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PRESERVATION OF PERSONNEL POTENTIAL OF UKRAINIAN RAILWAY TRANSPORT ENTERPRISES DURING THE WAR

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Railway transport plays a crucial role in the transport sector of Ukraine - in 2021, its share in the total volume of cargo transportation was 63.1% [1].

After the large-scale invasion of the Russian Federation in Ukraine in February 2022, the importance of railway transport only increased. The main volumes of domestic exports are transported by rail, however, the supply of the main volumes of grain cargoes to port transshipment complexes is also mainly carried out by rail transport. This type of transport also provides cargo transportation for the needs of the Armed Forces, the majority of controlled evacuation flights (more than 5 million people were evacuated by rail), delivers humanitarian cargo, serves the needs of manufacturing enterprises and carries out their relocation, etc.

Theoretical and practical aspects of assessment and management of personnel potential of railway transport enterprises are devoted to the works of such scientists as V.L. Dykan, Yu.V. Yelagin, T.G. Sukhorukova, V.V. Kompaniets, I.L. Nazarenko, I.V. Tokmakova, and others [2 - 6, etc.]. An organizational and economic mechanism for managing the personnel potential of the structural unit of the railway transport was worked out in the paper by Nazarenko I.L., I.M. Trush [7]. In spite of numerous papers, the aspect of preservation of personnel potential of railway enterprises in Ukraine during the war is insufficiently researched.

This paper will focus on the preservation of personnel potential of Ukrainian railway transport enterprises during times of war, highlighting the importance of retaining skilled workers and ensuring their well-being.

The personnel of railway enterprises in Ukraine face significant challenges during wartime. One of the primary issues is the risk to their safety and security. Railway infrastructure becomes a potential target for attacks, exposing workers to dangerous and volatile situations. This jeopardizes their well-being and adds immense stress to their work environment. Sadly, during the year of the full-scale Russian invasion of Ukraine, 353 railway workers were killed, 819 railway workers were injured [8]. Another problem is displacement of people during wartime can result in a shortage of skilled personnel. Workers may be forced to leave their homes and communities, making it challenging to retain experienced employees and maintain a stable workforce. The loss of skilled workers can have a detrimental impact on the overall operations and

effectiveness of railway enterprises. Addressing these problems is crucial to ensure the well-being and effectiveness of railway personnel during wartime.

Preservation of personnel potential involves several key aspects.

Firstly, it is crucial to prioritize the safety and well-being of railway workers. Adequate measures must be taken to protect them from harm and provide necessary support systems. This includes ensuring proper training on safety protocols, providing protective equipment, and establishing communication channels to address any concerns or emergencies.

Secondly, efforts should be made to retain skilled and experienced personnel within the railway transport enterprises. War can lead to the displacement of people and the disruption of normal life. It is essential to create incentives and opportunities for employees to stay and continue their work. This can be achieved through fair wages, job security, and recognition of their contributions.

Furthermore, during times of war, it is essential to invest in the training and development of new personnel. The railway transport industry requires a skilled workforce to operate efficiently and effectively. Therefore, initiatives such as apprenticeship programs, vocational training, and educational opportunities should be implemented to attract and train new workers.

Lastly, collaboration and coordination between railway transport enterprises and relevant government agencies are crucial. This includes sharing resources, information, and expertise to address challenges posed by the war effectively. By working together, the preservation of personnel potential can be enhanced, leading to a more resilient and sustainable railway transport sector.

In conclusion, the preservation of personnel potential in Ukrainian railway transport enterprises during times of war is of paramount importance. By prioritizing the safety and well-being of workers, retaining skilled personnel, investing in training, and fostering collaboration, the railway transport industry can continue to function effectively despite the challenges posed by conflict. This will not only contribute to the overall resilience of the sector, but also support the country's infrastructure and economy in the face of adversity.

Development of a program for the protection and preservation of personnel of railway transport enterprises of Ukraine may be the direction of further research.

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[6] I. V. Tokmakova, I. M. Vojtov, K. I. Shtefan. (2018) Rozvytok tekhnologhij upravlinnja trudovym potencialom pidprijemstv [Development of technologies for management of labor potential of enterprises] . *The bulletin of transport and Industry economics*, no.63, pp. 179-186.

[7] Nazarenko I.L. , I.M. Trush (2019). Organizational and economic mechanism of personnel potential management of the structural subdivision of railway transport [Orhanizatsiino-ekonomichniy mekhanizm upravlinnia kadrovym potentsialom strukturnoho pidrozdilu zaliznychnoho transport]. *The bulletin of transport and Industry economics*, vol. 66, pp. 94-102.

[8] A memorial sign was erected in Kyiv in honor of railway workers who died as a result of Russian aggression [U Kyievi vstanovyly pamiatnyi znak na chest zaliznychnykyv, yaki zahynuly vna-slidok rosiiskoi ahresii]. Available at: <https://suspilne.media/397472-u-kyievi-vstanovili-pamatnij-znak-na-cest-zaliznicnykiv-aki-zaginuli-vnaslidok-rosijskoi-agresii>

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SWOT ANALYSIS OF SMALL BUSINESS IN UKRAINE IN WARTIME

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The war in Ukraine has had a profound impact on the state of small businesses in the country. Small businesses, which are the backbone of the Ukrainian economy, have faced numerous challenges and struggles due to the ongoing conflict. One significant issue is the disruption of supply chains and logistics. The conflict has led to the closure of transportation routes and increased border restrictions, making it difficult for small businesses to import essential goods and materials. This has resulted in shortages, higher costs, and reduced competitiveness for many small enterprises. Moreover, the security situation has greatly affected small businesses. The risk of physical damage, looting, and extortion has forced many small businesses to close down or relocate to safer areas.

Although there are a lot of scientific papers devoted to problems of small business in Ukraine before and during the war (by such researchers as V.L. Dykan, O.V. Dykan, V.V. Dykan, Z.S. Varnalii, O.V. Schramenko, O.V. Krasota, T. H Melnyk, O. A. Borysenko, I.L. Nazarenko and others [1 - 8],