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## Characteristics of factors affecting the sustainable development of agricultural enterprises

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The article examines the factors that influence the sustainability of the agricultural enterprise, as well as approaches to determining the vector of their influence on achieving sustainability and developing practical recommendations for strengthening (weakening) their action. It is substantiated that ensuring the stable functioning of agricultural enterprises in conditions of martial law requires the search for new approaches to achieving sustainability. The author's approach to interpreting the sustainable development of an enterprise involves its stable acquisition of a new quality, which is manifested in a balanced change in subsystems - economic, social, environmental, which ensure the achievement of sustainability based on the use of innovations.

It is proven that the condition for achieving sustainability by the agricultural enterprise is the stability of its development, which is considered as a tool for ensuring sustainability. It is concluded that small and medium-sized agricultural enterprises do not have sufficient adaptive capabilities to the conditions of the external environment, which makes it difficult for them to achieve sustainability.

It is argued that the internal factors that influence the achievement of sustainability by the agricultural enterprise, unlike external ones, are subjective and most of them are subject to quantitative assessment. It is argued that the quality of the management process of an agricultural enterprise is one of the factors of the external environment that influences its achievement of sustainability. Indicators of management quality assessment are highlighted, which should be taken into account in the system of the most influential factors on the achievement of sustainability by an enterprise.

The internal social factors that influence the sustainability of an agricultural enterprise include the following: the level of quality of employees life, the level of social security, indicators of staff turnover, the qualitative structure of employees by education, age, etc. The most important environmental indicators for ensuring the sustainability of the agricultural enterprise are highlighted, among which are: compliance with crop rotation, rational use of fertilizers, protection of fields (plantations), maintenance of ecological and landscape systems of agriculture, alternative agricultural production, technologies for the use and disposal of by-products, etc. It is substantiated that the transition of an agricultural enterprise to the principles of sustainable development occurs provided that it achieves sustainable development and economic growth of the main resulting indicators.

**Key words:** sustainable development, agricultural enterprise, external factors, internal factors, sustainability, models of sustainable development, qualitative economic growth.

**Problem statement and analysis of recent research.** The new paradigm of social development is based on the concept of sustainable development, the essence of which is to ensure the so-called «quality economic growth» [1], which provides the opportunity to harmonize human-nature relations and preserve the environment for current and future generations. The main goal of sustainable development is to create conditions for ensuring balanced socio-economic growth, harmonious functioning of three interrelated spheres of society: economic, social and environmental. The world community is focused on globalization and sustainable development with the preservation of the resource base, which ensures the satisfaction of the needs of the current generation without harming future generations, as well as achieving economic and social balance [2]. At the same time, in foreign practice, the term "sustainable development" is used in relation to business and corporate responsibility, denoting such terms as: corporate social responsibility (CSR) and high quality corporate governance (ESG) [3,4].

The development of Ukrainian agribusiness in modern conditions takes place in extremely difficult war conditions, which delay the implementation of the principles of sustainable development in the activities of agricultural enterprises, since it is important to ensure the survival of the enterprise. At the same time, the European orientation of the country and the obligations assumed under the concluded agreements on harmonization with European practices in domestic conditions and the requirements of international agreements require the development of practical approaches to the implementation of sustainable agricultural production models by Ukrainian agricultural enterprises.

Thus, according to the assessment of experts from the Kyiv School of Economics, direct losses to the agricultural industry amounted to 6.6 billion USD as of November 2022, and the amount of indirect losses as of November 2022 amounted to 34.25 billion USD, mainly due to a decrease in domestic prices due to disruptions in exports, taking into account winter crop losses in 2023, increased losses due to a decrease in crop production in 2022, etc. [5]. As domestic researchers note, during 2022–2023, the maximum impact on profits from the sale of agricultural products was exerted by export logistics, a significant increase in prices for fuel and other material and technical resources [6]. Among the factors that influenced the development of agriculture in Ukraine with

the beginning of the full-scale invasion of the Russian Federation, the key factors influencing the production of agricultural products in the coming years will be prices on export markets, logistics costs, prices for energy resources and exchange rate dynamics, as well as the level of adaptability of enterprise management to high-risk business conditions. However, despite the need to solve current operational tasks to ensure stable functioning under martial law, we consider it necessary to search for new approaches to the formation of sustainable development of agricultural enterprises and determine its priority areas.

Given the above, there is a need to study the factors that affect the achievement of sustainability of agricultural enterprises, the consideration of which should become mandatory when making management decisions. This is explained by the fact that factors that have a negative vector of influence on the results of the enterprise's activities will require finding ways to overcome them, and those that have a positive impact - directions for their strengthening, which will ensure the sustainability of agricultural production.

**Purpose of the study.** The purpose of the article is to systematize the factors that affect the sustainability of an agricultural enterprise, determine the vector of their influence on achieving sustainability, and develop practical recommendations for strengthening (weakening) their action.

**Material and methods.** The theoretical and methodological basis of the study is a system-functional approach to studying the principles of sustainable development of agricultural production and systematization of factors that influence the achievement of sustainability, their relationships and interdependencies. When generalizing the features of the selection of factors that influence the sustainability of agricultural production, systematization methods, comparative logical-structural cause-and-effect analysis were used.

When preparing the article, abstract-logical and monographic methods were used in the process of generalizing factors that influence the provision of sustainable development in agricultural production and formulating conclusions; the method of system analysis, deduction and induction, abstract-logical, formalization provided a generalization of approaches to the selection of factors that influence the implementation of sustainable practices of agricultural activity, as well as determining the vector of their influence on the

achievement of sustainability, describing the relationships and interdependencies between them.

**Research results and discussion.** An agricultural enterprise is a complex system that includes subsystems and elements, the degree of their coherence, the timeliness of a comprehensive response to changes in the external and internal environment determines the achievement of sustainability of its functioning. Under the sustainable development of an agricultural enterprise, we consider the stable acquisition of the new quality, which is manifested in a balanced change in subsystems - economic, social, environmental, which ensure sustainable growth under the condition of using innovations. It should be noted that the acquisition of a new quality by an enterprise is a consequence of the manifestation of factors that influence the formation of sustainable development, form the stability, sustainable growth and innovation of the enterprise. That is why it is worth clarifying the concepts of "sustainability" and "stability", which are not identical. Thus, the sustainability of a system is defined as its ability to eliminate the consequences of the influence of external environmental factors on it, while maintaining its own integrity and structural balance [7]. It should be especially emphasized that the preservation of a steady state by the system does not imply quantitative immutability of its parameters values, since they can change within the stability area. At the same time, the sustainability of the system is focused on ensuring the long-term well-being of people and the planet, ensuring that future generations will be able to enjoy the benefits of economic development.

If we consider the achievement of sustainability at the level of agricultural enterprises, it is obvious that one of the requirements is the sustainability of its development, which allows us to fully take into account the principles of sustainable development in our activities. In this case, the opinion of researchers who believe that the formation and support of key factors of the sustainability of the enterprise's functioning is proposed to be considered as one of the mechanisms for ensuring the sustainable development of the enterprise is correct [8; 9]. That is why the characteristics of the factors that influence the sustainable development of agricultural enterprises will be considered through the prism of the sustainability of its development. Thus, in the scientific literature, the most common approach to identifying factors that influence the sustainability of an agricultural enterprise is to take into account

the environment of their manifestation, namely: external to the enterprise, on which it cannot influence or its influence may be insignificant. External factors can be international and national in nature; internal, which manifest themselves depending on the organization of the enterprise's activities. Among these two groups of factors, we will single out those that affect each subsystem of the sustainability of an agricultural enterprise. Thus, the impact that directly affects production sustainability will necessarily affect (to one degree or another) the state of economic sustainability. At the same time, factors that affect information sustainability (on which the adoption of management decisions depends) will cause changes in all subsystems of sustainability.

For large agricultural enterprises, in particular vertically integrated holding-type companies, the use of such methods of adaptation to critical changes in the external environment is available, such as diversification of products, works, services, expansion of market relations, optimization of the structure of fixed assets, change of organizational and legal forms of enterprises, etc. However, small and medium-sized agricultural enterprises do not have sufficient adaptive capabilities, therefore any change in even one of the parameters of the external environment may be critical for them. This is what makes it difficult for them to achieve sustainable development.

The problem of enterprise sustainability is particularly acute in agriculture due to seasonality, high dependence on natural and climatic conditions, the biological nature of agricultural production, the system of state regulation, the use of land as a factor of production and the institutional features of the functioning of industry organizations. For example, taking into account such a factor as the organizational and legal structure allows us to identify that agricultural enterprises can be created in the form of joint-stock companies, limited liability companies, limited partnerships, cooperatives, as well as private farms, which will provide excellent opportunities for implementing the principles of sustainable development in practical activities. This will be due not only to the capabilities of the enterprise, but also to the understanding of the need to implement the principles of sustainable development and knowledge of sustainable practices [10]. In addition, significant volumes of agricultural production are currently provided by individual peasant farms, which lack the appropriate knowledge and skills to implement models of sustainable agriculture.

The organization of economic activity of agricultural enterprises is also characterized by features in the following aspects: formation and change of equity; functioning of the cost reimbursement system; formation and distribution of income; organization of relations with financial organizations, intermediaries, suppliers. As a result, institutional affiliation directly affects the sustainability of agricultural enterprises and their ability to implement sustainable approaches in their own activities.

External and internal factors affecting the sustainability of agricultural enterprises can be divided into the following main groups: economic, social, environmental. Thus, the economic sustainability of an agricultural enterprise is influenced, first of all, by scientific and technical developments, innovative technologies, which provide competitive advantages compared to other commodity producers. However, it is advisable to implement technical and technological changes in agricultural production by assessing their compliance with the principles of sustainable development. In addition, innovative products require significant capital investments for the long term, which negatively affects the financial sustainability of the enterprise. It is also necessary to take into account that the introduction of innovative products is always accompanied by increased risk, which can also disrupt the stability and, as a result, implement the principles of sustainable development in one's own activities.

Among the external factors that shape the economic conditions of management, it is necessary to highlight the regulatory and legal framework (in particular, the tax and financial and credit policy of the country, the level of inflation, changes in the exchange rate), which significantly affect the efficiency of the agricultural enterprise. At the same time, the level of socio-economic development of the region also affects the ability to fully implement the conditions for sustainable development of agricultural enterprises. In addition, the factors of the general economic state include: cyclical fluctuations in the economy, economic growth rates, the potential of the real sector of the economy, the presence of competition, the competitiveness of domestic producers, the state of the country's balance of payments, the investment attractiveness of the economy, the state of demand and supply in the main markets for agricultural products and food, export and import volumes, etc.

The factors that shape the social sustainability of an agricultural enterprise are reflected in the

indicators of the population size and structure, the share of the economically active population, pensioners, children of preschool and school age, and the level of quality of life of the population, which are characteristic of certain regions or rural areas. In general, the following factors can be distinguished that affect the sustainability of a rural area: the system of values of society, effective demand and the level of consumer income, the demographic situation, the level of unemployment, the level of development of social and transport infrastructure and the availability of services, etc. [11]. It is obvious that an agricultural enterprise affects the sustainability of a rural area by providing jobs for residents of the area, making tax payments to the budget of the territorial community, which are provided for by law, and implementing social projects in this rural area. Factors of environmental sustainability are natural factors that are of extremely important importance for agricultural enterprises. Among the factors of this group, one can distinguish natural and climatic conditions, seasonality of production and sales of products (as well as supply of raw materials, materials), duration of the production cycle, various manifestations of natural disasters (earthquakes, floods, droughts, fires, storms, hurricanes, epidemics, etc.). One of the tools for reducing the consequences of the negative impact of natural factors, in most cases sudden, is insurance. However, in the current conditions, many agricultural enterprises cannot afford (for objective and subjective reasons) to fully use this type of insurance market services. Among the factors that hinder the development of agricultural insurance, the following can be distinguished: insufficient level of competence among agricultural producers in terms of risk insurance; high insurance prices; complexity of the procedure for concluding insurance contracts with state support and lack of subsidies for them. We share the opinion that solving the above problems requires improving the current regulatory and legislative framework in the field of insurance; expand agricultural insurance programs and provide for state support for regions with high-risk agricultural production, in particular frontline regions; reduce prices for insurance services at the expense of state support; ensure transparent and equal conditions for all participants in the agricultural insurance market; provide for mandatory insurance for 50% of crops of the most risky crops; create a Ukrainian agricultural insurance reserve, the funds of which would be directed to cover losses under insurance contracts [12].



An important place in the possibility of implementing the principles of sustainable development of an agricultural enterprise is given to the information support of its management. We believe that the system of indicators that comprehensively characterize the economic activities of an agricultural enterprise should include those recommended by the Global Reporting Initiative (GRI). Proof of this opinion is the fact that the Cabinet of Ministers of Ukraine adopted a resolution "On Approval of the Strategy for the Introduction of Sustainable Development Reporting by Enterprises" [13].

The influence of the information factor is manifested, as practice shows, through the organization of information circulation in the channels of the management system, which can lead to a discrepancy between the qualitative and quantitative characteristics of information in the process of making management decisions. When developing and making them, it is necessary to take into account the risk, which involves calculating the level of certainty (reliability) with which the expected results can be predicted.

It should be noted that the stability of an agricultural enterprise is influenced by changes in internal factors, more precisely, through their quantitative expression, for example, in the form of changes in the values of specific cost items in the cost price, accounting (financial) reporting. Thus, the manifestation of a crisis state of an agricultural enterprise (in particular, bankruptcy) is the result of the simultaneous influence of the negative action of external and internal factors, the share of the "contribution" of which may be different.

Internal factors that influence the achievement of sustainability of an agricultural enterprise, unlike external ones, are subjective and most of them are subject to quantitative assessment. For example, the profitability of equity capital (and this is one of the main indicators of the efficiency of using financial resources) depends on such factors as the level of profitability of sales, turnover of total capital, the ratio of equity and borrowed funds (all these indicators are calculated according to accounting data) [14]. Agricultural enterprises, based on making appropriate management decisions, can influence their own financial sustainability and, accordingly, the achievement of sustainability.

We believe that an important place among the internal factors ensuring the sustainability of any agricultural enterprise is given to the professionalism of its management, which determines the quality of the management

process. Among the important indicators that should be included to assess the quality of management, it is necessary to highlight the composition and qualifications of management personnel, the management model and production organization, the specialization of the enterprise, property and financial condition, the size and structure of expenses, the effectiveness of marketing strategies, management efficiency, etc. It is obvious that the head of an agricultural enterprise and managers, depending on their knowledge, skills and abilities, will make management decisions differently regarding sustainable technologies for keeping farm animals and poultry, growing agricultural crops, implementing environmental and social projects, etc. That is why it is important to intensify the activities of scientists of research organizations of the NAAS network of Ukraine and agricultural institutions of higher education in disseminating knowledge about the principles of sustainable development, the main models of alternative agricultural production, innovative solutions in the field of technologies for processing and storing agricultural waste, sources of biomass formation and the possibilities of its use for biofuel production, technologies for resource- and water-saving agricultural production, methods of bioprotection, biotechnology, etc.

The economic sustainability of an agricultural enterprise is ensured on the basis of the implementation of the production and financial plan and the possibility of replenishing its own working capital as needed through profit and accelerating the turnover of current assets, which contributes to increasing the efficiency of economic activity. The general indicator of efficiency is the amount of net profit, and therefore the factors affecting profit are factors of the financial stability of the business entity.

We share the opinion of scientists who believe that an important tool for ensuring the sustainability of agricultural production is internal production control (enterprise management function) [15], as well as environmental control and monitoring of social indicators - the level of wages, the arrangement of sanitary rooms, places for rest, food, etc. The organization of control at the enterprise should take into account the specifics of its activities and comply with the following requirements: separation of the functions of carrying out financial and economic activities from the functions of maintaining accounting, separation of functions for maintaining accounting according to the above-mentioned control

objects, determination of the person responsible for each direction of control, establishment of time parameters for its implementation, use of strict reporting forms, conducting unscheduled inspections. We believe that there is also a need to establish monitoring of financial indicators that are under the influence of external factors, namely: tax policy, inflation rate, NBU discount rate, depreciation policy, unemployment rate, average labor productivity in agriculture, etc. At the same time, the main factors that affect the financial stability of the enterprise are the provision of financial resources; creditworthiness; solvency; balance of assets and liabilities; balance of income and expenses; balance of cash flows [16]. At the same time, some researchers believe that the internal factors that affect financial stability are the industry affiliation of the enterprise, the structure of commodity products and the share of its individual type in the total solvent demand, the size of the authorized capital, the amount of expenses compared to income, the property status and the structure of financing sources [17]. This statement can only be partially agreed with, since the financial stability of the enterprise depends on the growth rate of its turnover, the stability of the growing dynamics of turnover, the structure of assets, the permissible level of risk, operational and financial leverage, the size and dynamics of profitability, the need to finance new projects, the financial flexibility of the enterprise, the attitude of creditors to the enterprise. It is positive that the influence of most of the factors listed above in this group can be characterized through the corresponding financial indicators.

Among the internal social factors that affect the sustainability of an agricultural enterprise, one can single out the level of quality of the employees life of an agricultural enterprise, social security, indicators of staff turnover, qualitative structure of employees by education, age, etc.

The environmental factors of ensuring the sustainability of an agricultural enterprise include compliance with crop rotation, rational use of fertilizers, protection of fields (plantations), maintenance of ecological and landscape systems of agriculture, alternative agricultural production, technologies of use and utilization of by-products, etc.

Thus, the essence of sustainable development lies in establishing the fact of the transition of an agricultural enterprise from a lower type of sustainability to a higher one as a result of ensuring achievable growth rates of production

and sales volumes, which lead to an increase in the market value of the enterprise and an increase in the well-being of its owners. It is obvious that the possibility of such a transition is a consequence of the positive influence of external and internal environmental factors on the sustainability and economic growth of the enterprise.

As experts emphasize [18], there is a complex dialectical relationship between economic growth and economic development, as quantitative and qualitative changes in the components of the production potential of the enterprise. Economic growth can be considered as positive, constant and negative, and, accordingly, development as increasing, constant and decreasing. On the basis of which, certain types of economic development of an agricultural enterprise can be distinguished (Fig. 1).

Thus, position 1, which assumes a situation of economic growth based on high prices (provided that the quality of products is high), allows for the maximum implementation of the principles of sustainable development due to the supply of high-quality products to the market at high prices. It should be noted that ensuring the production of high-quality products is possible provided that innovative environmentally friendly technologies are introduced, as well as moisture and resource-saving technologies, the use of high-quality seed material, productive breeds of agricultural livestock and poultry, compliance with scientifically substantiated requirements for conducting agricultural activities, as well as the implementation of the principles of sustainable development. It is obvious that under such conditions, the agricultural enterprise ensures economic, environmental and social sustainability.

Accordingly, positions 3, 6, 8 do not allow an agricultural enterprise to achieve sustainability and sustainable development, which requires its management to develop measures for a gradual transition to 2, 5, 8. Such a transition will allow the enterprise to ensure an unchanged level of sustainability and sustainability by achieving relative stability in the performance indicators of economic activity.

The proposed matrix can be used as a methodological toolkit provided that the absolute values of the parameters of economic growth and economic development at the level of a specific agricultural enterprise are included in it and will allow making justified tactical and strategic management decisions regarding changing its position in implementing the goal of achieving sustainable development.

Economic development / Economic growth	Increasing	Unchanging	Decreasing
<b>Positive</b>	1. Growth based on high prices (provided that the product is of high quality) combined with a high level of sustainability and sustainability	2. Growth without development combined with unchanging stability and sustainability	3. Growth with regressive development combined with deterioration of stability and sustainability
<b>Unchanged</b>	4. Constant production volumes combined with a medium level of sustainability and sustainability	5. Development without growth combined with unchanging resilience and sustainability	6. Lack of growth and development combined with deteriorating resilience and sustainability
<b>Negative</b>	7. Development with declining production volumes and profitability combined with low levels of sustainability and sustainability	8. The manifestation of crisis phenomena without significant changes in the implementation of business processes with unchanged stability and consistency	9. Manifestation of crisis phenomena with significant changes in the implementation of business operations (failure to perform certain technological operations, violation of their deadlines, violation of crop rotation, etc.) with deterioration of stability and sustainability

**Fig. 1. Models for ensuring the sustainability of an agricultural enterprise**

Source: constructed by the author.

Thus, the factors of economic growth and economic development of an enterprise are interconnected and interdependent. In this regard, it is necessary to synthesize them in order to determine the factors that influence the formation of sustainable development of agricultural enterprises. Systematization of factors affecting the sustainability of the enterprise, with indicators of economic growth and innovations, will allow classifying the factors of sustainable development of agricultural enterprises into the following groups: group 1 - factors that ensure the sustainability of the enterprise (direct its development to the equilibrium point); group 2 - factors that reduce sustainability and disrupt the equilibrium state of the enterprise; group 3 - factors that promote economic growth; group 4 - factors that hinder economic growth (directed to decline); group 5 - innovations (Table 1).

It should be noted that group of factors 1, 3 and 5 are oriented towards the development of the enterprise, and group of factors 2 and 4 are directed towards degradation (crisis, recession, bankruptcy).

In the most general form, factors can be grouped according to the following features: the business conditions of the enterprise are a characteristic of the conditions in which the enterprise operates (external - do not depend on the results of the enterprise's activities); 2) quality of management (internal - depend on the head and management of the enterprise); principles followed by the enterprise in conducting activities related to technologies, implementing business processes, forming capital, personnel, assets (internal - depend on the organization of production at the enterprise); resources of the enterprise and their use (internal - depend on the specialization of the enterprise); investments and innovations (internal - depend on the activities of the enterprise).

Table 1 – Factors influencing the achievement of sustainability of an agricultural enterprise

Sign	Sphere of origin of the factor	Characteristics of the factor
Business conditions	Political and economic situation in the country (world)	<ol style="list-style-type: none"> <li>1. Regulatory and legal state regulation, which creates favorable business conditions.</li> <li>2. Budget support.</li> <li>3. Financial and credit policy, regulation of foreign economic activity, oriented towards supporting the agrarian sector of the economy.</li> <li>4. Investment climate of the country, industries, which contributes to the activation of investment processes.</li> <li>5. Low inflation rate.</li> <li>6. High exchange rate of the national currency in relation to foreign.</li> <li>7. Stable macroeconomic condition of the country.</li> <li>8. Growing commodity market conditions.</li> </ol>
	Social policy	<ol style="list-style-type: none"> <li>1. Positive demographic situation in the country and region.</li> <li>2. Low unemployment rate in the region.</li> <li>3. High effective demand.</li> <li>4. Sufficient quality of life.</li> <li>5. Above average wages in agriculture.</li> </ol>
	Natural conditions	<ol style="list-style-type: none"> <li>1. Favorable natural and climatic conditions for agricultural production.</li> <li>2. High level of environmental safety.</li> <li>3. Absence of drought, dry weather, dust storms, floods, etc.</li> <li>4. Seasonality of production.</li> </ol>
Quality of management	Management development level	<ol style="list-style-type: none"> <li>1. Use of digital tools and technologies.</li> <li>2. Timely provision of reliable and relevant information.</li> <li>3. High level of qualification of the leader and managers.</li> <li>4. Optimal model of management and organization of production.</li> <li>5. Proactive and democratic management style.</li> </ol>
Principles of operation	Production	<ol style="list-style-type: none"> <li><b>1. Compliance with crop rotation.</b></li> <li><b>2. Rational use of mineral fertilizers, pesticides and herbicides.</b></li> <li><b>3. Field protection forest plantations.</b></li> <li><b>4. Introduction of innovative products, alternative models, water and resource-saving technologies.</b></li> <li><b>5. Reasonable specialization of the enterprise.</b></li> <li><b>6. Optimal resource provision and their effective use.</b></li> <li><b>7. Intensive type of reproduction.</b></li> <li><b>8. Use of tools for neutralizing and minimizing production risks.</b></li> </ol>
	Sources of capital	<ol style="list-style-type: none"> <li><b>1. Formation of the optimal structure of capital sources.</b></li> <li><b>2. Use of the effect of operational and financial leverage.</b></li> <li><b>3. Reinvestment of profits in the expansion of production activities.</b></li> <li><b>4. Orientation to increasing the value of the enterprise and the growth of the well-being of the owners.</b></li> </ol>
	Employees	<ol style="list-style-type: none"> <li><b>1. Ensuring a high level of wages.</b></li> <li><b>2. High level of social security for the company's personnel.</b></li> </ol>
Use of production resources	Financial Resources	<ol style="list-style-type: none"> <li>1. Balanced state of property and financial resources.</li> <li>2. Increasing the level of profitability of the use of equity capital.</li> <li>3. Increasing the turnover ratio.</li> <li>4. Growth of financial leverage.</li> <li>5. Rational volume and structure of expenses.</li> </ol>
	Human Resources	<ol style="list-style-type: none"> <li>1. Composition and qualifications of personnel.</li> <li>2. High labor productivity.</li> <li>3. High value of human capital.</li> </ol>
	Production resources	<ol style="list-style-type: none"> <li>1. Improving the quality of agricultural land.</li> <li>2. Increasing crop yields.</li> <li>3. Increasing the productivity of farm animals and poultry.</li> <li>4. Availability of highly productive and energy-saving machinery and equipment.</li> </ol>
Efficiency of investments in innovation	Investments and innovations	<ol style="list-style-type: none"> <li>1. Investment policy by areas and forms of investment.</li> <li>2. Structure of investment resources, cost of borrowed investment resources.</li> <li>3. Structure of assets of implemented investment projects, share of environmentally-oriented ones.</li> <li>4. Payback period of projects, turnover of assets of implemented investment projects.</li> </ol>

Source: summarized based on [19-21].



It should be noted that the list of factors that ensure the implementation of the principles of sustainable development by agricultural enterprises, which are presented in Table 1, can be expanded taking into account the specifics of the enterprise in terms of the achieved level of sustainability. The compilation of a list of factors is mandatory, since this will allow the enterprise management to predict their negative impact and promptly implement appropriate measures to eliminate them. Under the influence of these factors, sustainable development of agricultural enterprises occurs, the main requirement of which is to take into account not only economic factors, but also social and environmental ones, and continuous and crisis-free development of the agricultural enterprise is ensured.

**Conclusions.** The factors that influence the achievement of sustainability by agricultural enterprises, provided that stability is maintained, despite the variability of the external and internal environment of its functioning, have been systematized. In this case, the uninterrupted functioning of the enterprise is characterized by its counteraction to the influence of negative factors, which is achieved by scientifically sound organization and rational management decisions that contribute to balancing the constituent elements of economic, social and environmental sustainability.

In the study, we define sustainable development of an agricultural enterprise as the acquisition by the enterprise of a new quality, which is manifested in a balanced change in economic, social and environmental subsystems based on ensuring the economic growth of the enterprise and the activation of innovative activity. It is proven that sustainable development is achieved through the rational organization of reproductive processes at enterprises, which require taking into account the stage of the enterprise's life cycle and the adoption of management decisions in accordance with them. Since the enterprise is an open socio-economic system that functions in time, interacts with the external environment and at any moment can be in a state of stability, or its absence, which are determined by the stage of the life cycle at which it is at a specific moment in time. Thus, production resources enter the "system input", and at the "output" the enterprise receives results (products, works, services) based on the use of technologies and the organization of production processes, the implementation of targeted management influence. It is obvious that depending on the adaptive capabilities of the components of the internal potential of an

agricultural enterprise to the influence of external environmental factors, there will be a change in the input and output parameters of the system, as well as the transition of the system from one state to another.

It is substantiated that under different states of economic growth and economic development, an agricultural enterprise has the opportunity to implement different models of economic growth and sustainability and, in accordance with them, make rational management decisions to gradually achieve sustainability. Therefore, there is a need to compile a list of factors by management that affect the sustainable development of the enterprise in order to periodically monitor the vector of their influence on achieving sustainability and evaluate the used individual types of resources used in economic activities, determine their return and timely replenishment in the business processes of the enterprise.

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### **Характеристика чинників, що впливають на сталий розвиток сільськогосподарських підприємств**

#### **Надводнюк О.О.**

У статті розглядаються чинники, які впливають на забезпечення сталості сільськогосподарського підприємства, а також підходи до визначення вектору їх впливу на досягнення сталості та розроблення практичних рекомендацій щодо посилення (послаблення) їх дії. Обґрунтовано, що забезпечення стабільного функціонування сільськогосподарських підприємств в умовах воєнного стану вимагає пошуку нових підходів до досягнення ними сталості. Авторський підхід до тлумачення сталого розвитку підприємства передбачає стабільне набуття ним нової якості, що виявляється у збалансованій зміні підсистем – економічній, соціальній, екологічній, які забезпечують досягнення сталості на основі використання інновацій.

Доведено, що умовою досягнення сталості сільськогосподарським підприємством, є стійкість його розвитку, яка розглядається як інструмент забезпечення сталості. Зроблено висновок, що малі та середні сільськогосподарські підприємства не володіють достатніми адаптаційними можливостями до умов зовнішнього середовища, що утруднює для них досягнення сталості.

Аргументовано, що внутрішні чинники, які впливають на досягнення сталості сільськогосподарським підприємством, на відміну від зовніш-

ніх, є суб'єктивними та більшість із них піддаються кількісній оцінці. Аргументовано, що якість управлінського процесу сільськогосподарського підприємства є одним із чинників зовнішнього середовища, який впливає на досягнення ним сталості. Виділено показники оцінювання якості менеджменту, які доцільно враховувати у системі найпливовіших чинників на досягнення сталості підприємством.

До внутрішніх соціальних чинників, що впливають на сталість сільськогосподарського підприємства, включено такі: рівень якості життя працівників, рівень соціального забезпечення, показники плинності кадрів, якісна структура працівників за освітою, віком тощо. Висвітлено найбільш важливі екологічні показники забезпе-

чення сталості сільгоспідприємства, серед яких виділено - дотримання сівозмін, раціональне застосування добрив, захист полів (насаджень), ведення еколого-ландшафтних систем землеробства, альтернативних сільськогосподарському виробництву, технології використання та утилізація побічної продукції тощо. Обґрунтовано, що перехід сільськогосподарського підприємства на принципи сталого розвитку відбувається за умови досягнення ним стійкого розвитку та економічного зростання основних результуючих показників.

**Ключові слова:** сталий розвиток, сільськогосподарське підприємство, зовнішні чинники, внутрішні чинники, стійкість, моделі сталого розвитку, якісне економічне зростання.



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