

Development and improvement of HR policy in the transport industry

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Abstract. The article discusses various approaches to the formation of personnel policy in the transport industry, provides an overview of research and work on this topic; substantiates the need for the implementation of certain measures for the development and improvement of human resource management; the interrelation between the management of the personnel component and the improvement of the quality management system is reflected. Speaking about the importance of improving personnel policy in the transport industry, it is emphasized the need to include mandatory activities as part of an innovative approach to human capital management.

1 Introduction

It is difficult to imagine the successful functioning and development of the transport industry, the introduction of innovative technologies and ensuring the competitive advantage of Russia without the effective management of the personnel component. The supply of enterprises with highly qualified employees is impossible without the integration of the country's transport and technological sector with international standards of personnel policy and human development.

The development strategy of the transport engineering industry of the Russian Federation for the period until 2030 pays particular attention to improving the personnel policy in the transport industry. The problems associated with providing the transport industry enterprises with high-quality human resources are supposed to be solved by organizing an integrated system of professional education and the system of additional professional education, paying particular attention to improving the efficiency of industry-specific educational organizations.

Russian Federation aims to cooperate with foreign manufacturers to create joint organizations to improve the skills of industry experts. Such cooperation provides Russian manufacturers with the opportunity to access great knowledge in the field of innovative technologies, modern world quality management techniques, which in turn contributes not only to the accumulation of experience, but also to a start for a technological breakthrough. It is planned to ensure the influx of human resources into specialized educational

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institutions of higher education for the training of future personnel in the transport industry by solving two main tasks:

- improving social conditions for workers in the industry;
- increasing the prestige of such professions.

However, it is important that in order to achieve the desired results in the framework of the innovation activity of transport enterprises, it is not enough just to ensure the influx of qualified specialists, it is important to achieve continuous improvement and development of human resources with the help of a well-organized hr policy at the enterprise. In this case, the main tasks of working with human resources should be as follows:

- organization of a continuous learning process within the enterprise;
- application of the practice of exchange of experience with foreign colleagues;
- competently built motivation system based on the results of work;
- maintaining a favorable psychological climate within the work team;
- organization of educational and psychological trainings;
- comprehensive support for innovative developments;
- formation of personnel reserve.

2 Literature Review

Ensuring the competitive advantage of the enterprise and the transport and technological industry is carried out, first of all, by ensuring the proper quality of customer service, setting as their ultimate goal the satisfaction of their needs. The implementation of a quality management system in the enterprise should ensure the fulfillment of these tasks. [1]

O.S. Kraynova and D.M. Sataeva in their work show a close relationship between quality management and personnel policy at the enterprise and offer to form human resources based on the principles of quality management and the requirements of professional standards. This approach involves:

- a clear distribution of powers and responsibilities;
- implementation of educational technologies in the workplace;
- optimal use of human capital;
- improvement of human resources;
- periodic re-training of personnel with subsequent certification and the acquisition of new practical skills in performing professional tasks;
- development of professional standards and certification of personnel to identify compliance with the position and the need for additional training. [2]

M.V. Maltseva in her work emphasizes the importance of the company's employees, speaking of them as the most valuable capital of a transport company, the development, welfare and competitiveness of this organization, and therefore the industry as a whole, depend on its selection and development. As tasks for the implementation of the fundamental idea of personnel policy in the framework of quality management provision M.V. Maltseva puts forward:

- fixing the idea of quality in the consciousness and behavior of employees;
- ensuring the loyalty of employees, their development in accordance with the goals and mission of the organization. [3]

At the same time, the author recommends introducing a quality system at a transport company, paying particular attention to the relations between the departments of the enterprise, the flexibility of the management system, and increasing the responsibility of employees, that is, based on a process approach. This approach should take into account and model business processes not only of the organization as a whole, but also of individual units.

However, it is impossible to form and build a quality management system and personnel policy based solely on the needs of the enterprise. The transport industry is closely interconnected with the outside world, end users and world standards, the implementation of a systematic approach that takes into account factors of the external and internal environment becomes mandatory. [3]

M.V. Maltseva identified the main problem in quality management at a transport company, which consists in the fact that most indicators of the quality of transport services are not quantifiable. Therefore, the author proposes to develop appropriate methodologies for assessing the quality of the characteristics of the transport service. This is necessary in the future to analyze the results of work of the staff and evaluate the effectiveness of the built-in human resources management system. At the same time, the author notes that most Russian enterprises in the transport industry already have implemented quality systems. But here the question already arises of analyzing the effectiveness of the existing quality management system. The author talks about the need for regular work in this direction and testing the system at certain intervals. This will ensure the adequacy and effectiveness of the measures taken to ensure the quality level, and if necessary, the timely introduction of changes taking into account macro environment factors.

L. I. Rogavichene in her work made an attempt to reflect the relationship between the quality of the used labor resources, the efficiency of their use in a motor transport enterprise and the results of the enterprise and the country's economy as a whole. As a result, the author notes the fact that the professional reliability of the personnel component of the enterprise affects the productivity and competitiveness of the enterprise. And the correct formation of aspects of personnel policy and the development of the labor potential of an enterprise determines the labor productivity of both certain categories of workers and the motor transport enterprise as a whole. [4]

Many authors who speak about the need and importance of introducing and developing a quality management system note the active involvement of employees in improving their own work, the work of divisions, and the organization as a whole, as the ultimate goal of working with personnel. It is necessary to ensure the interest of employees in achieving the ultimate goal of the enterprise, to stimulate innovation and creative activity. Also, the success of the personnel policy is determined by the degree of staff participation in decision-making, which in turn leads to an increase in the motivation and value of the organization for employees.

Central to the improvement of hr policy is the professional training of personnel, which invariably affects the quality of its work. Leaders of the organization should provide the opportunity for continuous staff training and skills development. At the same time, a personal initiative of the employee with a request for further training or retraining is also welcomed. Data on courses passed by personnel, trainings, etc. must be recorded and taken into account. [3]

T. M. Leskova and L. S. Gruzdeva highlighted the main areas of work with the personnel of the transport company as part of the quality management system assessment:

- paperwork,
- organization of mentoring,
- organization of continuing education,
- staff turnover analysis,
- certification of employees,
- internal audit of staffing,
- training in lean manufacturing tools,
- organization of competitions in an enterprise,
- research work,
- the presence of inter-functional quality teams or “quality circles” at the enterprise.

These criteria have been put forward from a large number of areas of interaction with personnel on the basis of their importance specifically for the transport industry. The technique proposed by the authors allows us to evaluate the work in staffing with the help of weighting factors. The authors propose to evaluate the quality of staffing using weighting factors using a five-point system. One of the results of the work was the correlation of the factors of increasing the competitiveness of the transport company with the need for regular assessment of the effectiveness of activities in the field of staffing as the main mechanism of the quality management system. [5]

To propose measures to improve the personnel policy, it is important to highlight the main problems inherent in the transport industry in the field of work with human capital. Based on the work of researchers in this area and personal observation, the following bottlenecks can be identified:

- ignoring advanced technologies and tools for working with personnel adopted in world practice;
- lack of qualified and trained personnel that meet the requirements of modern science in the field of personnel management;
- lack of social and psychological support for employees.

A lot of scientists note the importance of following the personnel policy in the transport sector according to the innovative scenario, namely, introducing innovative technologies into the industry and encouraging employees to research and development, which is impossible without the development of an industry-wide system for training and retraining of personnel, including in the field of safety and ecology. Following the observations of Stachová Katarína, Zdenko Stacho, Jana Blštáková, Martina Hlatká and Larisa M. Kapustina, we note that for the effective implementation of innovations in transport enterprises, competent interaction between the head and subordinate is necessary, aimed at attracting and inspiring employees to innovate. This form of interaction is consistent with organizational strategy and involves the exchange of knowledge and experience. A survey conducted by researchers in country showed that over time, the proportion of personnel involved in the innovation process increases (by about 15%), but this is not enough to ensure the competitiveness of the country's transport industry. The authors consider it necessary to increase attention to innovative approaches in personnel policy. Based on the data from the analysis, the researchers propose to evaluate the level of orientation towards innovation by enterprise personnel using a questionnaire analysis of the current motivation for participating in innovations, assessing the current state of innovation activity and identifying problem areas that impede the development of innovative potential. [6]

Alžbeta Kucharčíková and Martin Mičiak, in their research on the study of human capital management in transport enterprises, developed two approaches to improve human resource management, leading to increased efficiency, productivity and sustainability of public transport enterprises. The first is the increase in the cost of human capital through training, and the second consists of the development of indicators of the effectiveness of the use of human resources. [7]

Nijole, Batarlienė, Čižiūnienė Kristina, Vaičiūtė Kristina, Šapalaitė Ingrida and Jarašūnienė Aldona in their developments paid special attention to the relationship between human resource management and the competitiveness of the transport sector. They analyzed several models of personnel policy and their impact on the development of the enterprise. Based on the results of the work, the following conclusions were made:

- maximum profit and competitiveness of the enterprise is ensured by effective human resources management;
- the organization's personnel should be the link between the organization's strategy and the results of its activities;

- to maintain the competitive advantage of transport enterprises, it is preferable to turn to a systematic approach to personnel management;
- the involvement of all personnel in the development and implementation of the strategy strengthens the position of the enterprise. [8]

So, human capital as part of intellectual capital has a decisive influence on the overall development and competitiveness of the country's transport industry. This hypothesis is also confirmed by the growing number of scientific papers devoted to the problems of improving the personnel management system in the framework of the development of the transport sector. [9]

3 Results

Considering the theory confirmed by the researchers about the close relationship of human resources management and ensuring the competitiveness of the country's transport industry, we consider it urgent to develop methods for improving personnel policies based on quality management.

The technique is implemented in several stages:

- study of the external environment, requirements and standards for a modern transport company;
- development of measures to improve personnel policy, taking into account the calculation of the economic effect of the expected results;
- implementation of the developed set of measures and analysis of their effectiveness;
- refinement, improvement, change (if necessary) of the selected strategy.

Improvement measures must necessarily solve the following tasks in the management of human resources:

- providing the enterprise with highly qualified personnel through effective interaction with leading educational institutions of the country;
- support the employees' desire for innovation through the introduction of an appropriate motivation system;
- organization of continuous training of personnel through the organization of trainings, exchange of experience with foreign companies, continuing education programs or professional retraining;
- development of criteria and indicators for evaluating the performance indicators of the adopted personnel policy;
- maintaining a favorable socio-psychological climate in the team through a set of measures.

4 Discussion

Creating an effective personnel management system is relevant for all sectors without exception. Indeed, it is the human factor that is the key to the successful development of the enterprise. The transport industry of any country requires continuous improvement and innovative activity, which can be achieved only with the help of a competently built quality and human capital management system, as the main carrier and generator of ideas and innovations.

HR policy should determine the methods that ensure effective human resource management, which is necessary for the implementation of a business strategy and competitive advantages. Personnel policy should help preserve the strengths of personnel management, use external opportunities, neutralize external threats and identify certain areas that need improvement. [10]

The main areas of work with human capital in need of an improvement program, and the corresponding implemented measures with the expected result, are shown in table 1.

Table 1. Directions for improving HR policy.

Directions	Activities	Expected Result
Training	- organization of continuous training; - providing opportunities for professional retraining; - exchange of experience with foreign companies; - professional and managerial trainings.	Improving the professional level of employees; introduction of modern management techniques; involvement in the global manufacturing process
The involvement of staff in innovation	- encouraging scientific development and innovative ideas through a transparent motivation system; - providing the necessary platform within the enterprise for the implementation of scientific activities	Organization of innovative production; ensuring the competitiveness of the enterprise and industry
Maintaining a favorable socio-psychological climate	- organization and conducting team building events; -conducting trainings to increase stress resistance and staff performance	Increase labor productivity
HR performance assessment	-development of indicators reflecting the effectiveness of personnel policy	The presence of real tools for evaluating the work with the personnel component

A well-built system of personnel policy will ensure, first of all, competitiveness, innovativeness in the enterprise, as well as increase labor productivity. However, we consider it important that with real tools for assessing the results of work with the personnel component, it is possible to predict threats to personnel security in advance in the framework of ensuring the economic security of the entire business entity, which includes a whole range of areas. Achieving the most important goals and objectives of ensuring the sustainability and effectiveness of the transport company in the framework of improving personnel policy is as follows:

- the formation of an effective personnel potential and minimization of personnel risks associated with the work of personnel;
- ensuring production development, increasing productivity while optimizing production processes and modernizing technologies. [11,12]

With the distribution and successful implementation of similar events throughout the country's transport industry, it will be possible to solve the main problems of Russia in the production sectors:

- lack of national production;
- lack of scientific developments in the economic sphere;
- adverse business and investment climate, which impedes the development of the enterprise. [13]

4 Conclusions

Thus, the development and improvement of personnel policy at the enterprises of the transport industry is inextricably linked with the implementation of the company's strategy, participation in the global innovation process and increasing the competitiveness of the industry as a whole.

Also, the quality management system should ensure the control and certification of personnel by implementing appropriate measures and analyzing their effectiveness.

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