THE SOCIAL SPECTRAL SET OF MOTIVATIONAL FACTORS OF LABOUR IN THE RAILWAY TRANSPORT OF UKRAINE

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Abstract. An aim of this scientific research is to analyze current factors of labour motivation of railway transport employees. A task of the research is to choose the most optimal motivational factors, which are consistent with market leverages of management. These scientific results enable to prepare conditions for creation the competitive environment in a transportation process and also to create a new motivational spectral set, which directly consist of reputation of the most competitive transportation companies and encouraging systems of staff work regulation that should determine the most adequate motivational factors of labour in the market environment of operation.

Keywords: labour, railway transport, railway industry, Ukraine, motivational factors.

Introduction

Analysis of the current motivational sets in the railway transport was chosen as a priority method of the scientific research in order to grade the current motivational factors. Due to dynamic development of the economic environment of Ukraine, the most effective methods of labour motivation, which are inherent to the command system of the post-soviet states, lose their motivational sense. This process stipulates the topicality of this research area.

The current scientific developments, which are consistent with the research area of labour motivation of the railway industry employees, aim at: the implementation of the determined elements of a system of corporate culture (Burchakova and Sardarian, 2012), at the same time not considering the main needs of employees; the search of effective methods, technologies of management of an organization, which also does not take into consideration the individual attention to labour motivation (Mizinova, 2009; Zelenova, 2007), the usage of innovative methods of management (Kondurov, 2009), which do not take into account the current achievements and proposals.

Although there are the sufficiently profound and fundamental researches on the problem, the author observes the need of scientific search of motivational factors focused on narrow categories of employees, which will improve qualitative indices of railway employees. This need is caused by some peculiarities of operation of the railway transport in Ukraine (the RTU), namely:

- the existence of closely and deep-rooted hierarchic and status relationships between employees of the railway transport;
- the existence of the command type of management in the RTU;
- the state for ownership of the RTU and a comparatively small share of private companies in the industry;
- the scale of the industry and, correspondingly, the amount of employees of the industry;
- the difference of the contents of performed work and, as a result, the absence of opportunity of the individual attention to labour motivation of several groups of employees;
- the existence of a considerable amount of management staff;
- the existence of peculiarities of production activity of the railway industry;
- the existence of necessity of the enhanced level of attention, the determined groups of risks and the danger related to the peculiarity of production;

- the existence of an enormous amount of departments, specializations, and the level of qualification of several employees and, as a result, the existence of differentiated needs of employees, etc.

The preferences of work in the railway transport as the state-owned enterprises comprise: the existence of permanent stable earnings, the opportunity of career development, and the determined status of an employee
in a work team. At the same time, the absence of opportunity of control of rational usage of working time by an employee and the necessity of additional motivational and incentive factors should be considered as incompleteness of labour organization.

The main form of employees labour motivation in the railway transport, which related to the spectral motivational set (Fig. 1), is the material system (in other words, the money form), which on the whole is presented by a salary, premiums, and numerous pay raises for performance of works concerned with specific terms of labour.

The above-mentioned main material system is presented in the RTU in the form of wages, which has the two main forms of charges. Simultaneously, the opportunity of target fixation of performed labour, the qualification of an employee (the target fixation of performed labour is the charge, which takes into account basic wage rates fixed at a company), a status, a level of complexity of performed amount of work, the enhanced responsibility, a qualification level of employees, the existence of official rates of a salary are consistent with performance-based and hourly forms of wages. The main advantages of us a geo/a performance-based form of wages are: the simplicity of the charge scheme, which is clear for employees; the opportunity of planning goof the quantity of produces goods; the existence of a motivational factor that stimulates the increase of revenues of an employee as a result of the over full filament of a plan; the simplicity of prediction of production amounts and economic components of the work of departments and companies of the RTU. The disadvantages consist of the absence of the high-level qualification, the absence of opportunity of the creative approach to the work performance, the absence of orientation on increase of the quality of performed goods, and also the enhancement of qualitative indices of the results of performed work in the railway industry on the whole.

Also, one of the main elements of motivation of the material system in the RTU is the bonus payments to employees. The charge of a premium in the railway transport has an encouraging and an effective character and, simultaneously, is one of the most powerful incentive factors of the graduated type, that is to say, has an appropriate scale of results for the particular period of time.

The existence of the determined pay raises related to the material system of labour motivation in the RTU is the peculiarity that is inherent to the industry. There are such pay raises in the RTU: long service payments; payments for travelling kind of work; payments for complicated meteorological conditions; payments for work in harmful conditions; payments for the high qualification, etc.

Thus, there is the motivational spectral set for employees of the railway transport:

1) the basic set (which is presented by the charges of wages, premiums and raises);
2) the social set (the set, which is the most available to employees):
   - the standard one (there is the availability of sanatorium and health resort facilities of the railway industry, etc.);
   - the encouraging one (which includes gifts for determined state holydays in the form of candy sets, items of crockery, etc., and also gifts for children of railway employees for the New Year).

Fig. 1 The social spectral set of the motivational factors of labour in the railway transport of Ukraine at present
Also, the availability of facilities for the RTU employees in the usage of services of the railway transport is related to peculiarities of the motivational factors of the main industrial type. These facilities may be conventionally characterized as an industrial set, which include: free travel by suburban transport, according to the Form-4 and the Form-5, the availability of the Form-6, and also free travel one time a year in long-distance traffic.

The trade-union motivational set (the statute of which contemplates the collective protection of rights and interests of own employees and the mutual support) is divided into:

- the privilegious one (there is the opportunity of education facilities at the industrial higher education institutions, whether the chosen direction is consistent with demand of the industry for qualificated employees);

- the merit pay (the expression of gratitude; the awarding with certificates of honour; the awarding a title of the best employee of the specialty; the awarding with a badge, including the awarding with the badge “to honourable railroader”, the awarding with medals for perfectly performed work, for distinguished labour, for a contribution to development of the industry, etc.).

The existence of management methods, which are inherent to the command system, is one more peculiarity of the labour motivation in the railway transport. This type of management in the RTU reveals itself in the total iterant regime of management, which excludes unregulational leverages of behavioral motives that are peculiar to the market methods of management. Thus, taking into consideration factors of a scale of the railway industry, a level of a nave rage salary in the RTU (2700 UAH), there is a need to accept the universality of the command method of management due to the factors mentioned above and peculiarities of the mentality of the country population.

Simultaneously, taking into account the development of economic, psychological, and social components of the community and the state in the process of management system reformation, it will be advisable to turn to the competitive environment of operation of the railway transportation in both freight and passenger transport. The operation in the competitive environment will in jest new factors into the current spectral motivational set, among which are the natural competition between transportation companies and, correspondingly, the high qualification, a high level of the basic, the social, and the trade-union factors of the work of competitors.

Results

Consequently, the market leverages of management should be consistent with dynamic development of the economic environment of Ukraine. The most appropriate condition of development is the creation of the competitive environment in the transportation process.

Discussion

Thus, the creation of the competitive environment will apriori cause the new motivational spectral set, which directly consists of the reputation of the most competitive transportation companies, the existence of opportunity of a higher salary, and also the encouraging systems of regulation of a work team, etc. These factors should determine motivational factors, which are the most adequate in relation to the market.

References


