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Universidad del Zulia  
Facultad Experimental de Ciencias  
Departamento de Ciencias Humanas  
Maracaibo - Venezuela

# **The Socio-Psychological Features of Working with Young People in the Corporate Governance System at the Russian Railways Company**

**Tatiana A. Evstratova<sup>1</sup>**

<sup>1</sup>Candidate of Sociological Sciences, Assistant professor at the Department of Management and Administration.  
Russian State Social University, the Russian Federation, Moscow.  
Email: [doroshenkot@yandex.ru](mailto:doroshenkot@yandex.ru)

**Elena E. Kabanova<sup>2</sup>**

<sup>2</sup>Candidate of Sociological Sciences, Assistant professor at the Department of Management and Administration.  
Russian State Social University, the Russian Federation, Moscow.  
Email: [cool90@list.ru](mailto:cool90@list.ru)

**Ekaterina A. Vetrova<sup>3</sup>**

<sup>3</sup>Candidate of Economic Sciences, Assistant professor at the Department of Management and Administration.  
Russian State Social University, the Russian Federation, Moscow  
Email: [eavetrova@yandex.ru](mailto:eavetrova@yandex.ru)

**Olga A. Kulikova<sup>4</sup>**

<sup>4</sup>Candidate of Psychological Sciences, Assistant professor at the Department of sociology and psychology of management.  
Russian State University of Management, the Russian Federation, Moscow.  
Email: [kilka2002@yandex.ru](mailto:kilka2002@yandex.ru)

**Olga A. Kolosova<sup>5</sup>**

<sup>5</sup>Candidate of Psychological Sciences, Assistant professor at the Department of marketing.  
Russian State University of Management, the Russian Federation, Moscow.  
Email: [olga\\_kolosova@mail.ru](mailto:olga_kolosova@mail.ru)

### **Abstract**

Improving tools and methods for working with young people at Russian enterprises is poorly developed currently, but strategically important element of both short- and long-term planning of their activities, determines the competitive position of the enterprise, and creates conditions for its further development. The development of a corporate youth policy of an enterprise should be based on an assessment of the effectiveness of organizational and managerial tools and methods within a particular enterprise aimed at attracting, retaining and integrating young employees into the organizational environment. The company's youth policy is implemented in the legal framework of the state youth policy.

**Keywords:** Youth, youth corporate policy, organization of work with youth, young specialist

## **Las Características Socio-Psicológicas De Trabajar Con Jóvenes En El Sistema De Gobierno Corporativo En La Compañía De Ferrocarriles Rusos**

### **Resumen**

La mejora de las herramientas y los métodos para trabajar con los jóvenes en las empresas rusas está poco desarrollada actualmente, pero es un elemento estratégicamente importante para la planificación de sus actividades a corto y largo plazo, determina la posición competitiva de la empresa y crea las condiciones para su mayor desarrollo. El desarrollo de una política corporativa juvenil de una empresa debe basarse en una evaluación de la efectividad de las herramientas y métodos organizacionales y gerenciales dentro de una empresa en particular con el objetivo de atraer, retener e integrar a los empleados jóvenes en el entorno organizacional. La política juvenil de

la compañía se implementa en el marco legal de la política juvenil estatal.

**Palabras clave:** Juventud, política corporativa juvenil, organización Del trabajo con jóvenes, joven especialista.

## 1. INTRODUCTION

Great importance is given to such a direction as corporate youth policy currently. It analyzes the policy of enterprises in paying young people, providing social services, working conditions and safety, and examines the labor values, claims and expectations of young workers in the context of specific employment conditions at the enterprise and various age groups. The issues related to the formation of updated models of social policy of enterprises in relation to youth are of particular importance in Russia in the context of discussing the impact of demographic processes on the dynamics of labor resources, as well as the prospects for modernizing the Russian economy and society.

The main principles of working with young people at the enterprise are described in the research of D. A. Popovich (Popovich, 2009), O. N. Alexandrova (Alexandrova, 2007), S. I. Zheleznyakova (Zheleznyakova, 2014). They believe that work with young people in enterprises is represented by the following areas: production, including the adaptation of young professionals, youth competition (competitions among young professionals and professional skill competitions), innovative and inventive work; organizational - consisting of organizing work with young people in structural

divisions, as well as interaction with administrative agencies and public formations; informational - consisting in informing and advising young professionals on various issues; social - including improving housing conditions, social protection, sports and leisure work with young people.

All existing concepts and theories of defining the essence of youth are interconnected and complement each other organically, which leads to the possibility of the most complete study and understanding of this social phenomenon.

Holistic work with young people in enterprises provides:

- Determine the place and role of corporate youth policy in the corporate management system;
- Systematize modern technologies for attracting, selecting and adapting young people at the enterprise;
- Summarize and develop conceptual regulations for improving corporate management tools in the field of youth policy.

Guidelines help:

Enterprise:

- Achieve the objectives of enterprises;
- Ithe most promising future leaders – managers among young professionals;
- Increasing the professionalism of young personnel, expanding the range of their professional staff;
- Successful development of enterprises in modern conditions, increasing production efficiency;
- Reduced staff turnover;

- Growth in the share of closed vacancies by young workers and specialists;
- Create a personnel pool of young employees;
- Develop a system of rotation of young personnel and exchange of professional experience;
- Formation and consolidation of a positive socially-oriented image and business reputation of the company;
- Formation of a favorable social and psychological climate at the enterprise;
- Strengthening the team spirit of employees.

Worker:

- Ensuring safe working conditions and a high level of social and living conditions in the workplace;
- Creating a sense of commitment to the enterprise;
- Helping to support a healthy lifestyle;
- Increase motivation of young employees;
- Get social support for young people who have difficulty accessing education, realizing and developing their abilities
- Targeted social assistance.

Currently, many Russian industrial enterprises use corporate management techniques. Competent management is the key to the progressive development of the enterprise, ensures its investment attractiveness and sustainable growth of economic efficiency indicators. However, despite the development and implementation of corporate management practices, most organizations don't have

systems for working with young workers and specialists currently that are adequate to the specifics of the Russian economy. It manifests itself in the fact that many issues in this area are solved only in response to emerging problems, which reduces the effectiveness of corporate programs in the field of youth policy (Kozyrev et al., 2017).

#### Problem statement.

The beginning of the origination of modern conceptual theories of youth can be attributed to the period of the 1930s and 1940s, when there was a need to study the problems of the younger generation in the West, within the framework of sociology as a science. The reason for this was the activation of young people in the structure of society and in the sphere of production.

The psychoanalytic concept is based on the theory of Z. Freud (Freud, 1921), as well as on the theory of the life path of the individual, which was derived by his students – R. Benedict (Benedict, 1934), L. Feuer (Feuer, 1963). The basis of the psychoanalytic concept is the idea of the correlation of the biological, social and psychological essence of a person. This ratio changes in accordance with the development of youth, which leads to certain problems related to this process: the conflict of generations, the emergence of aggressive behavior due to a negative attitude towards the existing social system. The followers of the psychoanalytic concept among Russian scientists include I. S. Kon (Kon, 1984), V. T. Lisovsky (Lisovsky, 1996), whose scientific works reflected the most important problems of personal development, mechanisms for the formation of youth consciousness and overcoming social exclusion.

The structural and functional concept combined the theories of G. Marcuse (Marcuse, 1968) and T. Parsons (Parsons & Bales, 1955), in which young people were analyzed as a socio-demographic group in society. Youth is considered as an element of society, connected through interaction with other elements, representing a single system with them, but performing its own specific function and contributing to the development of the whole society. Russian representatives of the structural and functional concept include sociologists V. G. Nemirovsky (Nemirovsky, 1984), M. K. Gorshkov (Gorshkov, 2009). The approach is based on determining the involvement of the young generation in management structures with their real participation in decision-making, which generally determines the nature of relations between youth and society. They either identify themselves with the prevailing socio-economic relations and norms of society, and then conflict-free reproduction is guaranteed, or they do not identify themselves with the basic norms of society for some reason, they are alienated from them, and then a generational conflict is brewing as a result of socialization of young people.

The risk concept is formed under the influence of psychological theories of E. Giddens (Giddens, 2003), M. Douglas (Douglas, 1994). This concept defines risk as one of the most important characteristics of youth, which creates certain conditions for life on the one hand, and contributes to self-realization and self-development of the young generation on the other hand. Society is associated with risky situations being dynamic, and young people cannot be separated from society and are exposed to risk, as a result. Young people themselves



become a subject of risk in the process of their social development, so this concept considers youth as a risky period associated with uncertainty. A holistic concept of risk was developed by the Department of youth sociology of the Institute of socio-political research of the Russian Academy of Sciences in Russian youth sociology. The most famous domestic representative of this direction is U. A. Zubok (Zubok, 2015).

The Research questions:

Why do you need special work with young people in the company?

What will do the participation in these projects for young people?

How to form and develop the country's human resources potential?

The analysis of practical and theoretical studies of domestic and foreign scientists allows us to conclude that there is insufficient methodological development of issues and problems of improving corporate management tools in the field of working with young workers and specialists. This indicates the need for further theoretical generalization of this specific problem.

Young people acquire a stable professional and labor status between the ages of 16 and 29 on average. The main social and demographic events in a person's life cycle occur during this period: the completion of general education, the choice of profession and vocational training, the beginning of work, marriage, and the birth of children. It is young people who not only have the highest potential of

the labor force, but also include indicators of social activity, physical health, mobility, general education, and readiness for difficulties.

The forms and ways of including young people in the structure of social and labor relations characteristic of the Soviet period cannot be considered a model today. Therefore, we have to look for new ways and options for involving young people in social and labor relations, using modern motivational programs not only at the state level, but also at the level of personnel services of enterprises and organizations. A state that has renounced administrative dictates does not have the ability to order economic entities to create jobs for young people. We need to find other, market-based mechanisms. One of these mechanisms is corporate management.

## **2. METHODOLOGY**

The information basis of the research is statistical data and information and analytical materials of Open Society "Russian Railways", articles of leading periodicals, materials of scientific conferences and seminars, thematic pages of the Internet. There are structural-functional, comparative-legal and historical-comparative, the method of scientific abstraction, the principles of systemicity of the studied phenomena, modeling, analysis and synthesis, factor and statistical analysis among the separate methods that were used in the study.

Empirical base of research consists of studies conducted by the authors in 2019 in Moscow, during which the Position of the Collective agreement, the Status of young specialists developed in accordance with the Labour code of the Russian Federation, other Federal laws and other normative legal acts of the Russian Federation, normative document of Open Society "Russian Railways" were studied. The purpose of this study is to determine the organization of adaptation and professional development of a young specialist, responsibilities, guarantees, compensation and benefits of Open Society "Russian Railways" in relation to a young specialist.

### **3. RESULTS and DISCUSSION**

The system of work with young people at the enterprise of Open Society "Russian Railways" is a complex process of interrelated stages: starting with the search and selection of interested labor force for admission and its integration into the team, and managing their adaptation.

The study of employers' opinions on the quality of University graduates showed that enterprises and organizations today have a need for young workers and specialists who would adequately assess their career aspirations and the capabilities of the host party, would be ready to start a career at the grass- roots level, and would also differ in mobility, adaptability, and the ability to quickly retrain. The enterprise of Open Society "Russian Railways" receives competitive advantages

in the form of a dynamically growing human resource potential when forming an integrated system of working with young workers and potential employees, which is the basis of the company's future.

A young, inexperienced employee who has just joined a new team, always goes through the stage of adaptation to the team and to the specifics of his profession in which he will work, starting to master a new professional sphere of his life. A young specialist who comes to the organization has to solve problems not educational, but problems related to their professional activities, and sometimes even life, which are not always a young specialist can find an answer to. Becoming an employee of a particular company, a novice is faced with the need to get used to, accept the rules, work regime, features of the organization, established interpersonal relationships and traditions. He also has to re-evaluate his habits and views, make or change the manner of his behavior, without which it is impossible to enter the organization in many cases.

In order to attract and retain highly qualified specialists at the enterprise of Open Society "Russian Railways", the company creates comfortable conditions, providing social protection to young specialists.

Open Society "Russian Railways" begins to attract young people and create conditions already at the stage of training young people in higher education institutions. It awards annual scholarships in order to increase the involvement of students in the process of scientific and technical creativity:

- 100 scholarships in the amount of 5000 rubles per month each for students studying in higher education railway profile;

- 100 scholarships in the amount of 3500 rubles per month each for students studying in secondary vocational education of railway profile;

- 50 scholarships named after A. L. Stieglitz in the amount of 5000 rubles per month each for students studying in the areas of higher education in the field of economics, management, logistics and law.

Grants are allocated to teachers of educational institutions to develop projects aimed at improving the quality of training and education and to introduce innovative technologies into the educational process:

- 15 grants of 100 thousand rubles each.

For post-graduate students who are studying in the specialties and areas of training of researchers in the field of railway transport, it pays scholarships:

- 20 scholarships in the amount of 8000 rubles per month each.

Support is provided to scientists who are preparing a dissertation for the degree of doctor of science in order to stimulate the development of science in the field of railway transport:

- 5 grants in the amount of 3,500,000 rubles each.

Young specialists of Open Society "Russian Railways" are graduates of full-time educational organizations under the age of 30:

- Those who have received a higher education diploma (including bachelor's degree, specialist degree, master's degree);

- Those who have received a diploma of secondary vocational education, confirming the assignment of qualifications in the specialty;
- Graduated from the post graduate course.

A mandatory requirement for awarding the status of a young specialist is employment in Open Society "Russian Railways" after graduation:

- Within 3 months after the end of training in an educational organization on the basis of a contract on targeted training;
- Within 3 months after the end of training on the basis of a work referral issued by an educational organization at the request of a division of Open Society "Russian Railways";
- In the year of graduation for other graduates employed by Open Society "Russian Railways" (Regulations on young specialists of Open Society "Russian Railways" dated July 18, 2017 No. 1397r).

The status of a young specialist is a set of rights and obligations that arise for a graduate from the date of conclusion of an employment contract with Open Society "Russian Railways" on the basis of an order to assign the status of a young specialist.

The status of a young specialist is valid for 3 years, but not later than the young specialist reaches the age of 30 years. If a young specialist is transferred from one division of Open Society "Russian Railways" to another in accordance with the procedure established by Open Society "Russian Railways", this status remains with him, and the period of its validity is not interrupted.

If a graduate after graduation was unable to find employment in Open Society "Russian Railways" due to conscription into the Armed

Forces of the Russian Federation, other troops, military formations and agencies (including referrals to alternative civil service replacing it) or pregnancy and birth of a child, the status of a young specialist is assigned subject to employment in Open Society "Russian Railways" within 3 months after the end of service and no later than 3 months after the child reaches the age of 3 years, respectively. At the same time, a mandatory condition for awarding the status of a young specialist is the absence of employment of the graduate in the specified period.

The HR Department prepares a passport of a young specialist in the following form on the day of awarding the status of a young specialist:

#### THE PASSPORT OF A YOUNG SPECIALIST

Full \_\_\_\_\_ name

\_\_\_\_\_

Date of employment/status assignment «\_\_\_\_\_»  
 \_\_\_\_\_ 20\_\_\_\_\_ г.

Position, full name of the division of the Open Society "Russian Railways"

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Full name and position of the direct Manager

1. \_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_

The status of a young specialist is valid until «\_\_\_\_\_»  
\_\_\_\_\_ 20\_\_\_\_\_ г.

The status of a young specialist has been extended to «\_\_\_\_\_»  
\_\_\_\_\_ 20\_\_\_\_\_ г.

The reason for extending the status  
\_\_\_\_\_

The purpose of maintaining the passport of a young specialist is to plan professional development and business career based on the analysis of changes in the level of corporate and professional competencies of a young specialist and the recommendations of his direct supervisor.

Assessment of the level of corporate competence development is performed by employees of the HR Department using the "Business profile of Russian Railways" test within one month from the date of awarding the status of a young specialist and at the end of the 3- year period of staying in this status. Assessment is made by the immediate supervisor at the end of the first, second and third year of the young specialist (of being in the status) and the young specialist within one





ADAPTATION	The passage of the primary adaptation (completion date)					HR specialist on the basis of the adaptation plans
	The passage of the adaptation in the post (completion date)					
BENEFITS AND GUARANTEES	Wishes of a young specialist in provision of benefits and guarantees (specify clause of the Regulation)					Young specialist
	Actually provided (specify clause of the Regulation)					HR specialist
CAREER PLANNING AND DEVELOPMENT	MS career planning, proposed position					Direct Manager, HR specialist
	Enrollment in the personnel reserve (position)					
	Advanced training and internships, additional education					
	Participation in corporate youth projects and programs					Young specialist
INCENTIVES AND PENALTIES	Rewards, Acknowledgements, and awards					HR specialist
	Penalties					
SIGNATURES CERTIFYING	Full name, position, signature					Direct Manager
	Full name, position, signature					HR specialist
	Full name, position, signature					Young specialist

Self-esteem of the young specialist and the evaluation of the immediate Manager is on competences corresponding to the level of the post young professional, according to the model of corporate competencies of Open Society "Russian Railways" using the rating scale (this article includes a list of competencies for level 4 posts).

Table 2: Scale of assessment of corporate competencies

Scale of assessment of corporate competencies	
Evaluation of	Characteristic

the level, point	
3	exceed expectations
2,5	exceeds expectations in some cases
2	meet expectations
1,5	generally meets expectations, but individual improvements are required
1	improvements are required
0,5	significant improvements are required
0	doesn't meet expectations
Corporate competencies of level 4 positions	
<p>1. Ability to develop</p> <p>Open to the perception of the new</p> <p>Adapts to changes in a timely manner</p> <p>Adequately understands his strengths and areas that require development</p> <p>Systematically makes additional efforts for his development, focusing on both current and future business priorities</p> <p>Quickly learns and applies new knowledge and skills</p>	

2. Development aid

They share their experience and knowledge on their own initiative

Helps less experienced employees learn new knowledge and skills

3. Orientation on the interests of customers

They take into account their interests and needs when performing their work

By his actions he creates a positive image for customers Open Society "Russian Railways"

4. Responsible way of thinking

Plans and organizes his own work in accordance with the priorities of his division

Analyzes and takes into account the impact of his actions on adjacent areas of work, the environment and society

Carefully and efficiently uses the company's resources

5. Team work

Knows and respects the traditions of Open Society "Russian Railways"

Treats other employees with respect regardless of their status

Finds constructive solutions to conflicts and contradictions

6. Focus on results

He is ready to solve complex problems

Shows perseverance and independence in achieving goals and overcoming obstacles

Accepts personal responsibility for mistakes or failures

Shows high efficiency, ability to work in a busy schedule

Achieves results by following business ethics standards

#### 7. Work with high quality

Complies with the established deadlines for completion of work

Performs work with high quality

Results aren't required adjustments

#### 8. Security provision

Strictly complies with the standards of Open Society "Russian Railways" in the field of safety

Seeks strict compliance with the company's security standards from other persons involved

Offers initiatives aimed at improving traffic and work safety

#### 9. Initiative

Offers forward-looking and thoughtful initiatives to improve work

Supports and develops constructive ideas and initiatives of colleagues

Actively participates in the implementation of new ideas

Systematically studies the best practices and implements them in their work

#### 10. Ability to lead

Inspires and mobilizes colleagues to achieve results

Actively engages colleagues in discussing and resolving issues that

require their participation

Takes on the role of organizer of joint efforts to achieve results

Based on the results of the assessment and taking into account the results of the work of a young specialist:

a) The direct manager draws up recommendations for development based on the results of the first and subsequent years of work of the young specialist, and on their basis the young specialist determines the development goals for the upcoming period (year). At the end of the established period, each year young professionals and their direct manager evaluate the implementation of previously established recommendations and the achievement of development goals;

b) The direct manager and employee of the HR Department plan an individual career for a young specialist, indicating the intended position in the passport of the young specialist. Career planning usually requires at least 2 years of service.

Young professionals can be sent (with their consent) for training in order to further develop their professional and corporate competencies, as well as sent to participate in specialized programs and activities for adaptation. Date of closing of the initial adaptation and adaptation to the position are entered in the passport of a young specialist (Regulation on adaptation of employees in Open Society "Russian Railways", approved by order of Open Society "Russian Railways" December 29, 2015 No. 3128p).

The passport of a young specialist reflects the compliance of the education and qualifications of the young specialist with the position held, in case of non-compliance- the reasons and measures taken to eliminate it. The data entered in the passport of a young specialist is annually certified by the direct manager, HR specialist and a young specialist.

A young specialist of Open Society "Russian Railways" is provided with guarantees and compensation in accordance with the collective agreement and regulatory documents:

- A one-time allowance is paid in the amount of a monthly official salary (monthly tariff rate) in accordance with the order on awarding the status of a young specialist. Payment is made no later than 2 months from the date of employment of the young specialist;
- When sending a young professional to a job that involves moving to a location other than their current place of work:
  - a) Expenses for moving a young specialist and his family members, as well as for transporting property, are paid in the amount of actual expenses confirmed by travel documents;
  - b) Expenses for settling in a new place of residence are paid;
  - c) Daily allowances are paid for each day spent in a route to the place of work in the amounts established by the local normative act;
- A corporate support is provided on an extraordinary basis for the acquisition of housing ownership;

- The monthly cost of services for the maintenance of his children in the company's educational institutions is determined at the rate of 5 percent of the monthly costs for the maintenance of a pupil.

Implementation areas of corporate youth policy of Open Society "Russian Railways" in the framework of a unified strategy for improving technologies of work with youth at the enterprise, promotes essential increase of labor productivity, the level of implementation of creative and professional skills of young workers, the provision of future managerial staff, which leads to the growth of competitiveness of the enterprise, to achieve the goals of its strategic development.

#### **4. CONCLUSION**

Youth policy is considered primarily as an activity aimed at creating conditions for the formation of young professionals who are able to find adequate answers to internal, external and global challenges of our time, who are able to solve them effectively and in a civilized manner today (Baynova et al., 2017). The implementation of the above proposals will allow the corporate youth policy at the enterprise to be justified, include special management bodies, and differ in content, integrity, consistency, and coordination. This activity should be based on the principles of continuity, trust in young employees, a comprehensive approach to solving youth problems, participation of youth and their organizations in the management of



production and public affairs, and support for socially significant youth initiatives.

The essence of the problem of organizing work with young people in enterprises is to find the optimal way to coordinate the needs and interests of interacting actors in the field of social reproduction. The duality of youth policy is manifested in the implementation of the needs and interests of the enterprise in the activities of a young employee, on the one hand, and the self-realization of its potential, on the other hand. The company's youth policy is aimed at coordinating these two aspects of the activities of young employees. The purpose of the company's youth policy is to help young employees transform from a passive object into an active subject of the production team's life.

The development of a corporate youth policy of an enterprise should be based on an assessment of the effectiveness of organizational and managerial tools and methods within a particular enterprise aimed at attracting, retaining and integrating young employees into the organizational environment.

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