

FACTORS AFFECTING THE EFFECTIVENESS OF THE MANAGEMENT MECHANISM FOR THE DEVELOPMENT OF TRANSPORT ENTERPRISES

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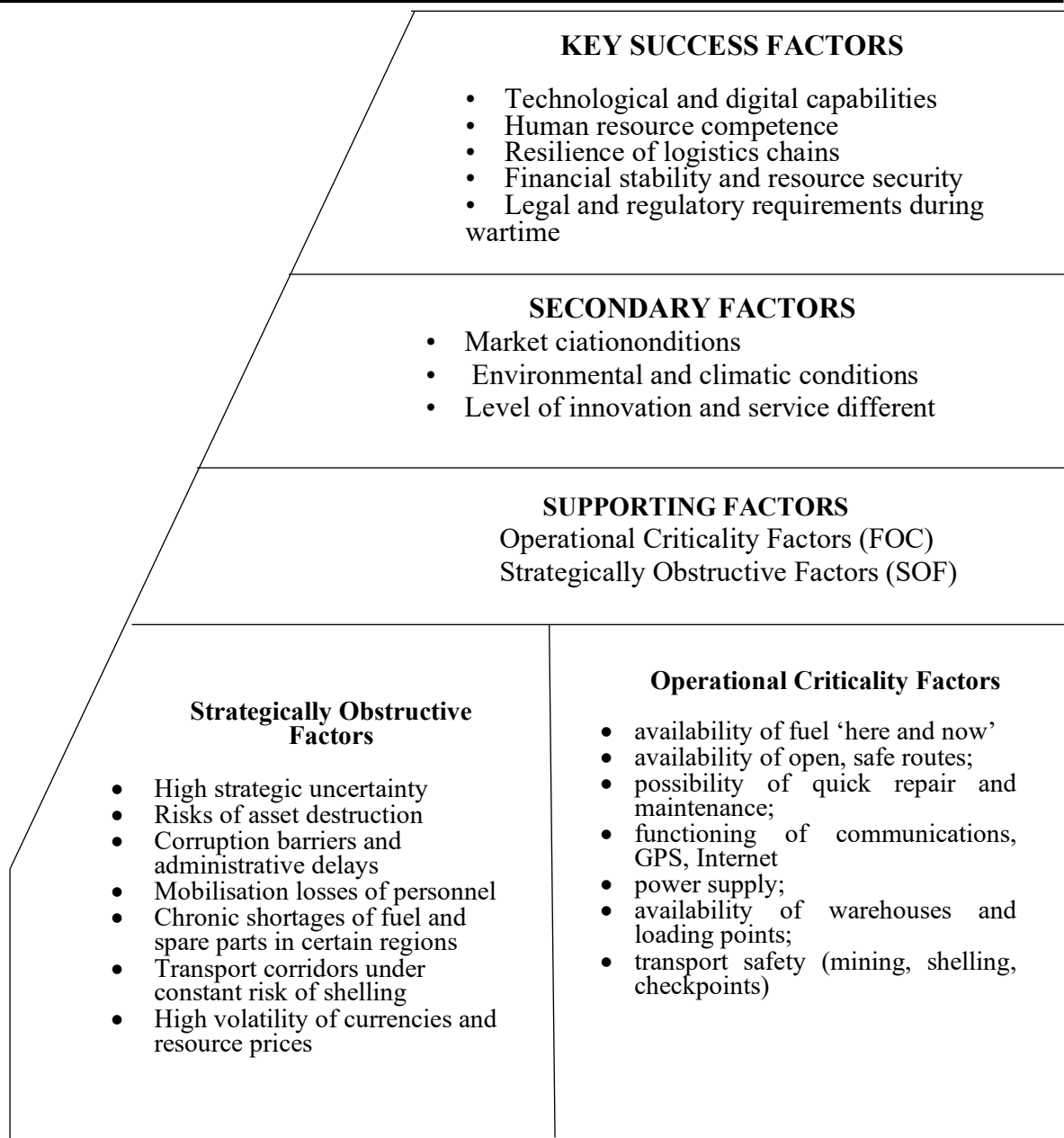
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Transport companies in Ukraine are currently operating in conditions of uncertainty caused by the destruction of transport infrastructure and logistics routes, staff turnover, and material losses associated with military operations. These circumstances are fundamentally changing the nature of the factors that determine the functioning and development of transport and logistics companies. The management system that was effective in peacetime requires fundamentally new approaches in wartime. Therefore, traditional approaches to the classification of development factors, such as the division into internal and external, direct and indirect, regulated and unregulated, although still acceptable for analysis, are often insufficient to fully assess the significance, role and nature of the impact of these factors.

When considering development factors from the perspective of the functional components of the enterprise's management mechanism and its supporting subsystems, it is advisable to divide them into technological, economic (resource), social, environmental, informational, regulatory, etc. In addition, this approach should be supplemented by a group of development factors that ensure the security of the enterprise's operations in conditions of martial law and deepening transport integration with Europe. Identifying the key factors influencing the management mechanism of enterprise development means dividing them into specific groups that determine the enterprise's ability to function, develop and ensure stability in wartime, Fig. 1.

In conditions of martial law, one of the key influencing factors is the technological and digital capacity of the enterprise, which facilitates the rapid adjustment of routes, which is particularly important in conditions of military threats, roadblocks or destruction. Automation of logistics processes reduces the company's dependence on the human factor, speeds up information processing, increases planning accuracy and minimises the risk of delays.

One of the most vulnerable and, at the same time, key factors for the effective functioning of a transport company in Ukraine is the availability of personnel and their competence. The shortage of qualified drivers, mechanics, logisticians and engineering and technical personnel is caused by both migration processes and



Source: developed by the author based on [1-3]

Figure 1. System of factors influencing the development of a transport enterprise

mobilisation measures, which directly affect the availability and competence of human resources. However, even highly qualified personnel cannot ensure full transport efficiency when the physical integrity of infrastructure is compromised or supply chains are destabilised. That is why such factors as the resilience of logistics chains and critical infrastructure, which form the logistics and infrastructure boundaries of a transport company's activities and determine its actual ability to ensure continuity of services in wartime, are becoming increasingly important [4].

In conditions of martial law, financial stability, which is the foundation of a company's stability, becomes particularly important for the development and functioning of transport companies. The financial situation in wartime is influenced by rising operating costs, fuel price instability, declining customer solvency, risks of asset damage and difficult access to financial resources. Liquidity, sufficient working

capital, the ability to attract credit financing, leasing programmes or state support determine the enterprise's ability to continue its activities.

The legal environment during martial law is characterised by increased transport safety requirements, restrictions on movement in certain regions, the need to obtain special permits and approvals, and adaptation to the operational decisions of military administrations. Key regulatory factors include: the existence and duration of curfews, the designation of high-risk areas, rules for the transport of humanitarian and critical cargo, special routing requirements, restrictions on movement in certain areas, and requirements for the protection of drivers and vehicles.

Alongside critically important factors, there is a group of secondary factors that, although important, have an indirect impact on competitiveness, adaptability and the quality of transport services. Among these factors, we can highlight market conditions, which encompass the set of conditions that determine the balance between supply and demand for transport services, the level of competition between carriers, price dynamics and the structure of logistics resource consumption. During wartime, the transport services market is characterised by significant volatility, segmentation and redistribution of freight flows. A decline in business activity in certain regions, the relocation of enterprises, the restructuring of logistics schemes, and growing demand for humanitarian and critical transport create new market niches, but at the same time increased uncertainty. Thus, although market conditions do not determine the immediate physical possibility of carrying out transport, they significantly influence the economic feasibility and strategic directions of a transport company's development.

Given Ukraine's deepening European transport integration, environmental regulations and standards are becoming an important factor in the development of transport companies. It should be noted that they play an important role in the medium and long term. Climatic conditions determine traffic safety, road surface condition and seasonal traffic capacity of transport routes, but in wartime their impact becomes indirect, as safety and route accessibility become priorities.

Another group of factors is socio-demographic. These include: population structure, mobility, urbanisation level, consumer purchasing power, accessibility of transport services for different population groups, and cultural behaviour patterns. In wartime, the significant scale of internal migration, population movements between regions, the growing need for evacuation transport, and the unevenness of transport demand are shaping new social conditions for the functioning of the transport sector. At the same time, these factors are of secondary importance, as they primarily affect the structure of demand rather than the physical ability to provide transport.

It is also worth highlighting the factor of innovation and service differentiation, which refers to a company's ability to create new services, implement innovative business models and service solutions in order to stand out from its competitors. The difference between the factors of innovation and digital and technological capacity (which are key influencing factors) is that the former refers to the result of using technologies in the form of services, products and business processes, while the latter refers to the technological base that enables the creation or maintenance of innovation

(availability of technical resources, level of digital infrastructure, process automation, IT system capabilities).

Along with secondary factors, there is a broader group whose influence is indirect, long-term, and predominantly background. They do not directly shape the parameters of the strategy, but they determine the environment in which the strategy is implemented and the specifics of the enterprise's interaction with the external space. These include strategically obstructive factors (SOF) and factors of operational criticality (FOC) [5].

The power of Strategically Obstructive Factors lies in the fact that they are not only capable of restricting the activities of a transport enterprise, but also significantly complicating its functioning. These include: long-term resource dependence (dependence on the supply of fuel, spare parts, components), limited investment resources (reduction of credit programmes, reduction of investments due to martial law), unpredictability of the security environment (risks of shelling, mined territories, rapid changes in the combat zone).

Factors of Operational Criticality are a group of factors that directly determine the ability of a transport company to perform its functions, ensure operational continuity and respond to immediate challenges. Unlike strategic constraints, which mainly affect strategic prospects, operational criticality factors have an immediate and direct impact, often changing daily or even hourly. They determine the actual performance of the transport system in real time and ensure safety, resource availability and operational stability. These include: the physical performance of the transport fleet, the availability of fuel and material and technical resources, the state of the energy infrastructure and the risks of power cuts, the availability of routes, and the ability of staff to get to work.

Thus, the author's system allows: moving from a list of factors to their prioritisation; assessing the depth of their impact on various aspects of activity; identifying key threats and key strategic opportunities; building a new model of transport enterprise sustainability management focused on modern risks and challenges. This approach is particularly relevant in wartime, when a transport enterprise must simultaneously address issues of security, financial stability, logistical adaptability, and operational resilience. The proposed classification, based on a systemic vision, allows for a clear structuring of factors according to their strategic importance and forms a conceptual basis for further assessment of the effectiveness of the management mechanism for the development of transport enterprises.

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ТАЙМ-МЕНЕДЖМЕНТ: ШЛЯХИ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ ВИКОРИСТАННЯ РОБОЧОГО ЧАСУ В ОРГАНІЗАЦІЇ

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Стрімкі трансформації в глобальному економічному середовищі та загострення ринкового суперництва роблять раціональне використання часового ресурсу критичним фактором успішності будь-якої організації. Оскільки час є невідновлюваним активом, а інформаційні навантаження та складність управлінського циклу постійно зростають, виникає об'єктивна потреба у впровадженні інноваційних стратегій організації праці. У цьому контексті тайм-менеджмент стає фундаментальним компонентом загальної управлінської архітектури, що дозволяє максимізувати віддачу як від роботи конкретного фахівця, так і бізнес-структури в цілому. [1].

Сутність тайм-менеджменту полягає у застосуванні системних методик і прикладних засобів, що дозволяють планувати, структурувати та контролювати часові витрати задля реалізації стратегічних орієнтирів. Сучасна парадигма управління часом, на відміну від класичних підходів до самодисципліни, передбачає глибоку інтеграцію цих процесів у загальний менеджмент компанії. Такий підхід трансформує управління часом з особистої навички у командний та корпоративний інструмент підвищення ефективності. [2].

Серед найбільш дієвих механізмів оптимізації робочого графіку виділяють декомпозицію цілей за методикою SMART, використання цифрових планувальників, а також впровадження матриці Ейзенхауера та принципу Парето для ранжування завдань. Залучення спеціалізованих ІТ-сервісів для супроводу проєктів дозволяє впорядкувати операційні процеси, усунути «поглиначі часу» та сфокусувати інтелектуальний капітал на виконанні пріоритетних функцій. [3].

Невід'ємною частиною архітектури тайм-менеджменту є моніторинг результативності використання робочих годин. У сучасній практиці для цього розробляються системи ключових показників (KPI), що дають змогу кількісно