

MANAGEMENT CULTURE AND ADMINISTRATIVE PROFESSIONALISM IN RAILWAY TRANSPORTATION

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Abstract. The article presents scientific substantiation of the most important strategic directions of railway transport management culture in accordance with the requirements of the time, demands of modern society, transition to a new level of management expertise. The factors influencing the development of top managers' professionalism in railway sector have been described (we refer not only to those executives who have profound knowledge of their profession, but have administrative competence as well). This fact requires a fresh look at the existing system of training and retraining of top administrative staff, the representatives of railway transport.

Keywords: management culture, railway transportation, administrative professionalism.

1. Introduction

European and World experience shows that successful reforms in management training are undertaken primarily through effective human resource management. The success greatly depends on the rationality and efficiency of higher education institutions which improve the professionalism of human resources, employing leaders focusing on the real developing potential of the railway sector, purposeful psychological and pedagogical guidance of this process.

Administrators of railway companies operate in constantly and radically changing society. Railway managers in many Western countries realized that they need to invest in people. One of the main competitive advantages is the professionalism of top managers.

Since 1991 tens of thousands of UK top managers in various sectors of economy (almost 1/3 of the entire industry) have systematically studied the most important issue: management professionalism and industry development meeting the "Investors in People" quality standard.

"Investors in People" standard is supplemented by ISO 9001, which specifies that only with certain skills, advanced managerial knowledge and manager's professionalism the country can make progress and achieve desired goals.

It has been proven both theoretically and practically that if top manager's professionalism and competence fall below the acceptable level, the state administrative system splits into separate subsystems which lack correlation relationships [3, p.17].

2. Materials and Methods

For modern development of railway transportation in Ukraine the most important for transformation processes is human resources factor. Therefore, of particular importance is the role of highly professional approach for creating of a training model.

Many researchers have already dealt with certain aspects of this issue. We have analyzed administrative scientists and theorists managers' researches, approaches

and opinions on the issue, who formed a coherent system and theory of administrative management, a framework of railway reforms, identified the directions of administrative reforms enabling a proper generalization, identification of difficulties and contradictions, formulation of proposals and expression of the author's vision regarding the ways of solving major problems associated with the training of highly skilled top managers of railway transport.

But in recent years the situation has changed. The current system of managerial personnel training in railway sector has been forming for ages. Therefore, it reflects different theoretical approaches and practical experience gained at different times in different countries of the world and in Ukraine.

The traditional methodology of training highly qualified top management personnel based on the principles of classical rationalism proved unfit and unprepared for successful operation in the new society.

For years, policy, theory and practice of public administration was mainly focused only on the production. The global recognition of the importance of educational resources and modern humanistic oriented paradigm specify the relevance of a different approach in Ukraine: the creation of a purposeful system focused on railway top managers training, the training of executive managers of a new generation, capable of constructive activity and effective solutions of complex social and economic problems, with high intelligence, sociable, with developed imagination, deep knowledge in humanities and appropriate professionalism [2].

Market reforms and state recognition of the needs for the efficiency in administrative work resulted in the emergence of researches on the training issue of future managerial personnel from various organizations and services in higher education, including entrepreneurship and business, the development of management culture, general manager's values and norms that shape behavior standards.

Of great interest are domestic and foreign research papers.

Scientific papers by A. Afanasieva, A. Berh, I. Blauberh, M. Weber, J. Herchykova, I. Ladenko, O. Stolbov, O. Romanovskiy, F. Taylor, H. Fayol, F. Khmil, H. Shchokin and others deal with the development of basic principles concerning theory and methodology of social systems management.

Scientific-theoretical bases and organizational practices of administrative activity have been worked out and discussed in the works by Ye. Berezniak, V. Bondar, L. Danylenko, M. Darmanskyi, H. Dmytrenko, H. Yelnykova, L. Kalinina, V. Kozlov, V. Lutai, L. Makarenko, V. Maslov, V. Oliinyk, S. Pikeln, D. Tymoha, Ye. Hrykova, T. Shamova, E. Yamburg and others.

Various aspects of top managers training within the subject-object paradigm are investigated by V. Averianov, V. Bakumenko, A. Bureha, V. Gamaiunov, V. Kniazhev, V. Luhovyi, B. Malynovskiy, N. Nyzhnyk, V. Oharenko, O. Skidin, S. Shevchenko and others.

The most significant contribution to the development of methodological, scientific-theoretical principles of management training in Ukraine has been made by such scholars as M. Bilynska, M. Danko, V. Luhovyi, V. Ponomarenko, O. Romanovskiy, T. Chernyshenko, L. Shypilina and others.

Such scholars as V. Andruschenko, N. Artemenko, V. Ashumov, P. Bapanova, L. Gren, O. Ihnatiuk, O. Kovalenko, F. Kuzin, M. Lazarev, V. Myhailychenko, N. Nychkalo, O. Ponomarev, O. Romanovskiy, L. Tovazhnianskyi, T. Sharhun, P. Yasinets and others have greatly contributed to the development of methodological, scientific-theoretical principles of the researched aspect of engineers training in Ukraine.

The considered research mix is wide enough, but the issue of drawing special attention to enhancing top managers' professionalism, their professional competence as a rail transport executives hasn't been reflected in their scientific papers. The issue of modernization of the mechanisms for top managers' professional training and its key directions in Ukrainian railway sector require scientific grounding.

The purpose of the article is to outline the main problems and contradictions in railway executives training for efficient administrative work.

Fundamentally important is the conclusion that professional education cannot stay isolated from life. Specificity of today is created by a permanent change of the object in terms of methodological guidelines choice. Therefore professional training involves not only the state influence on the revision of existing values and way of life of railway executives, but also the management of fundamentally changing existing values and management system.

Thus, the existing system of training and retraining of top management executives should focus on the development of such models of railway transport development, which would be socially oriented, democratic, flexible, state-civil and contributed to the development of any economic sector.

3. Results

Research and analysis of current theoretical achievements, major trends in the development of railway top managers' professional education in Ukraine have shown that there are objective prerequisites for reforming of higher education railway profile institutions and present professional railway retraining system in particular, such as:

- radical social and economic changes;
- diversity of life;
- diversity of subjective individual relationships with the environment;
- increase in the freedom of choice in forms and means of education;
- weakening of traditional systems of knowledge transfer as a result of changes in the value orientations of the young generation compared to the generation of adults;
- availability of other information;
- change in the system of value orientations;
- emergence of specific internal cultural problems (Ukraine is referred to as cultural zone of danger);
- increased uncertainty about the state strategy of forming methodological and administrative manager's culture;
- inefficiency of traditionally conservative consciousness in giving an adequate response to the radical changes on the global scale and so on.

Identified prerequisites indicate that the system of railway industry personnel training is not a mechanical conglomerate of educational institutions, it is a certain system, a specific social organism that is developing, it operates not only according to general and system characteristics, but also according to specific laws of system management. It is in the system of connections and relationships between its subjects that an effect that researchers call "social quality" appears, and which, according to our hypothesis, can be seen as the main criterion of managers willingness to be engaged in railway management activities in any sector and the main criterion of its development.

Therefore, to understand the framework of various qualities of railway executives, we must consider their social life in integrity. We should take into account the following important aspects: their intellect, attitude to life, to the family, professional category, willingness and commitment to continuous improvement. In China, to get a general idea about professional skills of a manager, one should inquire not the name of the institutions he or she graduated from, but the names of educational institutions' heads [1].

The dominant view is that the leader knows everything and there is no need for him to be taught or educated. In fact it is quite the contrary. Being a head doesn't mean to have just a profession. Head is not only a carrier of accumulated human values and historical traditions of his people. Our time requires from the head of the railway sector to be a bright, versatile personality that is highly respectable, noble and tolerant, being aware of achievements not only in railway sector, but also of the achievements in human sciences and art of conversation, communication with different groups of people, new management technologies

and knowledge of modern management theory, managerial skills.

The path of executive's professional formation is not easy in today's market society. This can be applied above all, to careful management personnel selection taking into consideration the scientific achievements in the field of modern economics and the features of transformation processes in railway transport sphere.

Back in ancient times it was believed that not everyone can become a leader, even if he has a great desire. However, management activity has always been a process controlled by the state. In antiquity, Plato argued that it should be organized by the state and meet the "interests of dominant groups of philosophers and warriors". He focused his attention on the need of each person to be an efficiency guarantor of this activity.

Significant impact on the recognition of the special nature of "management activities" phenomenon was made by theoretical work and practices of Renaissance philosophers and humanists (T Kampanela, M. Montaigne, T. Moore, F. Rabelais, V. da Feltre, etc.) [4].

M. Quintilian, in particular, believed that one should always pay attention to the fact that one's mind is more capable, some people cannot work without prompting, some people cannot tolerate strict orders; someone is excited by fear, others become sluggish; someone succeeds in constant regularity, others succeed when their activity is irregular.

He advised to be very careful with bright and talented individuals to ensure that they work consistently in accordance with their natural talent. M. Quintilian believed that there is no point to overcharge weak minds or even try to give them something more that they cope with. "Weak minds should be enabled to advance in the way to which they tend by nature: they'd better succeed in the activities not exceeding their capacity" [4, p.451-453].

According to Vittorio da Feltre "Not everyone can cope with everything or be fit for everything" because everyone has a talent for some kind of activity. He stressed that Nature as mentor and friend determined for each person his own activity: nobody is gifted in everything, but each has his personal gift [4, p.50]. Therefore, any activity according to natural instincts Vittorio da Feltre considered the key to success not only in professional growth and public life, but also a guarantee to achieve harmony between nature and personality [4, s.52].

The belief of Italian humanist that "going against oneself" one cannot be successful was proven by M. Quintilian. He was the first to find a direct relationship between personal development with respect to natural properties and success in the future profession, while emphasizing that "... nature is stronger with some assistance given" [4, p.52].

Caution of classical philosophy is useful for the present situation, especially in the light of the existing contradictions in the research of management strategies in railway sphere. Let's outline them.

Our study of typical causes, difficulties and barriers that hinder this process, made it possible to identify the following:

- socio-economic: huge "experience" in authoritarian leadership style, collapse of many social and spiritual values, chaos in the economy;

- barriers directly related to the low status of education in society, poor education financing, escape of best educators to business trying to "survive" in times of economic instability;

- psychological barriers: low general and professional top managers' culture and public awareness;

- lack of science-based value-normative model of the railway transportation executive, lack of criterion performance of his professional maturity and planned coordination of actions of state and regions concerning government regulation to develop professional management personnel of the railway sector.

The latter became the basis for determining directions of further development of managerial personnel creative potential, which is considered "global strategic resources" in Europe [8, p.252-254].

The abovementioned calls for working out and formulation of specific development targets, fundamental principles, strategic professional program in terms of "going beyond existence".

Based on the foregoing, we consider administrators as having the potential ("to become") to implement transformative and creative activities on the development of railway transportation in Ukraine. In this case we are referring primarily to the property of prediction the probability and need-oriented future.

Efficient executive professional training on any level of railway transport in terms of methodology according to our conception means the unity of the subject, awareness and management activities that are characterized not only by the personal awareness of "I want", "I can", "I have", "I need", but the same awareness of the railway team and society.

Thus, the major aspect is extrovert-orientation on the people the manager works with and is the process of subject mediated activity.

Such approach to the development of professional skills of railway managerial elite is explained by the following.

As abovementioned according to our conception, the development of professionalism is regarded to as *appropriately controlled, scientifically grounded and timely impact of higher education on the development of railway transportation, creation of the necessary conditions to prevent the crisis in railway transport sphere taking into account the trends of social development, management theory paradigms, attraction- structures of evolution and development goals.*

Therefore, the basic characteristics of a professional manager, his managerial values we associate with the results of railway transport development, the highest level of productivity, professional skills and competence (N. Nyzhnyk, V. Oluiko, V. Yatsiuk et al.).

In our opinion, the success of rail transport professional personnel mainly depends on the integrity of the "man - state – society" system where the intentions and

objectives of the existing society are produced and put into practice.

Who and how should provide such level of development for railway managers, which opportunities and management system should be involved? Let's consider the general aspects related to these important issues.

State control of all railway activities, other enterprises and railway transportation organizations, including those that are part of the railroad and legal entities, is performed by the Ministry of Infrastructure according to its competence.

The Conception of Transport of Ukraine, adopted December 27, 2006 [5], suggests certain changes in the corporate model providing an organic combination of centralized management of the sector with the market management mechanism that complies with the principles laid down by the Law of Ukraine "On state property".

State regulation of all processes of railway transportation are carried out by Ukrainian Railways.

Thus, the state should be responsible for the development and implementation of the State Transportation Policy, with the major mission to protect economic and social interests of the Ukrainian people, meeting their numerous needs in transportation due to changing and updating the management strategy, reproducibility of developing phenomena, active and effective managerial influence on this process, transition from one qualitative state to another, a higher one.

So we believe that the state impact on the development of managerial professionalism is related to the new model of transformation management system based on general trends in the development of a democratic and open to the public system of the railway sector.

The essence of human resource management is treating people as competitive property that should be directed, motivated, placed and developed together with other resources aimed at reaching strategic goal. Human resources should be used to meet the needs of exercising power function, but not just fill the vacancy. "A person filling a position not satisfying specific needs is wasted capital not only for the railway industry, but also for the individual whose talent and ability are not developing and are not used to some extent" [7].

However, only according to the preliminary results of our research, successful railway executives even in purely industrial and production sectors, companies and organizations spend today about 70% of their time and efforts on purely human problems and, in their opinion, that is why they are efficient and optimistic for the future.

In our opinion, the reason is not only in ignoring the socio-cultural phenomena, but also in poor application of the principle of organic unity of culture and professionalism of top managers of some public railway services, which still exists in railway higher and post-graduate education.

Studying the issue of officials' attitude to professional training, we found out that in many railway transport directorates there was practically no information about the prospects of targeted top managers' professional training and their reserve, there was no efficient documentation reflecting the dynamic changes in the public administration.

Therefore, the present study is an attempt to offer one of the ways of improvement in professional training of highly qualified railway transport personnel and reserve resources in the "Children's Railway - University – MA course - Regional and District Administration" system.

We based our research on the principle of efforts and capabilities integration on all educational levels in solving the stated problem.

Taking into consideration the abovementioned, we suggest developing a scientifically grounded strategic state Programs on modern leader - administrator of railway transportation training, introducing for this purpose an appropriate legislation to provide highly trained leaders, top managers of railway transport. In our opinion, Ukraine has all the necessary conditions for this. No sector of the economy has such rich traditions and unused state capacities in dealing with important opportunities for the development of railway transportation in Ukraine.

It is recommended to start active and purposeful training of railway transport potential leaders in Ukraine from childhood on eleven children railways operating at five railways and which involve about 7000 children training since their fifth grade. 95% of them continue training in Railway College or Universities afterwards.

According to our research results, the top managerial staff of the office of the State Administration of Railway Transport of Ukraine consists of former employees from children's railways. Railway summer student groups have renewed their activity, which can also assist in the process of potential top managers identification on favorable conditions.

In our opinion, the significant drawback in railway top managers' training, is underestimating the reform potential of university training. Modern technologies have been created, regulatory and methodological framework and even psychological support implementation methodology have been worked out (many enterprises in railway sector employed psychologists), but as shown by the previous data of our research, they are in isolation from the railway administration sector. In our opinion, a great deal is to be done to enable the development of professional management culture in this area, to formulate major requirements, standards of behavior while performing professional duties.

It is time to create certain coordination Centre for training potential leaders, top managers of different age groups and categories. The contents of the training courses should be important for all categories of executives. We suggest the following:

- Development of individual career programs, careers professional growth and self-development plans.
- The formation and selection of management efficiency criteria according to the chosen target.
- External environment analysis taking into account management system, and environmental conditions.
- Internal environment analysis (system simulation).
- Development of management principles and synthesis of control algorithms that provide the required level of administration performance (quality).

- Data collection and transmission of information required for the process, in the presence of external excitations.

- Processing of information in accordance with the control algorithm to form control signals.

- Analysis of the dynamic precision implementation of control algorithms.

- Development of methods to ensure the reliability of systems.

- Investigation of the facility management and control systems.

- Psychocorrection in work with the staff.

- Psychological support of professional activity of Railway Transportation of Ukraine, etc.

Unfortunately, the selection of railway transport administrative staff is based only on education and qualifications of the candidate, the factor of breadth and depth of their engagement into transformative management activities in order to develop the railway sector isn't taken into consideration.

4. Conclusions

Thus, the analysis of theoretical and practical data, including personally contributed, shows that the main thing in the analyzed process is targeted identification and coordination of compliance of internal forces, intelligence, management skills, capabilities, knowledge and experience that provide fundamentals for productive and creative professional activity and management competence, considered to be the most important factor for modern railroad transportation.

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