

LLC “Oil-Trans” is a vivid example of how operational management ensures efficiency and competitiveness in the logistics business. Founded in 2016, the company specializes in the transportation of hazardous goods using its own fuel trucks within Ukraine and beyond—specifically to Poland, Slovakia, and the Czech Republic. Additionally, the company provides equipment for unloading crushed stone, which expands its logistics capabilities.

A key element of operational management at the company is transportation planning: routes are optimized not only by distance but also according to safety criteria, which is of particular importance in the transport of hazardous substances. The integration of digital technologies, such as transport monitoring systems and document automation, aligns with the Smart Logistics concept and contributes to increased operational productivity and reduced transaction costs.

Thus, the activities of LLC “Oil-Trans” serve as an example of the practical application of interrelated principles of operational management and logistics to ensure sustainable competitiveness in the transport services market.

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MOTIVATION OF GENERATION Z

The modern world is shaped by rapid technological growth, social media, and artificial intelligence. These factors strongly affect people’s behavior, mindset, and thinking skills. A huge flow of information, unlike anything before in human history, is changing how we see reality [1]. Generation Z (roughly mid-1990s to early 2010s) is the first generation born in the digital age and deeply influenced by technology. Understanding their behavior is key for successful business management. Every year, more Gen Z individuals enter the workforce. It’s expected that soon they will become the majority [2].

In 2019, Gen Z made up 1.089 million workers in Ukraine, and by 2021 this number grew to 1.128 million [3]. This shows a steady rise in their economic role. This generation already sets trends, drives innovation, and shapes cultural norms.

Without understanding them, companies will struggle to hire and keep them for long-term growth. The main question is: how to work with Gen Z and keep them motivated and productive?

Gen Z is the most tech-integrated generation in history. They grew up with constant access to the internet, smartphones, and social media. However, the nonstop stream of information makes it harder for them to focus and stay motivated [1]. Social media and constant notifications lead to fast task-switching, making it difficult for Gen Z to stay focused on long or complex tasks. Their focus on quick results leads to low tolerance for routine work. Their energy and creativity can clash with traditional structures that need patience and consistency.

Another issue is reduced critical thinking, caused by over-reliance on quick access to information. Still, Gen Z values flexibility, social responsibility, and personal growth [4].

According to Forbes [5], a common reason for generational conflict is that Gen Z prefers informal and direct communication, often through messaging apps — even outside work hours. This confuses older generations used to formal and structured communication.

Here are some tips to attract and motivate Gen Z workers:

Open dialogue with management is important for Gen Z. They prefer clear and honest communication. Their casual tone and modern slang help create a friendly work atmosphere. Instead of judging their style, it's better to clarify what they mean. This builds trust and better cooperation [4].

At the same time, a clear hierarchy is needed. Gen Z might ignore rules if they don't feel clear expectations. Transparency and a friendly culture should still include structure and clear roles.

Growing up with fast communication and peer approval, Gen Z needs regular feedback. A 2018 survey showed that over 65% of Gen Z employees want feedback at least once a week. Without it, they may feel disconnected and unmotivated [5].

Gen Z wants to learn and grow. They look for new skills and knowledge to build their careers. Organizations should offer training, mentoring, and career growth opportunities.

They do best when their efforts are seen and rewarded. Overtime should be fairly paid, and they should be included in decision-making processes. Special perks like music festival tickets, gym memberships, or creative rest zones can be strong motivators. Team events and open talks with management help build team spirit and belonging.

One way to close the generation gap is to set clear expectations from the start. Shared understanding of responsibilities, supported by teamwork and respect, helps avoid misunderstandings. Gen Z also values work-life balance. Flexibility and inclusion are important. It's useful to discuss things like mental health days or work retreats in advance.

Gen Z has a unique way of thinking and working, which requires new motivation and management styles. To achieve strong results, we must create a space that inspires and supports them. The differences between Gen Z and

employers can make this hard. But open, honest dialogue and a will to understand each other are the keys. Organizations that succeed in this will gain a strong advantage in the job market.

References

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EVALUATING THE EFFICIENCY OF ALTERNATIVE ENERGY ENTERPRISES WITHIN EMERGING ECONOMIC MODELS

The global energy landscape is undergoing a radical transformation due to the growing urgency of climate change, geopolitical volatility, and the depletion of conventional energy sources. In this context, alternative energy enterprises (AEEs) have emerged as key drivers of sustainable development, energy diversification, and economic modernization. The evaluation of their efficiency is essential for determining their competitiveness, long-term viability, and integration into emerging economic models that prioritize decarbonization, innovation, and resilience. The relevance of this study lies in the need to assess how AEEs perform under the conditions of transitioning economies and evolving policy environments.