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## **FEATURES AND TRENDS IN THE DEVELOPMENT OF HR TECHNOLOGIES AT TRANSPORT ENTERPRISES**

The process of personnel management as the main business process and a necessary condition for the development of transport enterprises needs to be rethought in a new era of uncertainty, the latest technologies and digitalization of business processes. Moreover, it is HR processes that are the core and basis for further transformations in the business structure, since they play a key role in achieving the strategic goals of the enterprise and endow the business with the characteristics of flexibility. Transformation processes in business, the requirements of a new era of uncertainty and change require the development and implementation of effective HR approaches, rethinking the principles and technologies of personnel management. To introduce new concepts in HR management, managers will use analytical and digital tools to radically reformat (design) the concept of human resources development at enterprises, the strategy for building communications and optimizing business processes in accordance with new HR transformations.

HR technologies at transport enterprises have a number of specific features that are associated with the nature of work in this industry, the need to maintain a high level of safety, accuracy and labor efficiency. The key features of the use of HR technologies in the transport sector are presented in Fig.1.

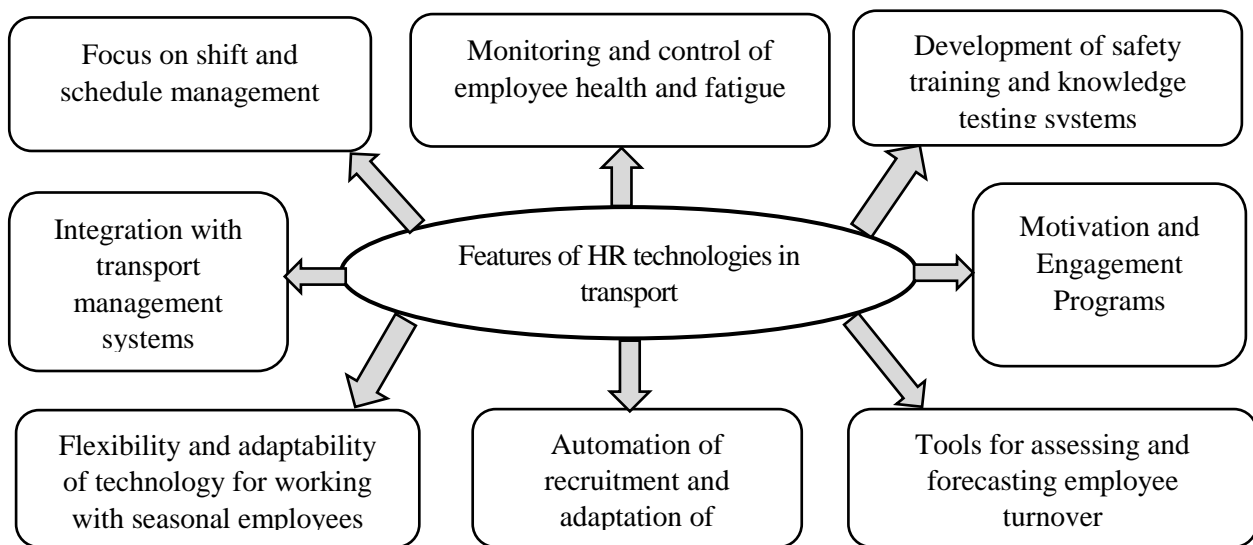


Figure 1 - Key features of the use of HR technologies in the transport sector

Source: author's development

Transport companies often work around the clock and include shift work, which requires a special approach to planning and managing employee schedules. Automated systems are used to create schedules that can take into account the company's needs, working time laws, employees' personal preferences, and even their fatigue levels. In the transportation industry, safety is especially important, and the health of employees is key. Technologies are being used to monitor the condition of employees, such as devices and apps to track fatigue, heart rate and stress, which is especially important for drivers and operators. In the transport sector, mandatory trainings and briefings are often held so that employees follow all safety standards and know the company's regulations. Online

platforms and VR technologies are used to create realistic simulations that help better prepare employees for complex or potentially dangerous situations in the workplace. In the transport industry, there is a high seasonal turnover of personnel, for example, during peak periods. This requires HR systems to be able to quickly adapt to the influx of temporary workers, including their rapid training, onboarding, and integration into workflows. Transportation companies often use technology to monitor the performance of employees, especially those in logistics and delivery. Data is collected using GPS trackers, sensors in vehicles, as well as applications for monitoring movement and task performance, which allows you to objectively assess the contribution of employees and optimize logistics processes. High turnover rates are one of the key challenges for the transport industry. HR analytics systems help predict the possible dismissal of employees by analyzing data on working hours, workload, job satisfaction, which allows you to take measures to retain valuable specialists. Monotony of work and high levels of stress can reduce employee motivation. To increase their engagement, companies are using gamification, mobile apps for feedback, recognition, and rewards, and platforms to track individual achievements and progress. In conditions of high competition for personnel, transport companies are trying to quickly select and adapt employees. Hiring automation, the use of chatbots for initial communication with candidates, and onboarding platforms help speed up this process and make it more structured. The implementation of HR technologies in the transport industry requires synchronization with transport management systems (TMS), warehouse systems (WMS) and other logistics solutions, which helps to allocate human and material resources more efficiently. Transportation companies are increasingly using technology to provide regular feedback to employees. Mobile applications and portals allow you to conduct satisfaction surveys, which helps to improve working conditions and respond to staff requests in time.

These features help transport companies manage personnel more efficiently, improve safety and develop employee loyalty.

At transport enterprises, HR technologies play an important role in optimizing work with personnel, increasing productivity and developing human resources. The main trends in HR technologies for the transport industry are presented in Fig.2.

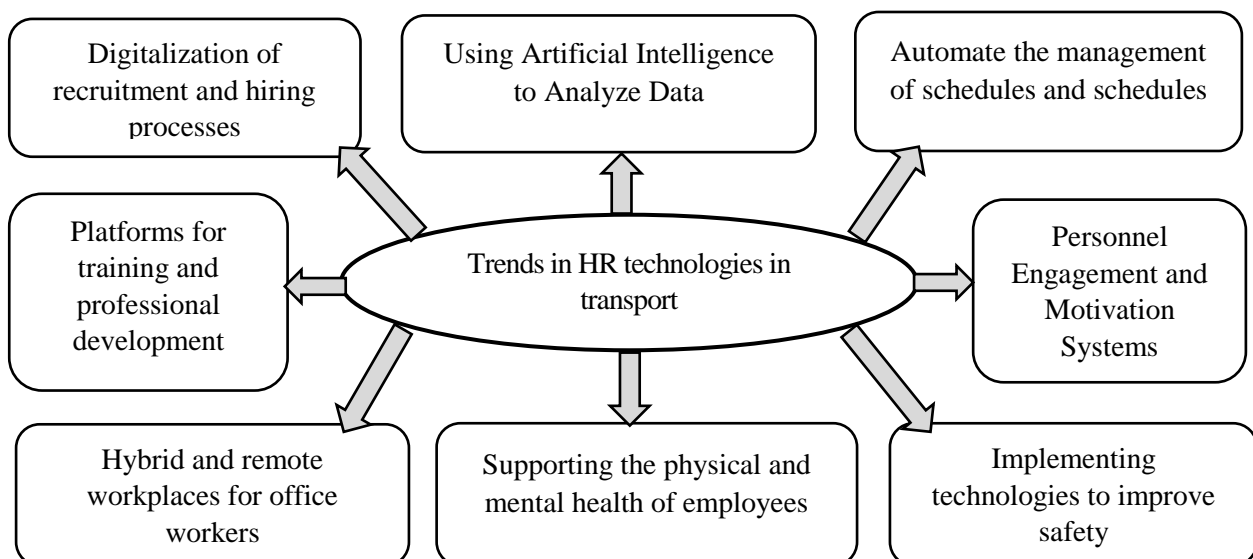


Figure 2 – Current trends in the use of HR technologies in the transport sector

Source: author's development

The implementation of automated recruitment and applicant tracking (ATS) platforms has become an important part of HR strategies. This allows you to quickly select candidates, analyze their qualifications and experience, which is especially important when hiring for mass positions typical of logistics and transport companies. AI helps predict employee turnover, analyze employee motivation, and identify the most promising employees. This data also helps in the development of

more effective employee retention programs, which is critical for the transportation industry with a high proportion of temporary and seasonal workers.

In transport companies, complex schedules and shift work can be challenging. The use of specialized software solutions helps to automate scheduling, monitor working hours and adjust them in time if necessary. This reduces the possibility of errors and increases workflow transparency. In the transportation industry, technology is used for online learning and advanced training. For example, digital courses, driving simulators, and virtual reality systems make it possible to train employees in an interactive and effective way, which increases their skills and safety at work. . Since the COVID-19 pandemic, there has been a trend towards hybrid work, which has not bypassed the transport industry. For office employees, systems for remote work and interaction are being introduced, which helps to maintain communication and control production processes. The transport industry is associated with high physical and emotional stress. Therefore, companies are beginning to use health monitoring technologies, systems for assessing and improving the psychological state of employees, including applications for monitoring stress and mood levels. This allows you to increase the overall satisfaction of employees and reduce the risk of professional burnout. Video surveillance, access control systems and worker monitoring technologies (e.g. fatigue sensors for drivers) help to minimise workplace risks and improve safety in the transport process. Transportation companies are implementing programs to increase employee engagement, including gamification, mobile feedback apps, recognition and award platforms. These measures allow you to retain key employees, improving the corporate culture and stimulating their loyalty to the company.

Modern HR technologies in the transport industry help to manage personnel more efficiently and create conditions for long-term business development.

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