

and African countries (export part is about 26.4% or \$ 3.1 billions). Ukrainian agrarian sector has been the main generation of the national export during the crisis in 2014y. At this period the export value of agricultural production was \$ 16,67 billions (or 30% in the total export value) [5,8,9]. During 11 months in 2015 y. export has been about 40% in the total Ukrainian export value. Record export (during Ukrainian independence) has gotten about 35million ton in 2014 -2015 yy.

**Originality.** It is known some groups of countries with different level and dynamic of agricultural production. The first part is European high level of development countries (Germany, France, Austria, Italia, Switzerland etc.). Potential perspectives of Ukrainian agricultural export must be oriented on the ecological and high-level quality products.

The second group includes countries of the Eastern Europe (Ukraine, Russia, Belarus, Moldova, Georgia etc.). Ukraine has the biggest potential of increasing agricultural export.

The third group is countries of Asia, Africa and America (China, Argentina, Brazil, India etc.) These countries have shown stable tendencies of growing agricultural production from 60% until 120-130% [10].

**Conclusion.** Ukraine can diversify its export between all these three groups. European countries will be able to import ecological products, China and India will do soybeans, eggs, sunflower oil, corns, chicken meat etc. Our analyze allows us to affirm Ukraine has a great agricultural export potential because the production value top the world's index by 2-3 times. Perspective direction of our researching is definition of TNCs' influence on the forming of recourse and export potential Ukrainian agricultural sector in the context of the world's integration.

**Keywords:** agrarian market; three groups of countries; government regulation; potential of agricultural production; export of agrarian products; integration process; competitive potential.

Одержано редакцією 18.01.2016  
Прийнято до публікації 23.01.2016

УДК 316.464

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## EFFECTIVE LEADERSHIP STYLE AS THE MAIN ASPECT OF MANAGING CONFLICTS IN FOOD INDUSTRY ENTERPRISES

**Abstract. Introduction.** The changeable market environment and desire to be competitive require to do the right steps for the future success and to choose an appropriate leadership style from the owners of the enterprises. All these measures will promote the opportunities to improve business processes and increase efficiency of the enterprises.

**Purpose.** The main objective of this article is to show the importance of choosing a right leadership style to resolve conflicts and provide effective development of the food industry enterprises.

**Methods.** Analyzing the problems the following methods were used: abstract logical style (theoretical to generalization, to drawing the conclusions), statistically-economic groupings (to reflect changes in the enterprises development), the method of expert evaluations (to determine the importance of the right choice of the leadership style), graphics (to create the charts, to determine the dependencies), etc.

**Results.** *The studied research papers have shown that there are connections between person's emotions, attitudes and behavior. Thus being an effective leader means to be decisive, but adaptable and emotionally stable. According to the authors' point of view a list of the main features of an effective leader was formed. The main elements include: authority, influence, delegation, responsibility, accountability and power which will give a positive result of the determined job and one element such as flexibility was added to the main list. To the authors' opinion flexibility is the opportunity and quick reaction to adapt the activities of the company to modern changeable conditions.*

*The main leadership styles are described and the level of their usage for food enterprises is determined by the authors. Whatever leadership style would not be selected, it is a real situation for the company at various stages of its development that the leaders meet a number of the conflicts. There are conflicts related to:*

- *leader's personality (self-confidence, self-consciousness);*
- *formal leadership and informal leadership, for instance, in a team or in the department for the power to influence others;*
- *a leader and co-worker (or team member) to lead the employees;*
- *team members who have a bad impact on the results of their activities.*

*Due to the conflict resolving approaches we can make a conclusion that it is vital to analyze all factors and then make a decision considering all possible consequences.*

**Originality.** *The article describes a choice of an appropriate leadership style for food industry enterprises and gives an opportunity to understand how to handle conflict situations in the right way.*

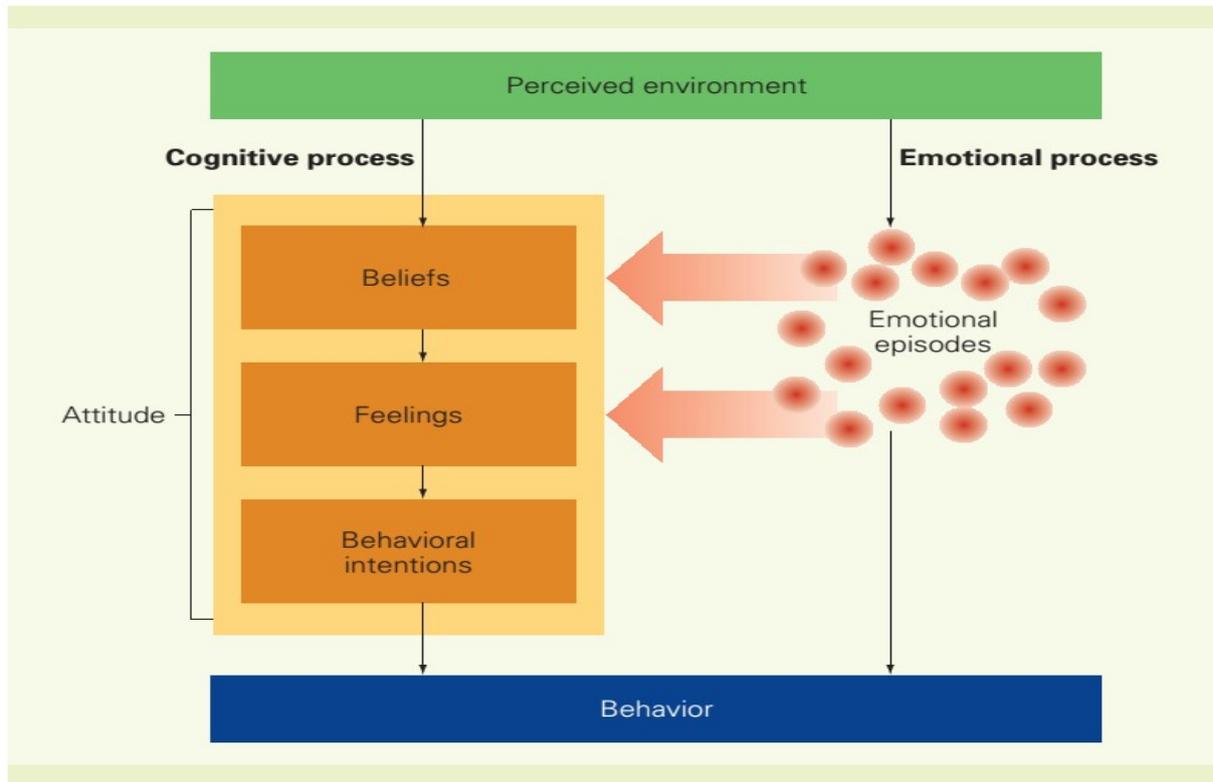
**Conclusion.** *The leaders who use an authoritarian style of leadership resolve the conflicts with a forcing approach. These leaders often have conflicts of objectives as well as conflicts of feelings and emotions. In addition, managers who use participative (Democratic) and delegative (Laissez-Faire) leadership styles often practice compromise and accommodation approaches. The above-mentioned types of the leadership styles often have conflicts associated with the ideas and ways of solving them. Modern types of leadership, such as transformational leadership and transactional leadership, use compromise and cooperation approaches - collaboration.*

*Choosing the right leadership style and ability to handle conflicts gives an opportunity to increase efficiency, build favorable climate and achieve success for the company.*

**Keywords:** *behavior; leadership style; effective leader; emotions; attitudes; conflicts; food industry; enterprise.*

**Problem statement.** Success of the company depends on the efficiency of the business model and leader's ability to adopt the activities quickly in accordance with the changeable market environment. Thus, it is really important to understand that leadership is a process of directing the behavior of others toward the accomplishment of the objective. Directing, in this sense, means causing individuals to act in a certain way or to follow a particular course [1, p. 370]. Dwight D. Eisenhower said: "Leadership is the art of getting someone else to do something you want done because he wants to do it."

Of course, we understand that leading and managing are not identical activities. Managing is much broader in scope than leading and focuses on behavioral and nonbehavioral issues, while leading emphasizes mainly behavioral issues (figure 1). Emotionally strong leader is a person who can recognize his/her own feelings and the feelings of others, motivate himself/herself, and manage his/her own emotions as well as the emotions of others. Most emotions are experienced unconsciously, but strong emotions make us consciously aware of events that may affect our survival and well-being. Emotions influence our thoughts and behavior. That's why an effective leader should control his/her feelings and express his/her thoughts in a clear way staying balanced in any situation. Thus, the problem of choosing a right leadership style for the future development of companies has acquired its relevance.



**Figure 1. Model of interrelated connections between emotions, attitudes and behavior**

*Source: [5, p. 349]*

**Analysis of recent research and publications.** There is an extremely large and continuously growing literature on leaders and leadership. Bass's Handbook of Leadership (Bass (1981)) references over 4,500 studies of leadership as of the 1981 date of that book, and Rost (1993, p. 46) reviewed over 312 books and chapters on the topic produced in the 1980-89 interval alone (his book contains 25 pages of references), and the rate of output has surely increased in the interim. Indeed, a search of Amazon.com for "leadership" yields 191,530 hits. Yet with some brilliant exceptions much of this literature is not rigorous or even useful. It is not our intention to summarize it here. Joseph Rost (1993) does a good job of that in his excellent book, Leadership for the Twenty-First Century [2, 6, 9]. However, the new market conditions and changes in the market economy presuppose future scientific research for achieving the success and growth of main indicators through managing company in the appropriate way.

**Unresolved aspects of the general problem.** According to the market changes it is vital to manage the company in the right way for its future development, to think about using the appropriate leadership style and to adapt the company activity to the needs and expectations of the customers.

**Paper objectives.** The main objective of this article is to show the importance of choosing the right leadership style to resolve conflicts and provide effective development of the food industry enterprises.

**Discussion.** Attitudes include three components: beliefs, feelings, and behavioral intentions. Beliefs are established perceptions about the attitude object—what we believe to be true. Feelings represent our positive or negative evaluations of the attitude object. Behavioral intentions represent our motivation to engage in a particular behavior with respect to the attitude object. Emotions influence our attitudes and behavior. Essentially, we automatically attach emotions to incoming information when it is received through our senses even though we have

not consciously thought about it. These are not calculated feelings; they are automatic and unconscious emotional responses based on thin slices of sensory information. But if you are a leader (or a manager) of the team you should ultimately decide how the different factors will affect your emotions, attitudes and behavior.

It is clear that a manager can be a leader or can not be and visa versa. And only the small percent of people combine the main features of both personalities and become a manager and a leader in one person. In our point of view, we agree with many scientists that the most effective managers over the long term are also leaders.

But we also understand that not all the leaders are effective and achieve the best result of their activities. In our opinion, effective leader is a person that not only receives the highest performance and great result but also a person who leads and inspires subordinates to give the brilliant ideas, to create innovative things, to develop themselves and the company too. That's why it is really important to think about the main features of an effective leader.

Effective leader should:

1. Inspire others
2. Make positive changes in the company
3. Understand others
4. Communicate efficiently and effectively
5. Handle conflicts
6. Lead others
7. Build successful team
8. Focus on personal and organizational achievement
9. Manage creativity and innovation
10. Manage diversity.

An effective leader can use a number of elements, which will give the positive result of the job:

1. Authority: which provides the leader with the right, by virtue of his/her position within the organization, to give instructions and delegate work to subordinates
2. Influence: which involves using authority and power in a manner which inspires and motivates subordinates to take action
3. Delegation: where the leader allocates a part of his/her own task to a subordinate to perform together with the necessary authority to execute it.
4. Responsibility & Accountability: where the leader is responsible for carrying out his tasks and must account for his/her performance
5. Power: which refers to the leader's ability to influence (without necessarily using his/her authority). There are various types of power:

Legitimate power: which refers to the power which the leader has as a result of the hierarchical position which he/she possesses within the organization .

Reward power: this refers to the leader's ability to withhold or give tangible rewards (e.g. incentives, pay increases, new office) and intangible rewards (e.g. respect, verbal praise).

Coercive power: refers to the leader's ability to punish others and in so doing instill fear.

Referent power: results from a leader's personal characteristics and refers to his/her ability to command respect, admiration and loyalty.

Expert power: results from the knowledge, skills and expertise of the leader [ 8, p.125 ].

In our opinion it is important to add such element as flexibility. Flexibility is the opportunity and quick reaction to adapt the activities of the company to modern changeable conditions.

Using different instruments gives the leader an opportunity to elicit the trust and confidence of the subordinates, to increase the respect and desire to follow him/her.

In our point of view, an effective leader should also have such characteristics as:

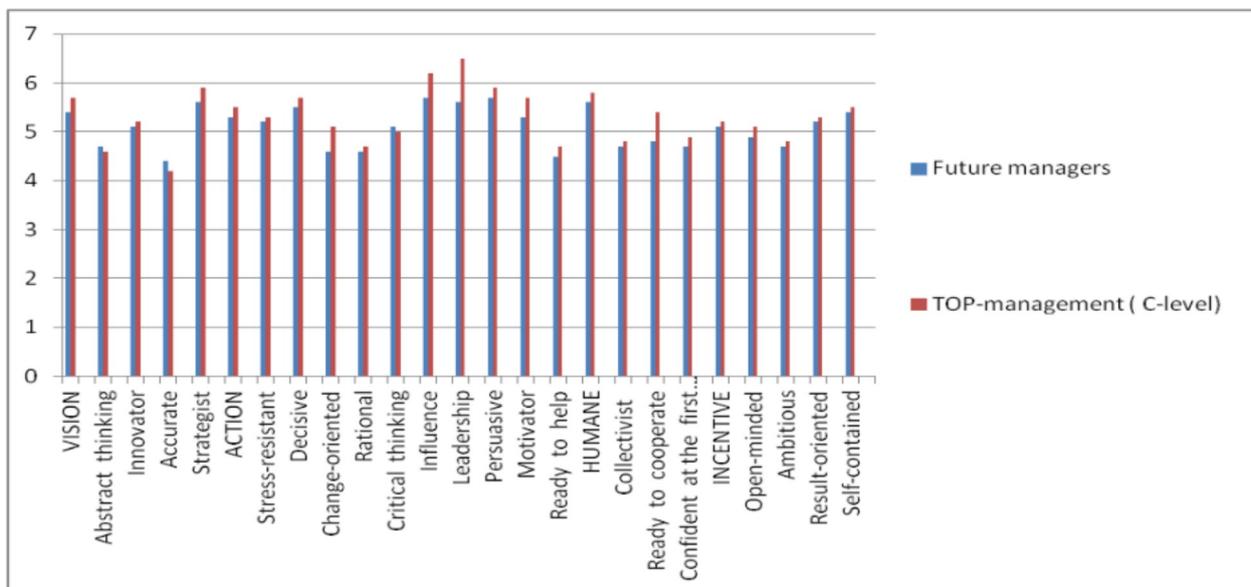
- Self-assessment – the desire to understand personal strengths and weaknesses and to evaluate achievements.

- Self-awareness – the ability to understand one’s own moods, emotions, and drives, as well as their effect on others.
- Self-regulation – the ability to control or redirect disruptive impulses or moods and to think before acting.
- Self-motivation – a passion for work that goes beyond money or status, and a propensity to pursue goals with energy and persistence.
- Responsive to the group’s need – understanding the feelings and viewpoints of subordinates, their values and taking those into account when making decisions.
- Sharp perception – sense of trust and respect to the leader, forming honest and open communication to know the thoughts and feelings of your subordinates. It’s a real feedback which comes face-to-face and the opportunity to receive the useful information about your qualities, advantages and maybe to know about the areas that you need to improve.
- Knowing the organization: Effective leaders know the organization’s overall purpose and goals, and the agreed-upon strategies to achieve these goals; they also know how their team fits into the big picture, and the part they play in helping the organization grow and thrive.

The analysis of materials about a theory and approaches to the leadership gave us an opportunity to form the model of evolution of leadership theory [3, 10].

A market for the last ten years strongly changed: it dictates the hard rules for business and forms new norms where managers have to work. In the situation of unstable economy, where the short growth periods are replaced by the cutbacks of economic activity without clear perspective exit, more important become the internal companies’ competitive advantage. Among them, the first place belongs to innovations and talented managers.

European sociologists undertook the research that helps to answer the question: “What will be the leader of next generation and what must be developed in staff to go out on the level of C-level leaders”? The research, where were considered qualities inherent to 652 top-managers, showed that the rising generation of leaders approached the role model of today’s C-level (figure 2).



**Figure 2. The difference between nowadays and future leaders [14]**

Achieving the company’s main objective depends on the style which leaders use in everyday life and which approaches are more appropriate to receive an excellent result of their activities.

**Authoritarian leaders**, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of

leadership is strongly focused on both commands by the leader and control of the followers. There is also a clear division between the leader and the members. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Leaders possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders.

Researchers found that decision-making was less creative under authoritarian leadership. Abuse of this method is usually viewed as controlling, bossy, and dictatorial.

Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. The autocratic approach can be a good thing when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader.

Countries such as Cuba and North Korea operate under the autocratic leadership style. This leadership style benefits employees who require close supervision. Creative employees who thrive in group functions detest this leadership style.

**Participative Leadership (Democratic).** Participative leadership, also known as democratic leadership, is typically the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members.

Participative leaders encourage group members to participate but retain the final say in the decision-making process. Group members feel engaged in the process and are more motivated and creative. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group.

**Delegative (Laissez-Faire) Leadership.** A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. However, not all employees possess those characteristics. This leadership style hinders the production of employees needing supervision. The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs. It often leads to poorly defined roles and a lack of motivation.

**Transactional Leadership.** Leaders using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results. Leaders and team members set predetermined goals together, and employees agree to follow the direction and leadership of the leader to accomplish those goals. The leader possesses power to review results and train or correct employees when team members fail to meet goals. Employees receive rewards, such as bonuses, when they accomplish goals.

**Transformational Leadership.** The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals.

Table 1

**Types of leadership styles in food industry enterprises**

Branches of food industry	Company name	Type of leadership (management team)				
		Authoritarian leaders	Participative Leadership	Delegative Leadership	Transformational Leadership	Transactional Leadership
Beer industry	AB InBev	*	**	*	-	*
	Carlsberg Ukraine Corporation	*	*	*	***	**
	OBOLON	*	*	*	**	*

Confectionery industry	Corporation Roshen	*	*	***	*	*
	Western NIS Enterprise Fund («A.B.K.»)	**	*	**	*	*
	Nestle (TM «Svitoch»)	*	*	*	**	***
Dairy	DANONE Ukraine	*	*	**	***	**
	Milk Aliance	***	*	*	*	*
	Terra Food	*	**	*	*	*
Bakery	Kyivhlib	***	*	*	-	*
	Hlibni Investycii	**	*	**	-	*
	Kulinichi	**	*	*	-	*
Fat-and-oil industry	Kernel Group	*	*	**	**	**
	Cargill AT	*	*	**	*	**
	PG Kreativ	***	*	*	*	-
Alcohol industry	Ukrspirit	***	*	*	-	-
	OLYMP – Alcohol company	**	*	*	*	-
	PRIME distillery Limited Liability Company	**	*	*	*	*
Egg production	Avangard	*	**	*	-	*
	Inter-Zaporizzya	**	*	*	*	-
	Ovostar	***	*	*	-	*
Meat industry	PJSC Mironivsky hliboproduct	*	*	*	***	***
	kremenchug meat processong plant	**	*	*	-	-
	“GLOBINO” meat processong plant	***	*	*	-	-
Fruits and vegetables	Fray Marta	**	*	*	*	*
	Trade House Nizhyn	*	*	**	*	-
	GC Veres	***	*	*	-	*
Tomato sauce, ketchup and puree	Chumak Company	*	**	*	*	-
	Kyiv oil plant (TM Olkom)	**	*	*	-	-
	“Volinholding” (TM Torchin)	**	*	*	-	-
Non-alcoholic beverages and soft drinks	Coca-Cola Beverages Ukraine	*	*	*	***	**
	“Rosinka” company	*	*	***	-	-
	Corporation OBOLON	*	*	**	-	*
Snack food market	Snack Production	**	*	*	*	-
	Mondelez Ukraine (TM chips lux)	*	**	*	*	***
	Corporation «S.Group» ( TM«Semki», «Козацька слава»)	**	*	**	*	*

**Source:** Own results which based on dates of [7, 11-13] and authors' research

Level of usage

\*- low

\*\* - middle

\*\*\* - high

Choosing of a leadership style depends on:

- the leader's personal background like knowledge, values, experiences;
- the leader's attitude to the staff and according to their personal features and characteristics;
- the traditions, values, philosophy of the company (table 1).

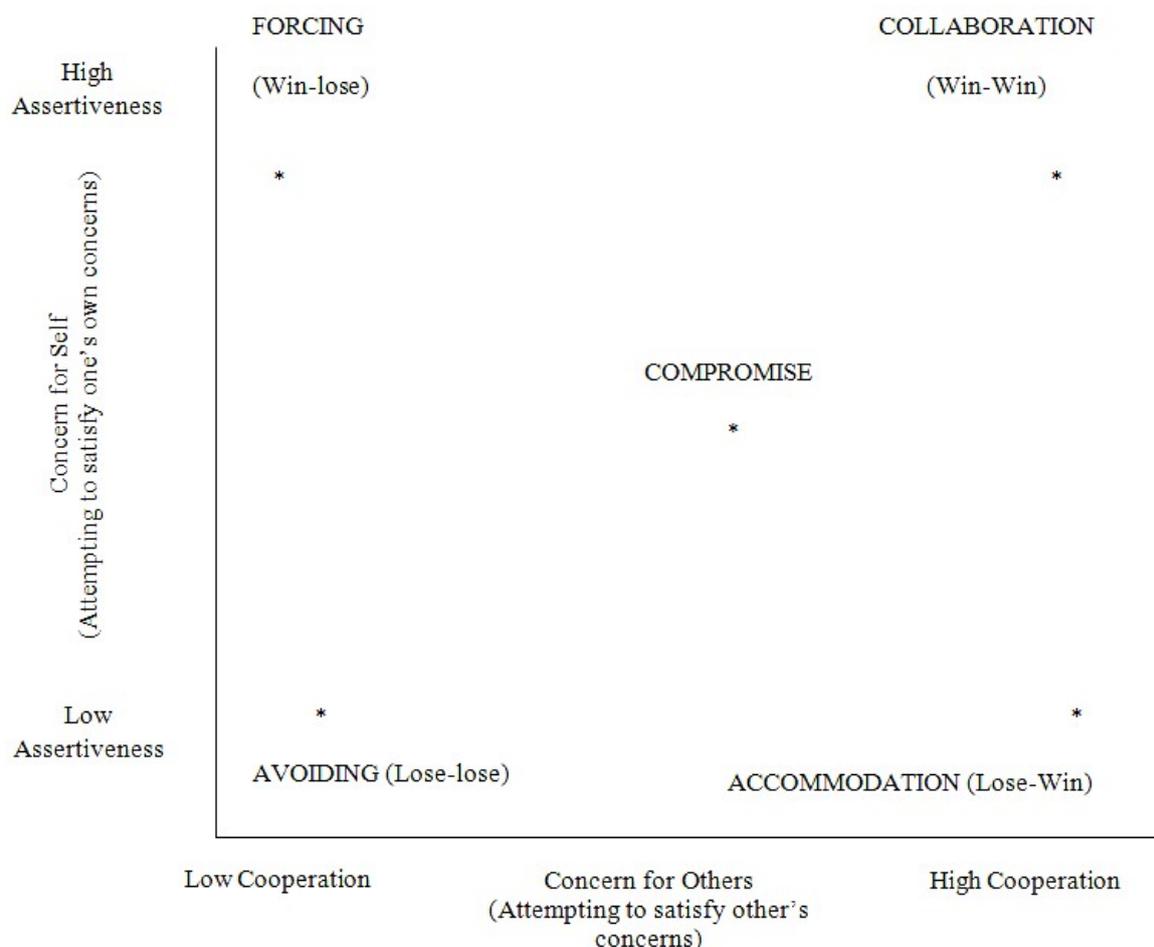
Whatever leadership style would not be selected, it is a natural situation for the company at various stages of its development that leaders meet with a number of the conflicts.

There are conflicts related to:

- leader's personality (self-confidence, self-consciousness);
- formal leadership and informal leadership, for instance, in a team or in the department for the power to influence others;
- a leader and co-worker (or team member) to lead the employees;
- team members who have a bad impact on the results of their activities.

Conflict has positive and negative effects. It can be positive when it builds cooperation between the team's members, gives an opportunity to increase the productivity, to generate new ideas and to create innovative products. Sometimes conflicts form the skills how to deal with or how to avoid such kinds of situation. Conflict can be negative when it builds a feeling of defeat, brings lack of cooperation between team's members, cause to waste the scarce resources.

In any case, there are two sides of the conflict situation and of course it can be different variants of conflict resolving. Thus, it is important to consider possible variants which can lead to positive or negative results for the company's team. Conflict resolving approaches can divided into (figure 3): forcing (win-lose situation); avoiding (lose-lose situation); collaboration (win-win situation); accommodation (lose-win situation); compromise.



**Figure 3 Conflict-resolving Approaches [4]**

Forcing is a technique for managing conflict in which leaders use authority to declare that conflict is ended. Leaders can force a behavior simply by declaring that “I make the assignments, and your job is to do what you’re told.” It is an aggressive, no-holds-barred approach. Forcing a solution can frustrate employees. This frustration can be the cause of future management–employee conflict.

Collaboration is an attempt made by one or both parties to satisfy fully the needs of both. With collaboration, both sides can be winners. This approach assumes that both sides have legitimate goal and that creative thinking can transform conflict into an opportunity for both of them to achieve their goals [4].

Avoiding is a conflict management technique whereby leaders simply ignore the conflict. Leaders should be selective in avoiding conflict. The avoiding technique is perhaps generally appropriate when the potential conflict faced will not limit organizational goal attainment.

Accommodation occurs when one side resolves the conflict by giving in to the other side at the expense of at least some of his or her own needs. This approach is passive and could be called appeasement [4].

Compromise means that the parties to the conflict settle on a solution that gives both of them part of what they wanted. So each side is partially satisfied and partially dissatisfied. But the main idea that compromising occurs in order to resolve the conflict.

**Conclusions and prospects for further research.** The leaders who use an authoritarian style of leadership resolve the conflicts with a forcing approach. These leaders often have conflicts of objectives as well as conflicts of feelings and emotions. In addition, managers who use participative (Democratic) and delegative (Laissez-Faire) leadership styles often practice compromise and accommodation approaches. The above-mentioned types of the leadership styles often have conflicts associated with the ideas and ways of solving them. Modern types of leadership, such as transformational leadership and transactional leadership, use compromise and cooperation approaches - collaboration.

Understanding modern approaches to manage company activities through analyzing leadership styles, climate in the companies, handling conflicts gives an opportunity to provide its future development.

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Одержано редакцією 22.01.2016  
Прийнято до публікації 26.01.2016

УДК 338.434

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### **ЕФЕКТИВНІСТЬ РОЗВИТКУ АГРАРНОГО СЕКТОРУ УКРАЇНИ З УРАХУВАННЯМ ВПЛИВУ ДЕРЖАВНОГО ФІНАНСУВАННЯ**

*Анотація.* Визначено основні форми державної підтримки АПК, проаналізовано сучасний стан та ефективність бюджетного фінансування аграрного сектора економіки країни. Визначено деякі шляхи підвищення ефективності системи державної підтримки вітчизняного сільського господарства та додаткові ресурси фінансування вітчизняних сільськогосподарських виробників. Запропоновано внесення змін у чинну систему фінансування галузі та формування нових форм реалізації державної підтримки.

*Ключові слова:* агропромисловий сектор, державна підтримка, форми підтримки, ресурси фінансування, державне регулювання, національний дохід, асигнування, бюджетне планування.