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## **STAFF RESERVE OF THE ENTERPRISE IN LABOR SHORTAGE CONDITIONS**

**Valery Sharin**

Doctor of Economics, Professor of the Labor Economics and HRM Department  
in Ural State University of Economics  
Yekaterinburg, Russia

**Ekaterina Shuklina**

Student of Ural State University of Economics"  
Yekaterinburg, Russia

**Abstract.** The problem of personnel reserve formation and functioning for promotion remains at enterprises which affects its activities efficiency. The study is aimed at studying the problem of personnel reserve formation at the enterprise in the labor shortage conditions. Researchers give ambiguous assessments of the causes and factors that negatively affect this process. Therefore, the purpose is to identify the factors that reduce its role on the basis of studying the practice, to propose measures to improve the personnel reserve formation efficiency. The study was conducted on the basis of a set of general scientific methods, such as systems analysis, survey methods, generalization and systematization of theoretical and practical data. The empirical base is based on the analysis of the personnel reserve formation and functioning in the Serov division of the Central Directorate for Heat and Water Supply of the branch of JSC Russian Railways for 2021-2023. The obtained results allowed us to conclude that the loss of employees' interest to be in the personnel reserve, which reduces the its effectiveness, is based on: the managers' formal approach to its functioning, which is manifested in the lack of work with reservists to improve their qualifications and professional development, as a consequence, the vacant positions filling with "external" candidates. The lack of career prospects leads to the employees' reluctance to be reservists. The hypothesis is confirmed that the basis for the decrease in employee motivation to be reservist is the formal attitude of the enterprise management to this reserve, the lack of training and professional advancement.

**Keywords:** talent pool; reserve formation problems; loss of interest in the reserve; labour shortage; talent pool management.

**JEL codes:** M12; M14; O15.

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### **Contact**

Sharin Valery

Ural State University of Economics

62, 8 Marta str., Yekaterinburg, 620144, Russia

Sharin\_vi@usue.ru

Ekaterina Shuklina

Ural State University of Economics

62, 8 Marta str., Yekaterinburg, 620144, Russia

kat:flsh03@yandex.ru