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**HUMAN ORGANIZATIONAL PERFORMANCE CONCEPT:
THE ROLE OF THE HUMAN FACTOR IN ENSURING SAFETY, EFFICIENCY
AND DEVELOPMENT OF AN ENTERPRISE**

**КОНЦЕПЦІЯ HUMAN ORGANIZATIONAL PERFORMANCE:
РОЛЬ ЛЮДСЬКОГО ФАКТОРА В ЗАБЕЗПЕЧЕННІ БЕЗПЕКИ, ЕФЕКТИВНОСТІ
ТА РОЗВИТКУ ПІДПРИЄМСТВА**

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The modern development of agricultural enterprises takes place in conditions of intensive transformation of the agricultural sector. Such processes are accompanied by the introduction of new technologies, automation of production processes and digitalization of management. Despite the increase in the level of technical equipment, the human factor remains a key element. It determines the efficiency of the enterprise's operation, its level of safety, and its ability to achieve sustainable development. It is the employees who ensure the implementation of technological solutions, control production processes, and make operational management decisions in conditions of uncertainty.

In agricultural production, the ability of personnel to adapt to changes related to seasonality of work, weather risks and resource constraints is of particular importance. In such conditions, not only productivity, but also the safety of work performance depends on the professional competence, experience and responsibility of employees. [1, P. 134]. Violations of technological processes, non-compliance with occupational health and safety requirements, or management errors can lead to significant economic losses, production risks, and threats to human health.

The human factor plays an important role in shaping the organizational culture of an enterprise. The ability of the team to take coordinated actions and timely response to prevent dangerous situations depends on the level of interaction between employees, the effectiveness of communication, and the style of management. A favorable work environment focused on support, training, and development of personnel [2, P. 333] contributes to increased motivation, reduced error rates, and improved overall performance.

In the context of modern challenges in the agricultural sector, such as climate change, economic instability and competition, the human factor is gaining strategic importance. Effective personnel management, the creation of safe working conditions and the development of professional competencies are becoming the basis for increasing the competitiveness of agricultural enterprises.

The concept of Human Organizational Performance is to rethink the role of people in organizational processes as a key element that determines the level of safety, efficiency and sustainability of activities. This approach is based on the understanding that people are not a source of problems [3, P. 286], but on the contrary - an important resource that can both create risks and prevent them. The concept emphasizes that employee errors are a natural part of any activity, and their occurrence is due not only to individual characteristics, but also to the conditions in which the work is carried out.

Human Organizational Performance emphasizes the need to analyze the system as a whole, including organizational processes, working conditions, management decisions, and corporate culture. Human behavior is viewed as the result of interaction with these factors, so to increase efficiency it is important not only to influence the employee, but also to improve the environment in which he works. Particular importance is attached to creating conditions under which employees can openly report errors [4, P. 40] and potential risks, which contributes to the organization's learning and the prevention of recurrence of dangerous situations.

The role of the human factor in ensuring safety is crucial, since it is the actions, decisions and behavior of employees that determine the level of risks in any enterprise, including agricultural ones. Even with modern equipment and clearly regulated procedures, safety cannot be guaranteed without a responsible

attitude of personnel to the performance of their duties. A person acts as an active element of the system, capable of both preventing a dangerous situation [5, P. 49] and, under certain conditions, contributing to its occurrence.

An important aspect is that employee behavior is shaped by working conditions, organizational culture, training levels, and management quality. In a supportive environment with proper training, support, and open communication, employees are more likely to take risks and comply with safety requirements. However, overload, stress, lack of information, or unclear instructions can lead to errors and violations.

The human factor in ensuring safety should be considered not only as a potential source of risks, but as a key resource for their prevention [6, P. 96]. Effective management of this factor involves creating conditions under which employees have the opportunity to act consciously, responsibly and safely, which ultimately contributes to reducing the accident rate and increasing the overall reliability of production processes.

The human factor plays a key role in increasing the efficiency of the enterprise, since it is the employees who ensure the implementation of production processes and the achievement of set goals. The level of effectiveness largely depends on the motivation of the staff, which determines the interest in high-quality work performance and the desire for professional growth. High professional competence of employees contributes to making informed decisions, reducing the number of errors and increasing productivity [7, P. 70].

No less important is effective communication, which ensures timely exchange of information, consistency of actions and rapid response to production challenges. In turn, teamwork creates conditions for mutual support, distribution of responsibility and more rational use of resources. Interaction between employees allows to achieve a synergistic effect, when joint efforts exceed the results of individual activities.

The human factor is not only a component of the production process, but also a strategic resource of the enterprise [8, P. 211]. Its effective use through the development of motivation, competence, communication and team interaction is the basis for increasing the competitiveness and sustainable development of the organization.

The impact of the human factor on the development and sustainability of an enterprise is manifested primarily through the ability of personnel to adapt to changes and act effectively in conditions of uncertainty. In the modern environment, which is characterized by dynamism and a high level of risks, it is employees who ensure the flexibility of the organization, promptly responding to external challenges and internal changes. Their readiness to learn, master new technologies and revise established approaches determines the ability of the enterprise to maintain competitiveness.

An important aspect is innovation, which largely depends on the initiative, creativity and professional thinking of employees [9, P. 67]. Human potential becomes a source of new ideas, process improvements and the implementation of more effective solutions, which contributes to the development of the enterprise in the long term. In this context, the creation of an environment that stimulates creativity and supports innovation is of great importance.

No less significant is the role of the human factor in making management decisions, especially in complex and non-standard situations [10, P. 254]. The quality of decisions, their timeliness and effectiveness depend on the level of competence, experience and responsibility of managers and employees. The ability to assess risks, predict consequences and act in conditions of limited time is an important prerequisite for the sustainability of the enterprise.

The implementation of the principles of Human Organizational Performance in agricultural enterprises involves rethinking management approaches, in the center of which is the person as a key element of the production system. This approach is focused on creating conditions in which employees can work effectively, safely and with minimal risk of errors [11, P. 603]. Special attention is paid to the analysis of real working conditions, workload, organization of processes and interaction in the team, since it is these factors that determine the behavior of employees and the quality of their performance of their duties.

An important direction is the formation of a safety culture based on openness, trust and awareness of shared responsibility for the results of work. In such an environment, employees are not afraid to report

errors, potential risks or shortcomings in the organization of work, which allows them to be identified and eliminated in a timely manner. A safety culture does not involve punishment for errors, but their analysis and use as a source of learning and improvement of production processes [12, P. 98].

The implementation of the concept is also associated with the development of professional competencies of personnel, improved communication and support from management. Leadership focused on interaction and assistance plays a significant role, which contributes to increasing trust in the team and employee involvement in improvement processes. As a result, the agricultural enterprise receives not only an increase in the level of safety, but also increased efficiency, stability and the ability to adapt to change [13, P. 132].

Thus, the concept of Human Organizational Performance emphasizes that the human factor is a determining element in ensuring the safety, efficiency and development of the enterprise, and employee errors should be considered as a result of the influence of systemic conditions, and not only individual actions. Focusing on creating a safe, supportive and adaptive work environment allows you to increase the effectiveness of activities, reduce risks and ensure the sustainable development of the organization.

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**МОДЕРНІЗАЦІЯ ЗАСОБІВ КОЛЕКТИВНОГО ЗАХИСТУ
ТОВ «КОТЛЯРЕВСЬКИЙ ЕЛЕВАТОР»: ОБГРУНТУВАННЯ
ТА ТЕХНІЧНІ РІШЕННЯ**
MODERNIZATION OF COLLECTIVE PROTECTION EQUIPMENT
«KOTLYAREVSKY ELEVATOR» LLC: JUSTIFICATION
AND TECHNICAL SOLUTIONS

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Обґрунтування необхідності модернізації діючих засобів колективної захисту ТОВ «Котляревський елеватор» (Миколаївська область) зумовлене результатами аналізу виробничого процесу, рівня небезпечних та шкідливих факторів, а також оцінкою ефективності наявних технічних та організаційних заходів безпеки. Сучасні умови функціонування елеваторних підприємств характеризуються підвищеними вимогами до промислової та пожежної безпеки, зростанням інтенсивності технологічних операцій та необхідністю мінімізації професійних ризиків, що потребує впровадження більш досконалих та надійних засобів колективної захисту.

Аналіз експлуатації існуючих систем аспірації, вентиляції, протипожежного та вибухозахисного обладнання свідчить, що, незважаючи на їх загальну працездатність, рівень ефективності окремих елементів не повною мірою відповідає сучасним технологічним навантаженням та характеру небезпечних факторів. Зокрема, в періоди пікового приймання зерна зростає запиленість повітря та навантаження на аспіраційні установки, що знижує їх здатність забезпечувати стабільні нормативні показники мікроклімату. Аналогічно, засоби зниження шуму та вібрації не завжди гарантують прийнятні умови праці в зонах інтенсивної роботи обладнання [1, с. 4], а системи пожежної та вибухової захисту потребують підвищення швидкості реагування та точності контролю технологічних параметрів.

Необхідність модернізації також обумовлена моральним та фізичним зношенням частини обладнання, обмеженими можливостями інтеграції існуючих засобів колективної захисту з