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## Decent Work Systems: Management Model Analysis on the Example of Russian Railways

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### ABSTRACT

Decent work governance for modern socio-economic systems is a key goal and a common operating methodology. The current literature does not fully disclose the questions posed, which require the proposal of system management models, formed considering the factors of the external and internal environment that determine the characteristics of management in different sectors of the economy. The purpose of the paper is to update the modern provisions of the decent work theory, the formation of a basic model for managing decent working conditions and its substantive justification on the example of Russian Railways enterprises. For this purpose, the author describes the implementation research work using the methods of interdisciplinary analysis of literature and practical experience, as well as a regulatory framework, professional recruitment, including for the transport industry, strategic documents and concepts in responsible work. Also, the research used the method of counter modeling, which represents the decomposition of the theoretical model into the results of the production conditions, financial and socio-economic activities of a particular enterprise. As a result of the work carried out, the author built a model for managing suitable labor at the enterprise based on the scheme of suitable labor management, also relying on empirical data and the regulatory framework of Russian Railways. This model has become a methodological basis for analyzing the situation of decent labor management at the enterprises of Russian Railways. The data obtained testify to the operation of managerial, legal, supervisory, institutional and financial mechanisms for managing suitable work. The practice of applying the results of the study led both to positive results and identified problem areas that cause socio-economic risks in implementing personnel policy measures of Russian Railways.

**Keywords:** decent work governance; social and labor relations; personnel policy; directions for ensuring decent work at railway transport enterprises; national qualification system; professional standards

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## INTRODUCTION

Against the background of dramatic socio-economic change, global restructuring of the working environment, and high risks in the system of social and labour relations, the concept of decent work can be seen as strategically oriented, balancing employment and contributing to social justice.

The concept implemented under the auspices of the International Labour Organization (ILO)<sup>1</sup> in each country has its own specific features associated with the level of development of national economies, the characteristics of labour markets, the quality of social and labour relations [1]. In addition, significant differences in the understanding and practice of this approach can be found in different spheres and areas of the economy due to internal sectoral factors. This study is devoted to the creation of a system-wide model of decent labor management and its subsequent use for the analysis of human resource practices not only in railway transport enterprises (taking into account intrasectoral specifics), but also in any other organizations.

## LITERATURE REVIEW

Ideas about the importance of freedom, equality, security, safety, and dignity at work were first articulated in the report of the ILO CEO H. Somavia to the 87th session of the International Labour Conference in 1999. The key provisions of this document relate to the need to find new grounds for consensus between employers, employees, and the state by:

- promoting and realising principles and rights at work;
- increasing opportunities for women and men to obtain decent employment and income [2];

- increasing the coverage and effectiveness of social protection for all;
- strengthening tripartism and social dialogue.<sup>2</sup>

Four strategic objectives — decent work and pay, social protection, rights at work and social dialogue — have formed the basis of the concept of Decent Work [3], and in 2006–2007, the founding documents adopted by the UN as a key element of the programmes promoted in the UN Member States.

Decent work is now a priority for the ILO and has been implemented through the Declaration on Fundamental Principles and Rights at Work,<sup>3</sup> the Declaration on Social Justice for a Fair Globalization,<sup>4</sup> the ILO Decent Work Agenda and Decent Work Programmes, which are agreements between the ILO and its national partners (including specific targets, activities and timeTables).

In our country, the aforementioned concept has been approved in the form of the Programme of Cooperation between the Russian Federation and the International Labour Organization. The main provisions of the document fully correspond to the ILO strategic objectives and consist in promoting the further development of social and labour relations in the Russian Federation towards achieving and implementing the principles of decent work by focusing on such areas as employment expansion, social protection, social security, working conditions and labour pro-

<sup>1</sup> International Labour Organization (ILO) — The United Nations specialised agency for the regulation of labour relations. The ILO currently has 187 member states. URL: <https://www.ilo.org/global/lang-ru/index.htm>

<sup>2</sup> ILO Declaration on Fundamental Principles and Rights at Work. URL: [https://www.un.org/ru/documents/decl\\_conv/declarations/ilo\\_principles.shtml](https://www.un.org/ru/documents/decl_conv/declarations/ilo_principles.shtml) (accessed on: 23.07.2022); ILO Declaration on Social Justice for a Fair Globalisation. URL: [https://www.un.org/ru/documents/decl\\_conv/declarations/pdf/fair\\_globalization.pdf](https://www.un.org/ru/documents/decl_conv/declarations/pdf/fair_globalization.pdf) (accessed on: 16.07.2022).

<sup>3</sup> ILO Declaration on Fundamental Principles and Rights at Work. 1998. URL: [https://www.un.org/ru/documents/decl\\_conv/declarations/ilo\\_principles.shtml](https://www.un.org/ru/documents/decl_conv/declarations/ilo_principles.shtml) (accessed on: 23.07.2022).

<sup>4</sup> ILO Declaration on Social Justice for a Fair Globalisation. 2008. URL: [https://www.un.org/ru/documents/decl\\_conv/declarations/pdf/fair\\_globalization.pdf](https://www.un.org/ru/documents/decl_conv/declarations/pdf/fair_globalization.pdf) (accessed on: 16.07.2022).

tection, international labour standards and fundamental principles and rights at work, social dialogue.

According to E.D. Bogachenko, J. Asanasu and V.S. Polovinko, the current stage of social and labour relations is characterised by the following features:

- Generational change and scientific and technological progress have brought a new type of worker to the labour market, one who is more intellectual, educated, proactive, mobile, ready for self-development and keen to maintain a work-life balance [4];

- Crisis processes in the world economy, as well as the globalisation of world markets, have led to increased inequalities, precarisation processes and the growth of the informal labour market in both developed and developing countries [5];

- These circumstances have led to a 'dual' labour market with an imbalance between quality jobs with decent working conditions and vulnerable employment [6];

- With the changing structure of the economic sectors, the emergence of new occupational fields and new forms of employment, the supply from employers is changing substantially and is not fully supported by a sustained aggregate demand for labour. Social and labour relations between employees and employers are becoming more complex and require new forms of interaction;

- The high importance of decent work for the implementation of innovative development through the rapid adaptation of workers to the changing production environment and a particular focus on technological innovation, rationalisation and the generation of new ideas is highlighted;

- Socio-economic and demographic factors continue to have a pronounced impact on the world of work and need to be taken into account when planning decent work

management programmes [6].

The concept of decent work prepares the world for the global challenges of the future, not only the problems of unemployment, precarisation and the 'working poor', but also the prospect of a comprehensive reshaping of forms of activity due to changes in technology and demography.

The current realities of social and socio-economic development pose serious challenges to the subjects of social and labour relations [7]. Social dialogue and social partnership in the field of labour and employment takes on particular importance in the context of the global epidemic (which has led to the loss of more than 400 million jobs globally<sup>5</sup>) [8]. "The economic impact and consequences of the COVID 19 pandemic add to the already existing crisis of low pay and job insecurity. One in two people have no financial safety cushion, no ability to save for the difficult times ahead, and rely solely on wages for basic survival. Without savings or social protection, millions of people in the pandemic faced a choice between working or going hungry," said Sh. Barrow, Secretary General of the International Trade Union Confederation (ITUC) in a statement).<sup>6</sup>

Global economic risks have updated a whole list of issues, which has necessitated a review and amendment of some of the ILO's framework provisions. In 2019, it adopted the Declaration "On the Future of Work", which sets out forward-looking directions in this area, based on harnessing the potential of technological progress,

<sup>5</sup> World Day of Action for Decent Work. All-Russian Electrical Trade Union (official website). URL: <https://www.elprof.ru/activity/mezhdunarodnoe-sotrudnichestvo/detail.php?ID=3890> (accessed on: 21.07.2022).

<sup>6</sup> The role of social partnership in dialogue between civil society and government. Proceedings of an international conference (Moscow, 06–07.10.2021). URL: <https://yic-mfp.ru/mezhdunarodnaya-konferentsiya-rol-sotsialnogo-part.html> (accessed on: 30.06.2022).

ensuring decent work and sustainable development that guarantees self-fulfilment and an equitable distribution of benefits for all, and facilitating continuous learning for workers. The ideas of social dialogue, “healthy and productive” workplaces and “safe and healthy” working conditions remain the key ones.<sup>7</sup>

The ILO global summit in July 2020 identified the need to protect employees on the ground through working time, earnings, social protection and occupational safety and health.<sup>8</sup>

In October 2021, an international conference was held at the Training and Research Centre of the Moscow Federation of Trade Unions,<sup>9</sup> whose resolution emphasised the need for sustained action to strengthen the institution of social partnership based on the values of cooperation, decent work and leisure, the well-being of citizens, and cultural and spiritual development.<sup>10</sup>

In the Russian Federation, the legal basis for the organisation of social partnership in labour relations and employment is the Russian Labour Code, which defines it as “a system of relations between employees (or their representatives), employers (or their representatives) and public au-

thorities aimed at ensuring harmonisation of the interests of all parties in the sphere of labour relations”,<sup>11</sup> as well as the Federal Act “On trade unions, their rights and guarantees of operation”,<sup>12</sup> the Federal Act “On associations of employers”,<sup>13</sup> and the Federal Act “On the Russian Tripartite Commission for the Regulation of Social and Labour Relations”.<sup>14</sup>

The specific nature of a particular area of economic activity within the framework of sectoral agreements and collective bargaining agreements plays an important role in the organisation and regulation of social partnership.

In pursuance of the Presidential Decree “On the national development goals of the Russian Federation until 2030”<sup>15</sup> over 60 sectoral agreements are in force in our country, containing provisions relating to employee health care, the establishment of a minimum wage level and a share of the wage rate, provision of state guarantees for increasing the real level of wages, compensation, and incentive payments, and guarantees in the area of housing and youth policy [9].

Effective management of decent work can result in a range of qualitative and quantitative indicators, including its economic

<sup>7</sup> ILO Centenary Declaration on the Future of Work. URL: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_715175.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_715175.pdf) (accessed on: 15.07.2022).

<sup>8</sup> Concept note. Based on the ILO Global Summit “COVID-19 and the world of work”. 2020. URL: [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/meetingdocument/wcms\\_747992.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/meetingdocument/wcms_747992.pdf) (accessed on: 14.11.2022).

<sup>9</sup> International conference at the Training and Research Centre of the Moscow Federation of Trade Unions: expert opinion. 11.10.2021. URL: <https://smolprof.ru/2021/10/11/mezhdunarodnaya-konferenciya-v-uchebno-issledovatel'skom-tsentre-moskovskoj-federacii-profsoyuzov-mneniya-ekspertov/>

<sup>10</sup> The role of social partnership in dialogue between civil society and government. Proceedings of an international conference (Moscow, 06–07.10.2021). URL: <https://yic-mfp.ru/mezhdunarodnaya-konferentsiya-rol-sotsialnogo-part.html> (accessed on: 30.06.2022).

<sup>11</sup> Labour Code of the Russian Federation of 30.12.2001 No. 197-FL (amended on 04.11.2022). URL: [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_34683/?ysclid=laia41za49465680](http://www.consultant.ru/document/cons_doc_LAW_34683/?ysclid=laia41za49465680)

<sup>12</sup> Federal Act No. 10-FL of 12 January 1996 “On trade unions, their rights and guarantees of operation”. URL: [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_8840/?ysclid=laiauw99ex294697992](http://www.consultant.ru/document/cons_doc_LAW_8840/?ysclid=laiauw99ex294697992)

<sup>13</sup> Federal Law of 27.11.2002 No. 156-FL “On Associations of Employers”. URL: [https://www.consultant.ru/document/cons\\_doc\\_LAW\\_39744/?ysclid=laiax54kan547286711](https://www.consultant.ru/document/cons_doc_LAW_39744/?ysclid=laiax54kan547286711)

<sup>14</sup> Federal Law No. 92-FL of 01.05.1999 “On the Russian Tripartite Commission for the Regulation of Social and Labour Relations”. URL: [https://www.consultant.ru/document/cons\\_doc\\_LAW\\_22938/?ysclid=laiayz1u9q139853076](https://www.consultant.ru/document/cons_doc_LAW_22938/?ysclid=laiayz1u9q139853076)

<sup>15</sup> Presidential Decree No. 474 of 21.07.2020 “On the National Development Goals of the Russian Federation for the period until 2030”. URL: <http://www.kremlin.ru/acts/bank/45726> (accessed on: 23.07.2022).

and social context, employability, adequate earnings and productive work, productive working time, etc. [10].

## HYPOTHESES AND RESEARCH METHODS

The methodology of the systemic approach allows us to accept as necessary elements of the decent work management model: factors of external and internal influence; goals of key actors of the management system; mechanisms, principles and directions of implementation, including a list of indicators for assessing the effectiveness of management actions.

Due to the fact that the subject of development has a high degree of abstraction and is itself a theoretical construct, to increase the objectivity and validity of the obtained result, the author used the method of counter modeling [11], which involves the construction of the initial qualitative model in the form of a scheme at the first stage, and its filling with quantitative data for binding to a specific time and place at the second stage. Thus, the substantive part of the study is a model reflecting the main elements of the decent work management system as applied to the practice of the largest employer of the Russian Federation — JSC “Russian Railways” (hereinafter — the Company).

## RESEARCH RESULTS

When examining the practice of the concept of decent work in the current socio-economic conditions, it is important to understand that behind the ideology, social philosophy and humanistic tradition is the concrete practice of management in Russian enterprises. In order to provide a more focused and in-depth analysis of the situation in individual organizations, the Decent Work Management Model is proposed which allows you to clearly define the key areas to be considered in order to compare the actual management activities

with the provisions of the concept of decent work. The main blocks of the model and the links between them are shown in the *figure* below.

Let us briefly describe it in the form of a set of factors that have the most noticeable influence. Among the external ones is the state personnel policy, which determines the legal field of social and labour relations, mechanisms of their regulation [12] and is of particular importance for state and municipal authorities, their subordinate institutions, as well as state and municipal enterprises.

PEST factors<sup>16</sup> on the supply and demand side of the labour market depend on general political decisions, the economic situation, socio-demographic processes, the speed, and generality of technical and technological changes taking place in the country or in a particular sector of the economy.

The activity of international and national institutions promoting the ideas of decent work, their activity, credibility, and the existence of mechanisms for cooperation with the authorities make it possible to implement the most relevant projects in this area, including the promotion of the ideas of humanisation of management [13].

Internal environment factors and corporate characteristics, which are the most important conditions for the implementation of this concept, are related to the size of the enterprise, its organisational and legal structure, and its industry affiliation. The latter determines the corporate HR standards and philosophy, recruitment, training, motivation, etc.

Based on external and internal conditions, the goal of managing decent work, and in the case of an organisation, human capital, through the realisation of its social

<sup>16</sup> PEST factors — are key areas of research into the external environment, including political (P), economic (E), social (S) and technological (T) factors.



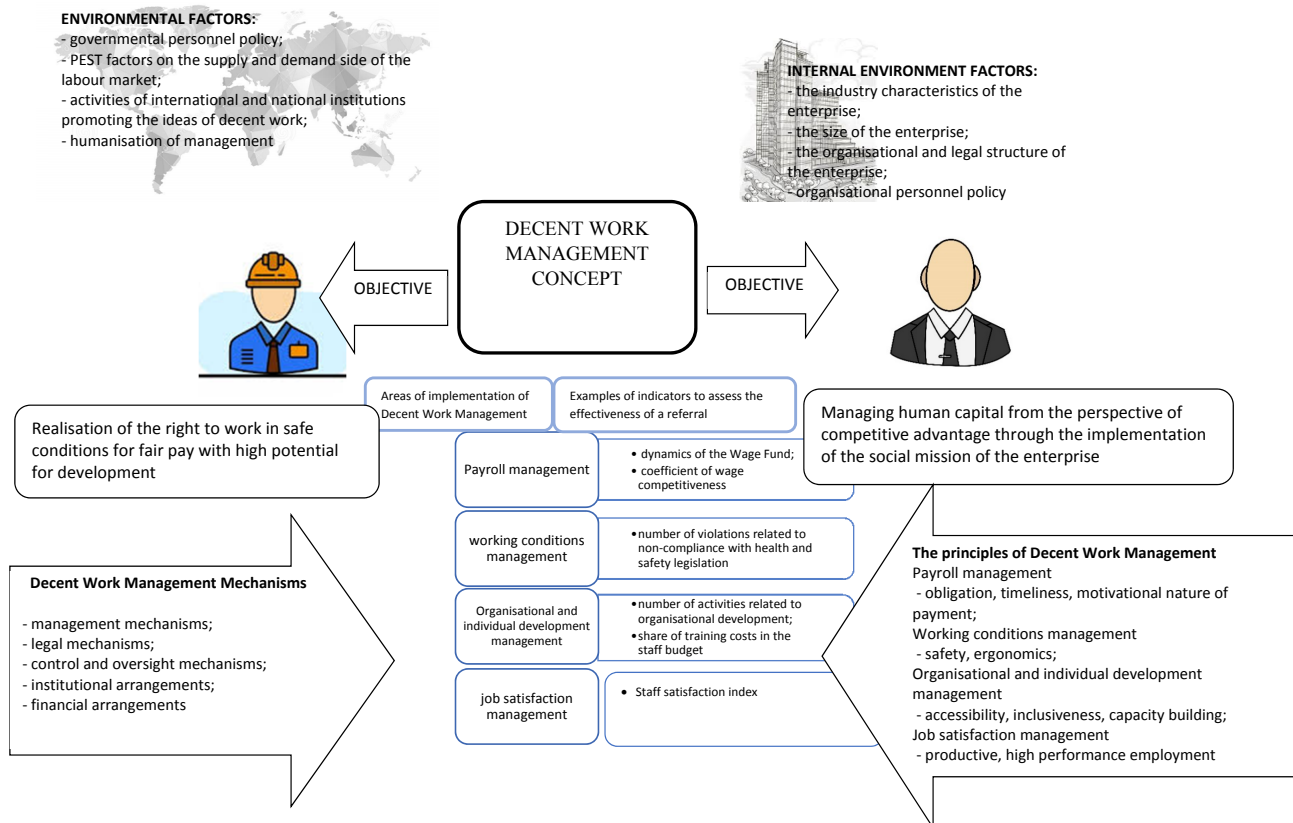


Fig. Decent work governance model

Source: compiled by the author.

mission from the perspective of competitive advantage, is formed. Thus, for commercial enterprises the emphasis is placed on competitiveness through effective human resource management, which ensures additional profits. For non-profit organisations, it is more important to be able to fulfil their social obligations towards their own employees.

The Decent Work concept framework enables employees to work in a safe and rewarding environment, while realising their professional and personal potential.

The human resources function contributes to the achievement of these objectives by managing pay and conditions, organisational and personal development, and job satisfaction.

Within the framework of each of these, the objectives should be set, performance

indicators (indicators of effectiveness) should be calculated, appropriate measures should be selected, deadlines should be set and people responsible should be appointed.

This project-targeted approach can act as a guarantee of the real change oriented towards ensuring conditions for decent work in the company.

At the heart of the Decent Work Management target platform are a number of fundamental principles that include ideas and rules of conduct for managers in the exercise of their management functions. For example, with regard to remuneration policy, it is mandatory, timely and motivating; with regard to working conditions, it is safe and ergonomic. Development management must be based on accessibility, inclusiveness and a focus on improving staff capabilities. An integral part of human resources manage-

ment is work satisfaction management, which should be based on the principles of productive, high performance employment.

The mechanisms for implementing the concept, or the means of influencing the labour process and the technology for selecting them, can be classified as follows:

- managerial (administrative, socio-psychological, organisational);
- legal (labour law provisions guaranteeing the observance of the basic ideas of the concept of decent work);
- control and supervisory (state regulation of social and labour relations);
- institutional [specially created institutions that help to implement the ideas of decent work — educational institutions of secondary vocational education (SVE), higher education (HE), additional vocational education (AVE); organizations that conduct a special assessment of working conditions (SAWC); employment service, etc.]
- financial (financial support of measures to implement projects in the field of decent work).

Russian Railways (OJSC “RZhD”) is one of the largest employers in the Russian Federation, employing more than 720,000 people in 1,500 professions and occupations. The average salary of employees according to the Social Report 2020 was RUB 61,400 per month, which is 20% higher than the national average.<sup>17</sup>

In the context of drastic socio-economic changes, global restructuring of workplace approaches and high risks in the system of social and labour relations at Russian Railways (OJSC “RZhD”), the concept of decent work is seen as strategically oriented, ensuring a balance in employment, and contributing to so-

cial justice, which allows the Company to be viewed as an example of a domestic socially responsible business. At the same time, some data on the turnover of young specialists, the dynamics of occupational injuries and the decline in employee satisfaction require analysis, identifying strengths and weaknesses in the methods of managing decent work at its enterprises. In 2019, the “Russian Railways Human Capital Development Programme” was adopted.<sup>18</sup> The programme is based on the classical concept of T. Schulz and G. Becker [14], the basic provisions of which prove a direct link between the growth of innovativeness and creativity of the national economy and the quality of human capital. The latter, based on the analysis of various sources and modern approaches, can be considered the result of investments of individual economic agents and macroeconomic systems in the form of the level and quality of education, health, professional and cultural skills, physical and mental abilities, and motivations used in different spheres of social reproduction. Investment in human capital affects the amount of income of its holders and collectively determines the rate and quality of economic development of society.

Guided by this point of view, it is possible to identify the main directions of the Company’s activities with respect to human capital development, which are fully consistent with the standards of decent work. To describe and analyse them further, we will use the Decent Work Management Model shown in the *figure* above.

Using the counter modelling method, we will fill the presented theoretical construct with specific management data, which were collected using Russian Railways’ regulatory and methodological documents, reports on the company’s sustainable development for

<sup>17</sup> Russian Railways Sustainability Report. 2020. Russian Railways (official website). URL: [https://www.akm.ru/upload/akmrating/RGD\\_sustainability\\_report\\_2020.pdf](https://www.akm.ru/upload/akmrating/RGD_sustainability_report_2020.pdf) (accessed on: 27.07.2022).

<sup>18</sup> Ibidem.

2019–2020, the results of the 2020 collective agreement concluded for 2020–2022, and data from open official sources.

As mentioned above, the management of decent work within a particular organisation depends on a number of interrelated external and internal factors. The first are state human resources policy, which determines the legal framework of social and labour relations and the mechanisms of their regulation.

The aim of its formation for the Russian Federation as a member of the International Labor Organization is to ensure the possibility of *decent work* for all workers. In addition to the requirements of safety and fair remuneration, this concept also includes the criterion of work satisfaction, the existence of conditions for an employee to fully express their abilities, skills, and mastery at a particular workplace, in given organizational, economic, and legal conditions [15]. The above mentioned suggests that workplace efficiency cannot be considered outside the context of decent work.

At the same time, according to many scientists who develop these issues, the mechanisms for the development and build-up of human capital at the national level are not being implemented effectively in Russia today. The concept of the state human resources policy of the Russian Federation has not yet been adopted; there is no unity of opinion on the priority goals, objectives, and tools for the management of the country's human resources potential [16]. In this regard, a well-developed, systematic, and formalized personnel policy of large domestic employers (which includes Russian Railways) that provide jobs at the level of entire industries and spheres of activity is of particular importance,

As for the PEST factors, the current situation on the labour market, which

determines the specifics of supply and demand for professions related to the railway industry, is as follows.

The Company's long-term development strategy envisages overhaul of infrastructure and construction of new railway lines, unlocking the socio-economic potential of the Baikal-Amur Mainline, etc. The implementation of these plans involves improving the internal as well as the external labour market of Russian Railways, especially in working professions.

Current socio-demographic studies have revealed a shortage of skilled workers. The dynamics of the indicators shown in the *Table* reflect the fact that the number of active CVs posted on the HH.ru platform have decreased by 4%, while the number of available vacancies for this professional area have increased.

The analysis shows that while the number of vacancies for this professional field has increased significantly, the number of active resumes CVs has decreased by 4%.

hh. Index, indicating the number of candidates per vacancy in transport and logistics, has amounted to 2.9. Thus, the labour market deficit in the transport sector is obvious.

Russian Railways is the largest employer in the Russian Federation — as mentioned above, it employs more than 720,000 people. Compared to the previous year, the headcount has decreased by 2.6% (this is a reduction of a planned nature). With a set turnover rate of 8%, the turnover rate is 6.2%, the lowest in four years.<sup>19</sup> At the same time, the calculations do not reveal data on latent turnover.

Russian Railways' personnel policy is of the closed type, but it also has elements of openness: on the one hand, the Company aims to attract and retain young employees, build man-

<sup>19</sup> Russian Railways Sustainability Report. 2020. Russian Railways (official website). URL: [https://www.akm.ru/upload/akmrating/RGD\\_sustainability\\_report\\_2020.pdf](https://www.akm.ru/upload/akmrating/RGD_sustainability_report_2020.pdf) (accessed on: 27.07.2022).



Table

Comparison of the vacancies dynamics and resumes in transport and logistics for 2021

Professional sphere	Vacancy dynamics	Resume (CVs) Dynamics	hh. Index *	Suggested salary, rub.
All occupational fields	+63%	+1%	4.1	49 572
Transportation, logistics	+83%	-4%	2.9	52 618

Source: compiled by the author based on the company's HeadHunter analytical data. URL: <https://hh.ru>

Note: \* hh.Index – the ratio of the number of active resumes to vacancies.

agerial careers through the talent pool technology, and implement a comprehensive social policy; on the other hand, given the shortage of highly qualified employees and high mobility of candidates, the Company has to use resources of the external labour market. For this purpose, among others, Russian Railways has established a separate recruitment area in the form of HR centres in 2020. They should ensure the prompt closing of vacancies in regional divisions and recruitment (including from outside), i.e. become an “entry window” for all candidates. This will allow to form a unified base of applicants and conduct their professional initial assessment.

Attracting specialists and retaining them is done through systematic work with personnel potential. The main task of the HR management system is to provide the Company with qualified and motivated personnel in accordance with current and prospective production needs.

In accordance with the standards of decent work, Russian Railways creates such conditions for employees so that they can work in a safe environment for fair remuneration, realising their professional and personal potential. This is achieved through the efforts of the HR Department, its activities in the areas of

staffing, improving personnel efficiency, motivation and creating a corporate culture and environment. Each area includes HR processes supported by a goal, objectives, principles, improvement measures, as well as indicators to measure the effectiveness of each process with planned target values.<sup>20</sup>

The target platform of Russian Railways' HR policy is based on a number of fundamental principles: efficiency, objectivity, focus on internal customers, business objectives, flexibility of the HR system, predictability, introduction of modern tools (including automation), compliance with best practices, unity of approach, efficiency and quality, etc.

The relevant mechanisms are of great importance in the management of decent work conditions – for the model we have developed, they are managerial, legal, control and supervision, institutional and financial.

The former is represented by the operation of the organisational structure of the personnel management system, which includes 4 divisions of the management apparatus of JSC Russian Railways; personnel

<sup>20</sup> Russian Railways Sustainability Report. 2020. Russian Railways (official website). URL: [https://www.akm.ru/upload/akmrating/RGD\\_sustainability\\_report\\_2020.pdf](https://www.akm.ru/upload/akmrating/RGD_sustainability_report_2020.pdf) (accessed on: 27.07.2022).

management services (PMS) in regional centres, in functional branches of JSC Russian Railways and their structural subdivisions, and personnel management departments in line units. The overall structure includes the Russian Railways Corporate University, as well as non-state healthcare institutions and other social facilities.

The personnel management system ensures the development of key methodological, strategic, and methodological documents in its area of activity, the implementation of the Company's unified Human Resource policy and control over its implementation. This mechanism is implemented through a system of local regulations, an organised structure of internal communications, and common platforms for sharing experience and best practices коммуникаций, общие площадки для обмена опытом и передовыми практиками.

The operation of legal mechanisms is based on the mandatory application of all labour law norms, consistent implementation of the recommendations of the Ministry of Labour, the principles of the national qualification system, etc. Thus, the collective bargaining agreement of Russian Railways for 2020–2022<sup>21</sup> was developed on the basis of the Constitution of the Russian Federation, the Labour Code of the Russian Federation, the Federal Laws “On Railway Transport in the Russian Federation” and “On Trade Unions, Their Rights and Guarantees of Activity”, as well as the Industry Agreement for Railway Transport Organisations.

The control and supervision mechanisms presented by inspections by the State Labour Inspectorate and prosecution authorities are aimed at detecting general labour law viola-

tions, wage arrears, accidents at enterprises, administrative violations, labour protection, etc. Their results are made publicly available<sup>22</sup> by the Legal Labour Inspectorate of the Russian Trade Union of Railwaymen and Transport Builders (ROSPROFZHEL). In 2020, with the participation of legal labour inspectors from this organisation, 825 situations of compliance with labour legislation were examined and 4,525 inspections were carried out, resulting in 1,738 submissions to employers to eliminate 6,458 violations, including in the area of wages and other payments — 33.2%, local regulations — 24%, working time and rest time regime — 21.3%. The number of cases of unlawful disciplinary liability was halved (242 penalties were cancelled in 2020, 465 in 2019), as well as the amount of money unpaid to personnel (59.2 million roubles last year, 133 million roubles in 2019) Four employees were reinstated following the legal inspectors' reports.

Institutional mechanisms to ensure decent working conditions at Russian Railways companies are represented by an extensive network of health centers, health resorts, children's camps and departmental hospitals that help maintain the health of employees. Continuous development issues are the responsibility of the Corporate University, industry-specific universities, colleges and secondary specialized educational institutions, vocational training institutes and professional qualification centres.

Financial mechanisms are used to budget projects related to decent work, including Human Resource and social policy activities.

## CONCLUSIONS

The following conclusions are drawn from the study:

<sup>21</sup> Collective Bargaining Agreement of Open Joint Stock Company “Russian Railways” for 2020–2022 URL: <https://company.rzd.ru/ru/9353/page/105104?id=1604> (accessed on: 14.11.2022).

<sup>22</sup> URL: [https://rospromzhel.ru/deyatelnost/rabota\\_pravovoy\\_inspektsii](https://rospromzhel.ru/deyatelnost/rabota_pravovoy_inspektsii) (accessed on: 14.11.2022).

- The current practice of implementing decent work conditions in the Russian Federation is based on the ideas of social dialogue, ensuring safe and healthy working conditions and productive workplaces.
- JSCo “Russian Railways” is the largest employer in the Russian Federation whose personnel policy formally enshrines and practically implements the key elements of decent work.
- All measures to improve the Company’s HR processes are aligned with the main provisions of the Decent Work concept and are designed to provide it with qualified and motivated personnel by creating conditions for improving their efficiency and engaging them in corporate tasks.
- An analysis of decent work management practices, based on the model we have developed, has enabled us to identify significant external and internal environmental factors, mechanisms and principles that enable the Company to implement the concept of decent work in the field.

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