

інструменту сталого розвитку: обґрунтування типів відповідальності для підприємств. *Економіка транспортного комплексу. Збірник наукових праць*. 2025. № 45. С. 89-121.

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FEATURES OF PERSONNEL MANAGEMENT AT TRANSPORT COMPANIES

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To fully reveal the concept of 'personnel', I propose the following: consider scientific approaches to understanding it. Rusinko M.I. and Sudakova O.I. Larchenko, define personnel as the staff of an enterprise, firm or organization who are qualified workers of an enterprise, who possess professional ability to work, i.e. they have received special training and they require competent management and the creation of conditions for their development. They are also capable of adapting to changes in other factors and elements of production. These scientists identify three approaches to understanding personnel. The first approach views personnel as an expense that needs to be reduced. This can distract employees from production goals. The second approach views personnel as a resource that should be managed and invested in effectively for its development. The third approach considers personnel to be a constantly evolving process production. In today's technological environment, the maximization of the effective use of labor is becoming a priority, emphasizing the importance of effective management and stimulation of personnel development in order to adapt to change. Understanding the role of the human factor in strategic management is crucial for an enterprise's competitiveness in the modern business world.

The position of scientists Markov S.V. and Oliynyk O.M. attracts attention because they define personnel as a group of employees of an organization, including both hired employees and owners or co-owners who are directly involved in the work. They consider the main characteristics of personnel to be their number and structure. The number of personnel depends on the specifics and scale of activities, the complexity and labor intensity of production or management processes, as well as the level of their automation, mechanization and computerization. Thus, these characteristics are a function of the organization's activities and directly depend on its technical and organizational base. Personnel formation is carried out in a targeted manner, taking into account

the influence of individual personality traits, in particular habits, psychological state and abilities. Labor resources represent the physically able-bodied part of the population with the necessary intellectual qualities. In turn, personnel are permanent qualified staff with professional knowledge and practical experience.

Warner M. and Pula M. emphasize that personnel represent a complex integral set of human characteristics, including professional, motivational, managerial, social, psychological and other qualities. It is these qualities that distinguish human resources from other key factors of production, such as raw materials, energy and capital. They draw attention to the complexity of the personnel structure and the need for its effective management.

To analyze the relevant issues, the authors recommend using a number of methodological approaches, such as brainstorming, the fishbone method, histograms, and others. They propose a systematic approach to studying staff turnover, which involves several stages: formulating the problem, identifying the causes through brainstorming, visualizing the causes in a diagram and then examining them in detail down to the simplest constituent elements. This approach allows for a deeper understanding of the nature of staff turnover and finding effective ways to minimize it.

Kibanov A. interprets the concept of ‘personnel’ as a group of employees who make up the organization’s staff, including hired employees, as well as owners and co-owners who participate in labor activities. The scientist defines the key characteristic of personnel as the existence of labor relations with the employer based on an employment contract, in particular a contract. He emphasizes that it is precisely the employment relationship with the employer that is the defining feature of personnel. In his research, Kibanov comprehensively analyses personnel management from a philosophical point of view, taking into account a number of important aspects, such as logical, psychological, sociological, economic, organizational and ethical ones. For the scientist, the philosophy of personnel management consists not only in satisfying the personnel needs of the organization, but also in taking into account the needs of its employees as much as possible.

In turn, Getman O.O. and Shapoval V.M. define personnel as a group of employees included in the organization’s payroll. The researchers emphasize the need to improve human resource management systems in the context of the modern market economy, as they consider employees to be the central resource for the success of an organization. Their analysis focuses on the fact that the quality and efficiency of the labor force directly affect the competitiveness of the enterprise. At the same time, they emphasize the need to adapt personnel management systems to current market changes, which requires regular updating of approaches and methods. The authors compare traditional and modern personnel management systems, emphasizing the strategic approach, flexibility and importance of encouraging employee self-improvement as key factors in

ensuring the competitiveness of an enterprise.

Based on the study of the definitions of the term ‘personnel,’ a number of important conclusions can be drawn. First of all, personnel are a fundamental component of any organization, consisting of both employees and owners who ensure its functioning. The key characteristics of personnel are their number, structure and level of qualification, which are determined by the scale of the organization’s activities. Personnel management involves creating conditions to meet the personal needs of employees and promoting their professional development, which has a positive impact on the quality of working life and overall work efficiency. Competent human resource management is one of the determining factors of an organization’s success, as it promotes the optimal use of personnel and ensures the achievement of strategic goals.

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THE ROLE OF DIGITAL TOOLS IN ENSURING SUSTAINABLE DEVELOPMENT OF RAILWAY TRANSPORT ENTERPRISES

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The current stage of development of the Ukrainian economy is the most difficult in all the years of the state's independence. The country suffers daily from merciless shelling, which threatens both the lives of Ukrainians and the loss of the industrial and transport potential of the economy. Railway transport enterprises also face unprecedented challenges in wartime, overcoming difficulties that test their endurance and adaptability. Despite the difficult circumstances, they continue to provide critically important transportation, supporting the logistical stability and economic viability of the country.

In addition to external destructive factors, the situation is complicated by systemic problems that have accumulated over the years, as well as the