnel and its qualitative characteristics. Limited expenditures on vocational training and social benefits hamper the development of labour potential and the application of new methods in agriculture, which ultimately affects labour productivity and the level of staff motivation. Overall, the link between personnel management, investment in training and labour productivity demonstrates the importance of effective personnel management in the context of long-term agricultural development.

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