

## HUMAN RESOURCE CAPACITY OF RAILWAY TRANSPORT ENTERPRISES: INSTRUMENTS AND DESTRUCTIVE FACTORS OF DEVELOPMENT

## КАДРОВИЙ ПОТЕНЦІАЛ ПІДПРИЄМСТВ ЗАЛІЗНИЧНОГО ТРАНСПОРТУ: ІНСТРУМЕНТИ ТА ДЕСТРУКТИВНІ ЧИННИКИ РОЗВИТКУ

The article defines human resources potential of railway transport enterprises as a set of professional competencies (level of education, knowledge, experience, skills, competences), moral and psychophysiological abilities of employees to systematic development and improvement of their own competence to implement the strategic objectives of railway industry enterprises. The specifics of personnel potential of railway transport enterprises were revealed and its component structure, which is represented by psychophysiological, professional-competence and moral components, was presented. The elements and key factors influencing each component of the personnel potential of railway transport enterprises are defined. It is established that at present the target priorities of the industry in the field of personnel development management, and consequently its personnel potential, are defined in the strategy of JSC "Ukrainian railways" for 2019–2023, which aims to form a competent, effective personnel composition in accordance with the needs of the railway transport. The analysis of the human resource management environment of railway transport enterprises was carried out, which allowed to summarize the main tools to ensure its development, currently being implemented at the enterprises of the industry. It is concluded that despite the high level of social guarantees for employees and a wide range of tools to promote the development of railway workers, combining not only training tools, but also methods to encourage employees to self-improvement, in general there is a worsening level of Human Resource Development at railway transport enterprises. A significant reduction in the number of employees in recent years indicates a threat to the stable functioning of the industry. It is established that the reduction in the number of employees is a consequence of negative phenomena occurring both in the management of the personnel potential of the industry and in its internal environment generally. Proceeding from the fact that person-

nel potential is formed and developed not only under the influence of industry factors, but also national and global ones, the destructive factors affecting the personnel potential of railway transport enterprises are systematized by dividing them into factors of financial and investment, socio-cultural, research and technology as well as institutional macro- and micro-level.

**Key words:** human resources, components, development tools, destructive factors, railway transport enterprises.

В статті приведено определение кадрового потенціала підприємств залізничного транспорту і раскрыто його компонентну структуру, которая представлена психофизиологической, профессионально-компетентностной и моральной составляющими. Проведен анализ среды управления кадровым потенциалом предприятий железнодорожного транспорта, что позволило обобщить ключевые инструменты обеспечения его развития, которые сейчас реализуются на предприятиях отрасли. Сделан вывод, что несмотря на высокий уровень социальных гарантий для работников в целом на предприятиях железнодорожного транспорта наблюдается ухудшение уровня развития кадрового потенциала, о чем свидетельствуют такое угрожающее для стабильной работы отрасли явление, как сокращение численности персонала. Систематизированы деструктивные факторы, действующие на кадровый потенциал предприятий железнодорожного транспорта, путем их разделения на факторы финансово-инвестиционного, социокультурного, научно-технического и институционального характера макро- и микроуровня.

**Ключевые слова:** кадровый потенциал, компоненты, инструменты развития, деструктивные факторы, предприятия железнодорожного транспорта.

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В статті наведено визначення кадрового потенціалу підприємств залізничного транспорту як сукупність професійно-компетентнісних (рівень освіти, знань, досвіду, навичок, компетенцій), моральних та психофізіологічних здатностей працівників систематично розвиватися та нарощувати власну компетентність з метою реалізації стратегічних цілей розвитку підприємств залізничної галузі. Розкрито специфіку кадрового потенціалу підприємств залізничного транспорту та подано його компонентну структуру, що представлена психофізіологічною, професійно-компетентнісною та моральною складовими. Визначено елементи та ключові чинники, що впливають на кожну складову кадрового потенціалу підприємств залізничного транспорту. Встановлено, що наразі цільові пріоритети галузі в сфері управління розвитком персоналу, а відповідно і її кадрового потенціалу визначені в Стратегії АТ «Укрзалізниця» на 2019–2023 рр., що спрямована на формування компетентного, ефективного кадрового складу відповідно до потреби залізничного транспорту. Проведено аналіз середовища управління кадровим потенціалом підприємств залізничного транспорту, що дозволило узагальнити ключові інструменти забезпечення його розвитку, які наразі реалізуються на підприємствах галузі. Зроблено висновок, що попри високий рівень соціальних гарантій для працівників та широкий спектр інструментів сприяння розвитку залізничників, який поєднує не тільки навчальний інструментарій, а й методи стимулювання працівників до самовдосконалення, в цілому на підприємствах залізничного транспорту спостерігається погіршення рівня розвитку кадрового потенціалу. Про загрозливе для стабільної роботи галузі свідчить численне протягом останніх років скорочення чисельності персоналу. Визначено, що скорочення чисельності працівників є наслідком тих негативних явищ, що мають місце як в сфері управління кадровим потенціалом галузі, так і в цілому у її внутрішньому середовищі. Виходячи з того, що кадровий потенціал формується і розвивається не лише під дією галузевих чинників, а й національних і глобальних, систематизовано деструктивні чинники, що впливають на кадровий потенціал підприємств залізничного транспорту, шляхом їх поділу на чинники фінансово-інвестиційного, соціокультурного, науково-технічного та інституційного характеру макро- і мікрорівня.

**Ключові слова:** кадровий потенціал, компоненти, інструменти розвитку, деструктивні чинники, підприємства залізничного транспорту.

**Problem statement.** The dynamic changes taking place in the operating environment of railway transport enterprises and accompanied by large-scale implementation of digital technologies in all areas of industry management necessitate changes in the principles and approaches to human resource management as a strategic resource to ensure the modernization and competitiveness of industry enterprises in the market of transport services. After all, the existing negative trends in personnel development at the enterprises of the industry testify to the ineffectiveness of the current mechanisms of human resource management, which causes not only a decrease in the quality of management of the industry, but also significantly hinders the processes of its transformation.

**Analysis of recent research and publications.** The problem of the development of human resources potential of enterprises, including enterprises of railway transport, is considered in the scientific works of such scientists as L.V. Balabanova, L.V. Bezzubko, B.I. Bezzubko, L.O. Goncharova, G.M. Grebenyuk, V.L. Dykan, M.V. Korin, M.V. Kondratyuk, G.V. Obruch, O.V. Stelmashenko, I.V. Tokmakova and others [1–6]. Appreciating the achievements of these scientists, under the conditions of transformation of the operating environment of railway transport enterprises the mechanisms of development of human resources are also changing, which actualizes the feasibility of studying the existing tools of stimulation and the system of factors that hinder its development.

**Setting objectives.** The purpose of the study is to summarize the main tools for managing the development of human resources of railway transport enterprises and to systematize the destructive factors that have a decisive influence on it.

**Presentation of the main research material.** Personnel potential of railway transport enterprises as an economic category should be considered in terms of a set of professional competence (level of education, knowledge, experience, skills, competencies), moral and psychophysiological abilities of employees to systematic development and improvement of their own competence to implement the strategic objectives of the railway industry enterprises.

The specifics of the personnel potential of railway transport enterprises is manifested in the fact that:

First, work in industrial enterprises has a high level of danger and requires workers to be emotionally stable, in good health and working capacity, which is expressed, respectively, in the psychophysiological properties of human resources;

– second, the complexity of the technical means used in the performance of professional duties and the need to make effective decisions requires employees with a high level of professionalism and competence;

– third, professional activity at railway transport enterprises is associated with harsh working conditions and requires employees to be morally stable, polite, stand up for the interests of the company and support collectivism, which is embodied in the moral component of human resources. Based on the above, the component composition of the personnel potential of railway transport enterprises should be represented by psychophysiological, professional and competence, and moral components (Fig. 1).

Today, the management of human resources potential of railway transport enterprises is carried out through the implementation of strategic documents adopted in the railway industry in the management of personnel development of JSC “Ukrainian railways”. The target priorities of the industry in the field of personnel development management, and consequently its personnel potential, are defined in the strategy of JSC “Ukrainian railways” for 2019–2023[7]. Within the latter, the railroad industry's strategic goal in human resource development is to improve its rating among employers and thereby build a competent, efficient workforce to meet the needs of the railroad industry.

In addition to the general corporate strategy of JSC “Ukrainian railways”, which determines the strategic guidelines of its development in the field of personnel management, the railway transport recently developed and adopted a separate strategy for personnel development of JSC “Ukrainian railways” for 2019–2023, which aims to increase labor efficiency and improve on this basis the socio-economic situation of society [8] by systematic updating of knowledge, skills and competencies of employees and preventing their significant outflow.

Organizationally, for the implementation of the goals of the personnel development strategy of JSC “Ukrainian railways” for 2019–2023 and the provisions of other industry documents regulating industry activities in the management of human resources development of the industry enterprises, such units in the structure of rail transport as Department of personnel development and human resources policy, Department of wages and personnel motivation, as well as Department of social policy are responsible [9].

Now a system of Unified Human Resource Centers is being formed in the industry, which will be responsible for recruiting employees, maintaining personnel and military records, developing staffing schedules, including them in the HR automatic control system, as well as rationing and planning staff, monitoring working hours and activities to improve the rating of rail transport among employers. The first unified human resource management center was created within the Vokzalna kompaniia branch back in 2020, and a total of 23 such structures are planned to be created by 2023, which will track and

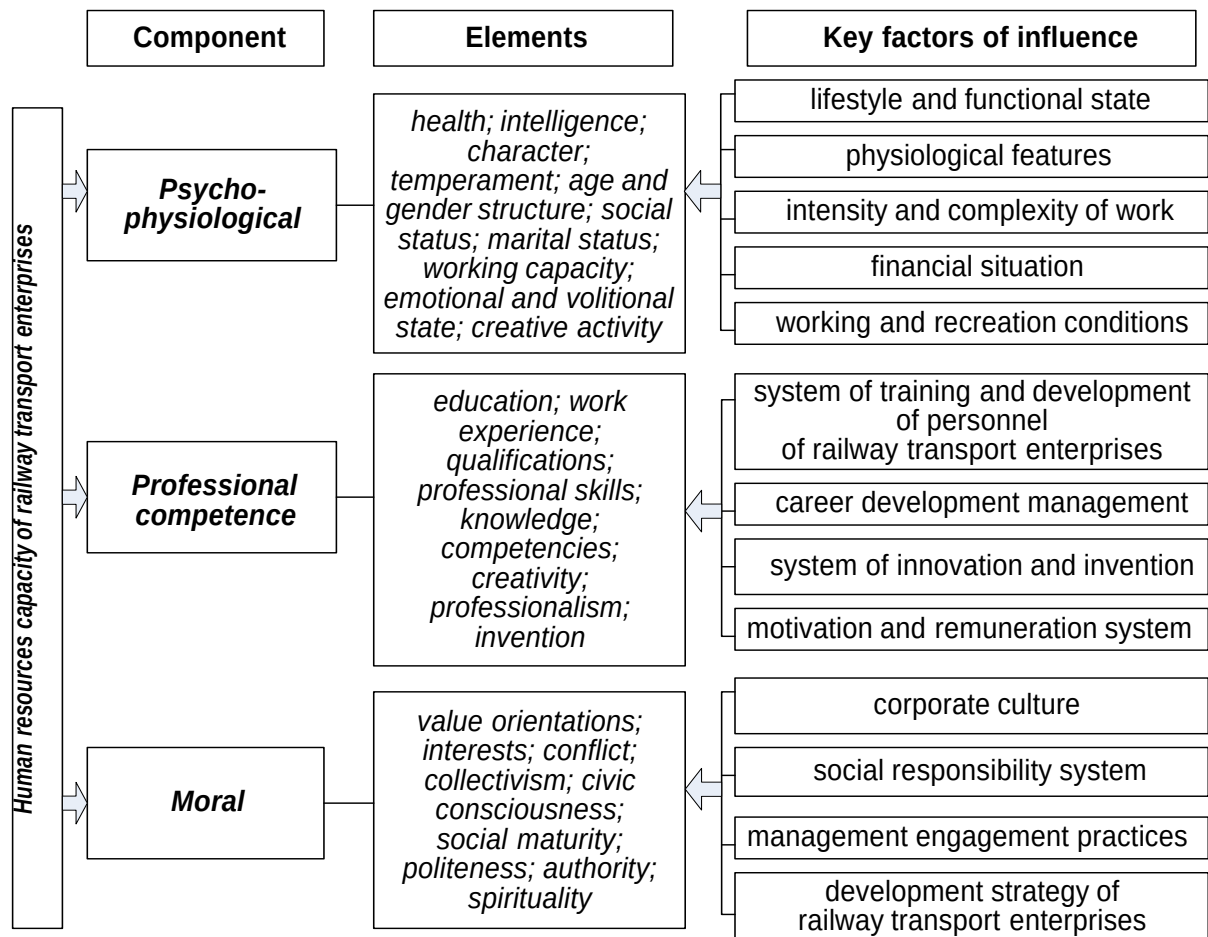


Fig. 1. Components of personnel potential of railway transport enterprises

analyze all processes in the field of human resource management [10].

In addition, the development of the personnel potential of railway transport enterprises is also managed by implementing various measures within the framework of the Youth Policy, the Social Protection Policy and financial incentives for employees. In particular, in order to create a team of progressive young leaders, the industry recently formed a youth policy and organized the work of the Youth Directorate. The Youth Directorate aims to develop the knowledge, skills and competencies of young employees by involving them in international or cross-industry internships to expand their professional abilities and, accordingly, create opportunities for career growth, as well as prevent discrimination in the workplace and, accordingly, create a favorable corporate culture and employee feeling of importance to the work of the industry.

Significant efforts are made by the industry to ensure a high level of social support for railway transport employees. According to the sectoral agreement between the State Administration of Railway Transport of Ukraine and trade unions for 2002–2006 in force to this day, employees of

railway transport enterprises are provided with a wide range of mandatory guarantees and benefits, as well as methods and means of ensuring decent working conditions. Employees of railway transportation companies are provided with various types of financial aid, including health improvement, weddings, childbirth, and retirement. The company also provides for such types of supplements and allowances as a pension supplement and travel allowance. As part of the policy of social protection of railway workers, considerable attention is also paid to those individuals that have worked in the railway industry for many years and are now retired. Every year, taking care of veteran railroad workers, the industry implements measures to improve their health, treatment, including surgery, as well as provision of medicines and fuel for domestic needs. In addition, the industry also supports family members of working railroad workers by providing vouchers for health improvement, organizing holidays with gifts, prizes and charity events, etc. [11].

The direct process of personnel development of railway transport enterprises takes place through the implementation of measures aimed at training, retraining, professional development, succession pipeline, internships and adaptation of employees

both directly at the enterprises of the industry, and in specialized educational institutions.

Centers for Professional Development and Vocational Training Centers work to provide on-the-job training in the industry. Professional development centers are designed for training, retraining and continuing education of workers by introducing advanced training methods, including those based on internal training programs, as well as monitoring and evaluating employee qualifications, compliance of their competencies with the requirements of the profession and the needs of the domestic labor market. Centers for Professional Development that operate in Kharkiv and Lubny (CPD "Kharkiv" of the Southern Railway regional branch, CPD "Lubny" of the Southern Railway regional branch) specialize in training, retraining and continuing education of employees involved in locomotive and track management of railway transport, as well as in passenger and freight traffic. For example, in 2020 alone, 4,972 people received vocational training at CPDs and Vocational Training Centers, and 22,575 people improved their own competencies and qualifications through the Apprenticeship Program. In the same year, 251 people underwent internal probation, including 42 for enrollment in the personnel reserve, 128 to improve their own knowledge and competencies, and 81 to be transferred to another position [10].

Given the complexity of working conditions associated with the need to comply with railroad safety rules, companies in the industry are making great efforts to train those employees that are just beginning to work on the railroad. To this end, the industry is currently implementing the "Pershozymnyky" program, which provides training for employees employed in work related to the safety of rail transport during the first year. The complexity of weather conditions and the high risk of emergency situations require new employees to be not only competent, but also psychologically prepared for unforeseen situations. Therefore, not only does the "Pershozymnyky" program train employees, including health and safety basics, but it also uses knowledge-sharing mechanisms for experienced employees through mentoring, and coaching in staff development.

Transformation of the operating environment of railway transport enterprises, which manifests itself not only in the implementation of reforms in the industry and changes in the management structure, but also in the replacement of its functioning model through the large-scale introduction of technology and Digital Services [12]. Trying to at least partially move in line with global digitalization trends, rail transport companies are now actively implementing digital tools to manage the development of human resources.

The global pandemic and the halting of much of the world's economic processes as a result of quarantine have forced railroad companies to adopt remote personnel development technologies. In particular, JSC "Ukrainian railways" now has an integrated educational environment in the form of the knowledge development portal of JSC "Ukrainian railways", which provides free access to e-learning courses for employees, including those implemented using game mechanics and virtual reality technologies. In the personal account on the knowledge development portal, each employee can learn not only about the training courses that are suitable for his or her professional development, but also about the regulations in effect in the industry for managing personnel development, in particular those related to internships, anti-corruption, and the implementation of the corporate competency model [13].

The railway transport enterprises are also developing a dual form of personnel training, the main principles of which are to combine the learning process directly in the classroom with practical activities in the workplace. In 2020 alone, 96 graduates trained in vocational education institutions in a dual form of training and 20 graduates with higher education were employed in the industry. Today, industry leaders and representatives of higher education institutions are developing initiatives to expand opportunities for the implementation of dual forms of education [10].

In addition, to support the implementation of reforms and the search for progressive innovative solutions for the development of the railway industry today at the enterprises is actively implementing the project "Ukrainian Railways Future", under the motto "Railway Agents of Change" forum is held. Every proactive employee has the opportunity to propose his or her own innovative project aimed at achieving progress in the industry and implementing reforms.

Another measure aimed at increasing the motivation of gifted employees of railway transport companies to self-fulfillment is the internal labor market project, initiated 5 years ago. The latter is focused on attracting talented employees, namely their ideas and projects, as well as on the development of interpersonal communication between employees, training initiative employees to participate in specialized project teams and forming their managerial experience to recruit a pool of employees for positions of managers at all levels of management [14].

Initiatives to develop the human resources potential of railway transport enterprises are implemented directly and at the level of personnel departments. Courses for the development of professional and leadership competencies among personnel department employees, regardless of the level of management, are now organized. A special feature of targeted courses is that the latter are organized in the

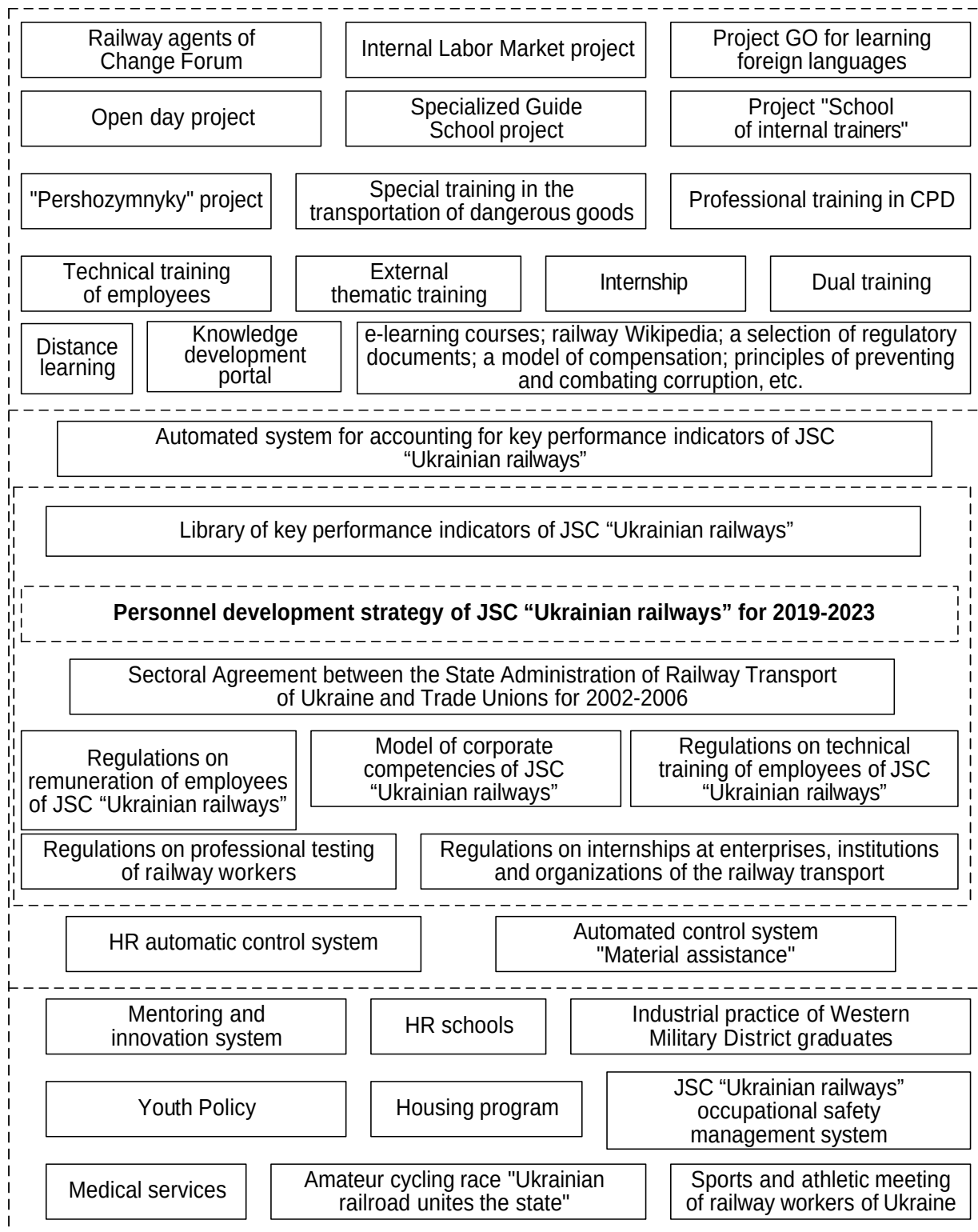


Fig. 2. List of key tools to ensure the development of human resources, implemented in the enterprises of railway transport

form of an HR school, where employees, as members of a particular team, carry out joint assignments and projects on a specific topic.

Today HR school is organized on such topics as development of mentoring system in production department, school of young leader, creation of universal electronic course "Welcome-training for

newcomers", gamification as a type of non-material motivation, formation of competence development matrix, distance learning course for specialists on personnel search and selection. Work continues on the development of a school of internal trainers in the industry, which is designed to promote the spread, retention and integration of existing knowledge into

a single database and improve the overall level of competence of employees on this basis.

Recently, railway transport enterprises have been actively maintaining ties with higher educational institutions as part of the implementation of dual forms of education, and in the organization and conduct of training and work practices of students. Such cooperation allows not only to acquaint applicants with the specifics of production activities, but also to attract young professionals to the industry. Specifically, in 2020 alone, 275 of the 1,662 students in vocational schools who underwent practical training at railway transport enterprises were employed, and 211 of the 1,732 students in higher and pre-vocational educational institutions were employed [10].

In addition, enterprises of the railway industry carry out large-scale career guidance work for school-children at the Children's Railroad. At 7 Children's Railroad, where there are 298 circles, students have the opportunity to learn the basics of working on the railroad transport and acquire knowledge for work

in such railway professions as assistant train driver, station attendant, wagon conductor, wagon builder, etc. The list of key tools to ensure the development of human resources, implemented in the enterprises of railway transport is shown in Fig. 2.

During the period 2010–2020 alone, 169 thousand people left the industry [15]. The reduction in the number of employees is the result of negative processes occurring both in the sphere of personnel management of the industry and in its internal environment as a whole. The study of the peculiarities of the transformation of the operating environment of railway transport enterprises has established a set of disruptive factors that slow down the development of human resources of enterprises in the industry.

Proceeding from the fact that the personnel potential of railway transport enterprises depends not only on the effectiveness of measures for its support and development implemented at the industry level, but also under the influence of global transformations, it is proposed to systematize the

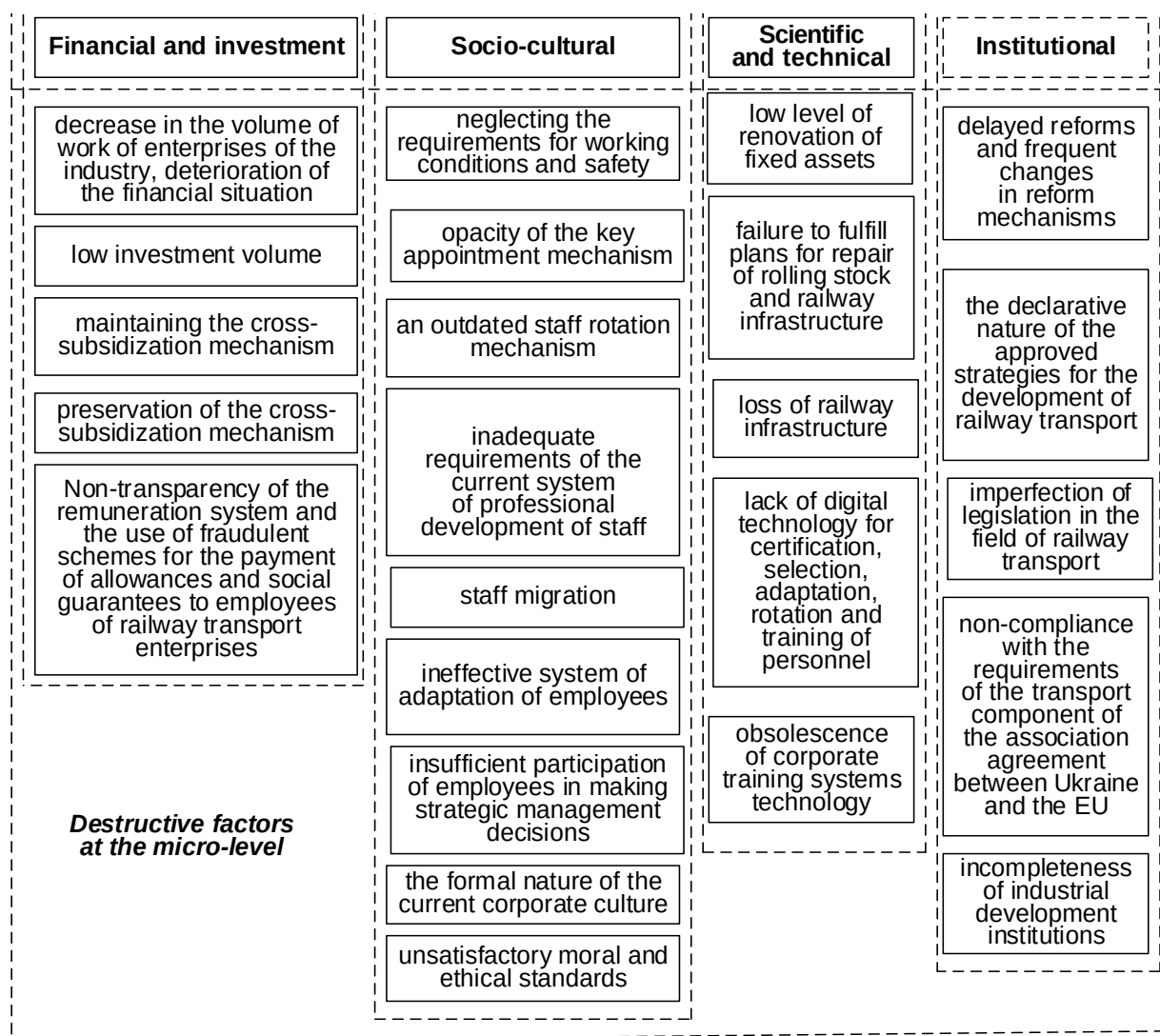


Fig. 3. Systematization of destructive factors affecting the personnel potential of railway transport enterprises

destructive factors affecting the personnel potential of industry enterprises into two groups: micro- and macro levels (Fig. 3).

**Conclusions.** Thus, the analysis of the human resource management environment of railway transport enterprises has established that, despite the sufficient variety of mechanisms implemented at industry enterprises to manage the development of their human resources, in general, there is currently a threatening trend of reducing the number of employees. Based on this, the systematization of destructive factors affecting the personnel potential of railway transport enterprises is carried out by dividing them into factors of financial and investment, socio-cultural, scientific and technical and institutional nature of macro- and micro-levels.

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