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The state of driver personnel management at Ukrainian logistics providers

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Abstract. The article discussed the issue of driver personnel management in Ukrainian logistics companies, which is particularly relevant in the context of full-scale war, which has caused a significant labour shortage, particularly among drivers (25-30% in freight and passenger transport). Martial law, mobilisation, migration and changes in market requirements have exacerbated the challenges for the logistics sector, requiring a rethinking of personnel management strategies. The object of the study was the process of managing driving personnel in logistics provider companies in conditions of economic instability. The purpose of the article was to determine the current state of driver personnel management in Ukrainian logistics providers under martial law, identify relevant problems, trends and challenges in this area, and formulate directions for improving personnel policy in logistics companies in order to increase their operational efficiency. The research methods included analytical, statistical, abstract-logical and survey methods. The study identified the main problems in driver personnel management: a significant shortage of personnel due to mobilisation (an average of 5 drivers per company), high staff turnover (74.3% of companies), unsystematic training (68.6% provide training only when necessary), limited career growth opportunities (only 8.6% have individual plans), low level of automation (6.9%) and uneven comfort conditions (23.3% provide only basic conditions). At the same time, companies are actively adapting by assigning drivers to specific vehicles (71.4%), using GPS trackers to monitor performance (60%) and engaging alternative categories of employees (89.7%). The results of the study can be used to develop recommendations for improving management processes in logistics service providers, enabling them to adapt effectively to economic instability and crises

Keywords: staff turnover; crisis situations; motivation; staff shortage; automation; training; work environment comfort

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Introduction

The Ukrainian logistics industry has become a focal point of challenges arising from the full-scale war, including mobilisation, migration, transformation of market demands, and the destruction of enterprises and warehouses – these represent only a fraction of the difficulties confronting businesses. A noticeable deficit of the working-age population is evident in the country, with estimates indicating a shortfall of approximately 30%. This demographic imbalance presents a significant challenge to the economy, as it affects labour market dynamics, productivity, and the overall capacity for sustainable economic growth, as noted by D. Karpenko (2024). For example, in the field of freight road transport, the shortage of drivers reaches 25% of the required workforce, which amounts to about 30,000 drivers. In public passenger transport, the shortage is estimated at 30%, equating to about 6,000 needed specialists (Driver shortage in the transport..., 2024). A similar situation was already observed in the pre-war period. According to V. Keckarovska (2021), the shortage of heavy goods vehicle drivers in Europe reached approximately 400,000 individuals. Ukraine, according to estimates by I. Novikova (2021), was also among the countries with a significant workforce deficit, amounting to around 120,000 truck drivers. Based on data from IRU (2021), the shortage of professional drivers in Europe and worldwide continued to intensify, with the global deficit exceeding 2.6 million unfilled positions, including tens of thousands of vacancies across European countries, indicating a persistently high level of workforce scarcity. By 2023, the shortage of truck drivers remained substantial, surpassing 3 million unfilled positions globally (approximately 7% of total demand). Furthermore, IRU (2025a; 2025b) reports for confirmed that the driver shortage has not diminished and continues to represent a structural challenge for both European and global transport sectors.

As indicated by P. Chandiran *et al.* (2023), this persistent deficit is increasingly driven by demographic factors, particularly the ageing of the profession and the insufficient inflow of young workers, underscoring the need for comprehensive and coordinated responses from transport companies and public authorities. The personnel management system for drivers in logistics provider companies requires continuous improvement in order to establish an organisational framework aimed at preserving and rationally utilising human potential, which is essential for the stable functioning of enterprises. O. Soroka & Y. Salo (2023) emphasised that the development of effective personnel management systems is impossible without a thorough analysis of existing HR challenges. In particular, contemporary approaches that integrate logistics methods into human resource management are highlighted as an effective means of addressing workforce issues in dynamic environments. Similarly, H.V. Artamonova (2025) identified strategic HR tools and practices as critical for improving personnel management efficiency in international companies facing global competition and labour shortages. Furthermore,

M. Kovalchuk (2025) demonstrated the growing importance of HR analytics in logistics firms, showing that data-driven insights help identify the causes of staff turnover, facilitate employee adaptation, and support retention strategies in sectors characterised by high labour mobility. Against this background, the study of key problems in driver personnel management in logistics provider companies, as well as the identification of effective solutions to address them, becomes particularly relevant. The purpose of the article was to assess the state of driver personnel management in Ukrainian logistics companies under martial law, identify key challenges and trends, and propose improvements to human resource policies for enhancing operational efficiency.

Literature Review

Contemporary scholarly research in the field of human resource management in logistics companies increasingly focuses on the impact of digitalisation, external environmental instability, and labour shortages on organisational performance; however, drivers as a distinct professional group remain insufficiently explored. Thus, M. Cichosz *et al.* (2020) analysed the digital transformation of logistics service providers based on case studies of nine international companies. The authors demonstrate that the implementation of Transport Management Systems (TMS), data analytics, and cross-functional teams enhances the transparency and efficiency of logistics operations. At the same time, the role of drivers is addressed only indirectly, without an in-depth analysis of motivational or psychological aspects of their work, while the global orientation of the study limits its practical applicability to local and crisis contexts. In the study by M. Wang & R. Radics (2022), the impact of driver shortages on the performance of logistics services in Australia is examined using Structural Equation Modeling (SEM). The M. Wang & R. Radics argued that innovation, workforce upskilling, and operational flexibility can partially offset the negative effects of labour shortages. The authors concluded that driver shortage indirectly affects logistics performance, with logistics capability acting as a mediating factor in the relationship between driver shortage and logistics performance in logistics service providers. The study highlights the importance of managing transportation capacity shortage and provides valuable insights for addressing this issue within the logistics sector. Nevertheless, motivational factors are not explored, and the limited sample of companies reduces the generalisability of the findings. Another conceptual approach is proposed by B. Feng & Q. Ye (2021), who synthesised literature on “smart logistics” and the integration of AI and IoT into human resource management. While empirical evidence is limited, the authors highlight promising directions for the development of digital HRM systems.

However, the socio-psychological impacts of digitalisation on drivers remain largely unexplored. The Ukrainian context of human resource management under martial law is examined by L. Hordiyeva-Herasymova (2023). The

author emphasised that population relocation, migration, the mobilisation of men into the Armed Forces of Ukraine, and the growing share of employees with limited working capacity (particularly veterans with combat-related injuries) necessitate the modernisation of personnel management systems. Addressing these challenges is considered a prerequisite for establishing an effective HR system under current conditions. D. Karpenko (2024) analysed the specific personnel-related challenges faced by Ukrainian logistics companies. D. Karpenko stated that traditional approaches to human resource management no longer ensure stability. Among the key challenges identified are a shortage of qualified drivers, high employee turnover, difficulties in adapting to change, and the need to maintain uninterrupted transport operations under conditions of uncertainty. Overcoming the shortage of skilled workers requires the implementation of innovative approaches to recruitment, such as overcoming gender stereotypes, training young people, involving pensioners and cooperating with outsourcing companies. To retain key employees and increase the productivity of logistics companies, it is necessary to create favourable working conditions, including open communication, recognition of achievements, a comfortable working environment and competitive salaries. D.O. Ovchar (2025) argued effective driver personnel management contributes to enhanced competitiveness, the creation of comfortable working conditions, and a high level of employee motivation, even under martial law and conditions of uncertainty. In summary, while significant strides have been made in understanding the challenges faced by logistics companies, especially in the context of driver shortages and the impact of digitalisation, further research is needed to explore the socio-psychological aspects of driver management and the broader implications for human resource strategies in times of crisis.

Materials and Methods

The methodological framework of the study is based on a combination of general scientific and empirical methods, which made it possible to comprehensively analyse the specific features of logistics service providers' activities under martial law. At the theoretical stage of the research, the methods of analysis, synthesis, and generalisation were applied to review and systematise scholarly publications and regulatory documents in the fields of logistics and human resource management. A systems approach was employed to structure the study and to identify interrelationships between organisational, human resource, and operational aspects of logistics activities. The empirical basis of the study comprised the results of a survey of logistics service providers conducted between January and February 2025. The survey involved 30 logistics companies engaged in transport and logistics activities within Ukraine. The sample included logistics providers with varying levels of experience and scales of operation, located primarily in Kyiv and the Kyiv region, as well as enterprises from other regions of Ukraine. In particular, 41.4% of respondents represented companies with more than

20 years of operating experience, 27.6% had between 10 and 20 years of experience, 20.7% between 5 and 10 years, and 10.3% less than 5 years. In terms of fleet size, 3.9% of companies operated up to 10 vehicles, another 37.9% had between 50 and 200 vehicles, 13.8% operated between 10 and 50 vehicles, and 10.3% managed fleets exceeding 200 vehicles. Regarding the types of activities performed, the majority of respondents carried out domestic transportation throughout the territory of Ukraine (69.0%), while 51.7% of companies provided local transportation services within a city or region, and an equal share (50.4%) were engaged in international transportation. The survey was conducted online using a standardised questionnaire implemented via the Google Forms platform. The questionnaire consisted of thematic blocks addressing company characteristics, types of transportation services, organisation of drivers' work, the role of dispatchers, and the impact of martial law conditions on logistics operations. In several questions, respondents were allowed to select multiple answers, which enabled the identification of the multidirectional nature of logistics processes. During the survey, ethical principles of scientific research were strictly observed, including voluntary participation, informed consent, and respondent anonymity, in accordance with generally accepted standards of academic integrity and the principles of sociological research (WMA, 2024). The analysis of the collected data was carried out using descriptive statistical methods, grouping, and percentage analysis. Microsoft Excel software was used for data processing, information aggregation, and the construction of tables and graphical materials.

Results and Discussion

The survey results from 30 companies indicate that the majority of companies (35.7%) offer comprehensive logistics services (3PL), while 28.6% engage in self-managed logistics (1PL), as shown in Figure 1.

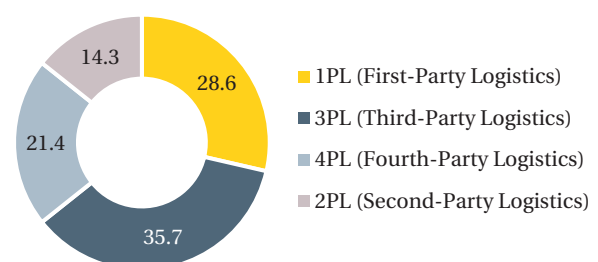


Figure 1. Distribution of companies by type of logistics services, %

Source: compiled by the authors

Regarding staffing, 36.8% of companies employ more than 100 drivers, indicating the presence of large vehicle fleets and a significant volume of transportation operations. At the same time, 37% of companies have up to 10 drivers, which is typical for small operators. Another 13.3% of companies maintain between 50 and 100 drivers, and 10% have between 20 and 50 drivers. Only 2.9% of companies

have between 10 and 20 drivers, representing the smallest group. A detailed breakdown is presented in Figure 2.

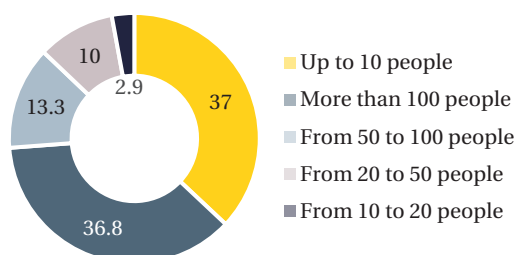


Figure 2. Number of drivers, %

Source: compiled by the authors

Figure 2 illustrated the distribution of companies according to the number of drivers they employed, emphasising the differing scales of operations within the sector. Regarding employment forms, 54.3% of companies employ drivers permanently, while 34.3% combine permanent and contract workers, and only 11.4% exclusively use contract drivers. This indicates a trend toward forming a stable workforce even in challenging economic conditions. It is also noteworthy that 40% of companies have a fleet of 50 to 200 vehicles, which correlates with the high number of drivers. In terms of regional distribution, more than half (51.4%) of the companies operate in Kyiv and the Kyiv region, which provides them with access to key transportation routes and large labour markets. Thus, the logistics services market is characterised by a significant concentration of resources in large companies with more than 100 drivers, while maintaining flexibility due to the presence of small providers with compact fleets and a small workforce. The driver is a key link in the logistics process, as they directly manage transportation operations under conditions of increased complexity and responsibility. The efficiency of the driver's work determines the preservation of assets for the logistics provider, which is the main source of income for both the enterprise and the industry as a whole. Managing driver personnel is a complex task requiring a high level of professional competence, as each employee has individual characteristics and requires a personalised approach (Khromushyna, 2023). Taking this into account, the structure of the questionnaire was built around four key blocks: managing drivers and their productivity, the attitude of logistics providers towards drivers, the impact of martial law on driver personnel management processes, and the role of dispatchers in organising and controlling the work of drivers. In the section on managing drivers and their productivity, the majority of companies (71.4%) always assign drivers to specific vehicles, which promotes responsibility, while 80% rotate drivers on routes only, when necessary, which is determined by fixed routes and sometimes client requirements. The productivity tracking is mainly done through GPS trackers 66.7%, and 33.3% of companies also take client feedback into account, which highlights the technological advancement of the industry (Fig. 3).

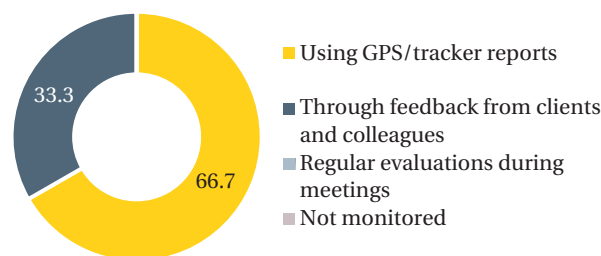


Figure 3. Forms of driver productivity tracking, %

Source: compiled by the authors

Driver training is conducted irregularly, as shown in Figure 4. Only 70% of companies organise it when necessary, focusing primarily on safety and cargo transportation rules, and driver participation in these sessions is rare (17.1%). Insufficient attention to driver training can lead to multiple negative consequences. First, it increases the risk of traffic accidents due to inadequate knowledge of safety regulations and cargo handling procedures. Research showed that undertrained drivers, both novice and professional, are more prone to accidents. Comprehensive driver training programs have been shown to reduce accident rates by up to 40%, while insufficient training increases risks related to safety and cargo handling errors (The impact of effective driver..., 2023). Second, inadequate training contributes to inefficient logistics practices, including suboptimal route planning, higher fuel consumption, and poor vehicle maintenance. Drivers lacking training in eco-driving and best operational practices tend to drive less efficiently, increasing fuel costs and emissions, as noted by Z. Zhang *et al.* (2023). Third, the lack of regular training negatively affects driver competence, job satisfaction, and staff retention. Insufficient training and limited support reduce motivation, lower performance, and increase turnover rates (Wygal *et al.*, 2021). Finally, inadequate training can result in higher operational costs, increased insurance premiums, and reputational risks for companies. Accidents and operational errors due to poorly trained drivers raise expenses and insurance claims, while effective training mitigates these risks (Mayhew & Simpson, 2022; IRU, 2025a).

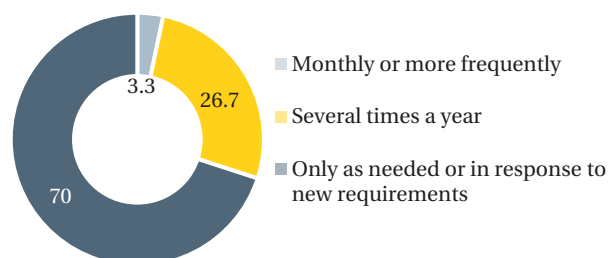


Figure 4. Frequency of organising driver training, %

Source: compiled by the authors

Regarding incentives, the majority of companies (53.3%) reward drivers with additional financial payments, 30% use non-material incentives, 13.3% provide popular or material rewards, and 3.4% publicly

acknowledge achievements. Only 3.4% do not offer any rewards, indicating a general trend towards incentivising drivers, primarily financially, as shown in Figure 5.

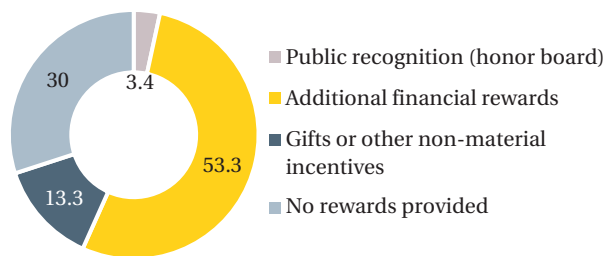


Figure 5. Methods of rewarding drivers, %

Source: compiled by the authors

The study showed that logistics companies apply different approaches to driver management, but the consistency and depth of these practices remain uneven. Specifically, to resolve conflicts, 62.9% of companies prefer individual meetings, while 31.4% hold group discussions, highlighting a personalised approach. At the same time, 66.7% of providers hold individual meetings with drivers only as needed, while only 20% organise regular meetings (Fig. 2), which may indicate a lack of systematic feedback. Such insufficient and irregular feedback can lead to delayed identification of operational problems, reduced driver engagement, and lower motivation levels. In the long term, the absence of structured communication may negatively affect compliance with procedures, increase the likelihood of repeated errors, and weaken trust between drivers and management, ultimately reducing overall logistics performance and service quality (Ahuchogu *et al.*, 2024; Delgado & Manalo, 2025). Regarding the management of personal records, 60% of companies limit themselves to basic information, while only 20% maintain detailed records, highlighting weaknesses in personnel management. The absence of comprehensive personal records creates a range of risks, including complicating workforce planning, reducing the effectiveness of professional development, hindering the integration of new employees, and potentially contributing to higher staff turnover and decreased employee loyalty.

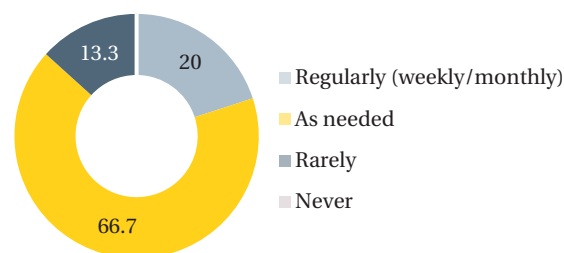


Figure 6. Frequency of meetings with drivers, %

Source: compiled by the authors

Most companies (60%) focus primarily on the technical condition of vehicles as the key factor in ensuring driver comfort, while 21% emphasise working conditions, 20% provide only basic conditions, and 3.3% relate comfort primarily to employment terms. This pattern of responses indicates a predominance of a technical approach to driver management, whereas social and motivational aspects remain insufficiently developed. Comparison with pre-war studies shows that the predominance of a technical approach to ensuring driver comfort was already characteristic in earlier years. According to a survey by the European Business Association, companies in Ukraine at that time already focused on the technical condition of vehicles and infrastructure aspects of logistics, while social and motivational factors, such as rest conditions or professional recognition, received significantly less attention (Business assessed the transport..., 2021). Similarly, in the international context, the IRU (2021), based on a survey of over 4,700 companies in Europe, including Ukraine, indicated that employers predominantly relied on technical solutions, such as fleet modernisation and vehicle safety measures, as the main way to retain staff, whereas issues related to working and rest conditions were considered secondary. Thus, the results of this 2025 study indicated that this trend has persisted, despite the worsening driver shortage and rising salaries in 2023-2025 (Hertseva, 2021). Assessment of driver satisfaction also reveals gaps; only 30% of enterprises conduct regular surveys, whereas 60% use this tool only after complaints have been received, as shown in Figure 7.

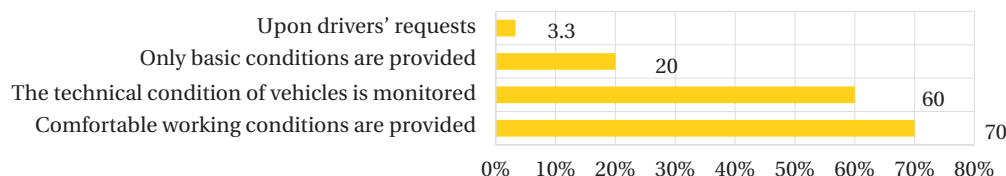


Figure 7. Ensuring the drivers' work environment comfort

Source: compiled by the authors

Figure 7 illustrated the extent to which logistics companies ensure drivers' work environment comfort, career development opportunities, and the consideration of driver feedback as key elements of personnel management practices.

Career development opportunities are extremely limited. As shown in Figure 8, only 10% of companies develop individual plans, and advancement to higher positions is available in only 2 companies. Finally, the consideration of driver feedback is partially systematised – 40% of

companies do this regularly, while 5.7% ignore feedback altogether, highlighting the need for improvement in management practices within logistics providers.

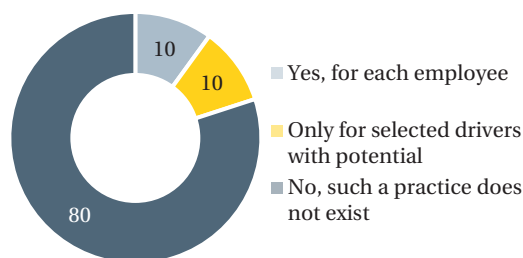


Figure 8. Presence of individual development plans for drivers, %

Source: compiled by the authors

The martial law has significantly impacted personnel management in logistics provider companies, causing substantial changes in the workforce composition (80%) and an increase in employee turnover (73.3%) compared to the pre-war period (Fig. 9). Most companies do not reserve drivers from mobilisation, which exacerbates the shortage, as 45.7% of companies have mobilised up to 5 drivers, and in some cases, the losses exceed 10 individuals. To address the driver shortage, all 30 companies

(89.7%) are taking measures, most often by involving other categories of workers (26 companies, 89.7%), such as retirees or demobilised individuals. The use of contract drivers or outsourcing is employed by 34.5% (10 companies), and 51.7% (15 companies) involve women in driver roles. Only 6.9% (2 companies) use fleets with more automation, and 3.4% (1 company) employs drivers from other countries. This indicates an active search for alternative personnel, but low use of technological solutions, such as automation. A detailed breakdown of the data, including the specific measures taken by companies to address the driver shortage and the distribution of strategies implemented, is presented in Figure 10.

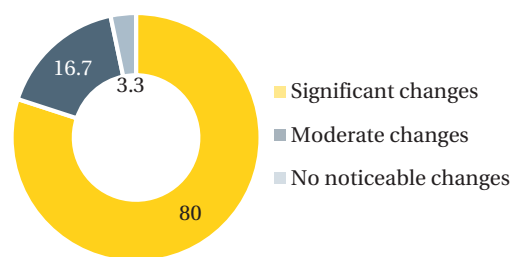


Figure 9. The impact of martial law on the company's workforce, particularly on the number of drivers, %
Source: compiled by the authors

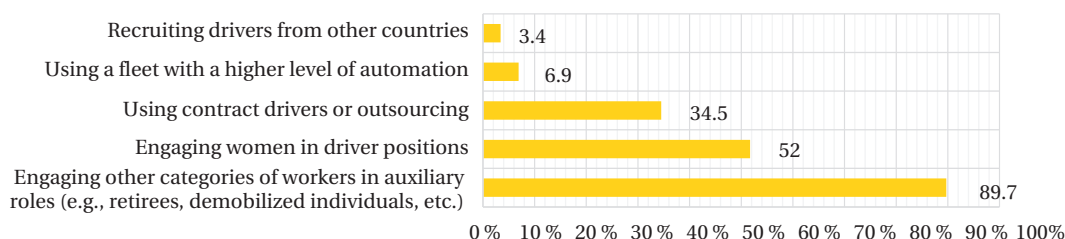


Figure 10. Alternative measures due to the driver shortage

Source: compiled by the authors

Driver turnover in the transport and logistics sector in Ukraine has increased significantly compared to the pre-war period. Companies participating in survey included those engaged in both domestic and international freight transportation, as well as passenger transport. According to the survey results, 75.9% of respondents reported a significant increase in turnover, 17.2% reported a moderate increase, and only 6.9% indicated no change, reflecting a critical deterioration in workforce stability since 2022 (Fig. 11).

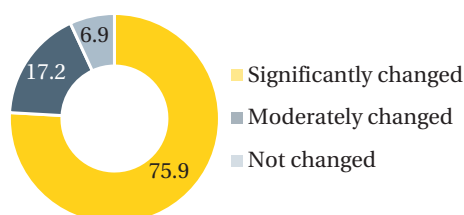


Figure 11. Driver turnover variation since the pre-war period, %

Source: compiled by the authors

Before the full-scale invasion, driver turnover remained moderate (10-30%), and the shortage of drivers was less acute, mainly driven by the low attractiveness of the profession and competition from abroad (IRU, 2021). After 2022, the situation deteriorated sharply due to mobilisation, workforce outflow, and an exacerbation of shortages. In different companies, driver vacancies account for 30-50% of staffing needs (IRU, 2024). When asked whether drivers in their companies were granted deferrals, 79.9% of respondents answered "no", with only a small proportion of companies able to reserve their drivers. In the current unstable environment, ensuring that transport operators can reserve at least 75% of drivers is critically important to maintain continuity of transport operations and the stable functioning of the economy (Petrovskyi, 2025). An examination of alternative measures to address the driver shortage in Ukraine reveals similarities between the survey findings and the approaches reported in the literature. In particular, the involvement of women is associated with retraining initiatives, such as the "She

Drives” and “Reskilling Ukraine” projects, which prepare women for employment as truck and bus drivers and are supported by international organisations, including USAID and UN Women. However, the scale of these programs is limited (Zhabska, 2024; Skrypal, 2024). In addition, retirees, demobilised individuals, youth, and migrants from Asia and the Middle East are actively recruited (How Ukraine is addressing..., 2025). State support includes reserving drivers from mobilisation, simplifying foreign worker hiring procedures, and funding training programs. To further reduce reliance on human resources, automation and the use of robotic vehicles are being considered (Lee *et al.*, 2023; Driver shortage in the transport..., 2024). Globally, full-scale commercial autonomous truck operations are already underway: for

example, Einride (n.d.) and Aurora (n.d.) operate Level 4 driverless trucks in the US and Europe, Kodiak (n.d.) fleets on private routes, and Inceptio Technology (n.d.) supplies hundreds of autonomous trucks in China. However, the economic situation in Ukraine, heavily affected by the war, significantly limits the feasibility of large-scale deployment of robotic transport: the high cost of technology, weak infrastructure, and market instability currently prevent widespread use of autonomous trucks. Therefore, under the Ukrainian context, a more realistic and effective approach is to combine moderate automation with managerial and organisational measures, as summarised in Table 1, which can improve operational efficiency and reduce dependence on human drivers even under challenging economic conditions.

Table 1. Technological and organisational solutions to mitigate the driver shortage in transport and logistics in Ukraine

Solution	Operational efficiency	Advantages	Implementation
AI-based route optimisation platforms	Automatically select optimal routes, avoid congestion, and suggest backhaul loads, reducing idle time and increasing driver productivity	Reduce empty mileage by 20-30%, allow one driver to perform more trips, and lower fuel and operating costs	Implemented in Ukraine, Lardi-Trans is a logistics platform that integrates intelligent data-driven tools for automating the matching of freight and carriers, while providing functionalities that support efficient route planning and informed operational decision-making
Convoy (platooning) or group transportation	Several trucks move in a convoy with coordinated driving, enabling better rest scheduling and shared route management	Enables longer routes with fewer drivers and more efficient use of driving and rest time	Truck platooning and coordinated convoy operations are recognised logistical practices in global road freight transport, offering fuel savings and improved efficiency through connected vehicle technologies
Fleet management and telematics systems	Real-time monitoring, automated planning, maintenance alerts, and eco-driving practices improve fleet utilisation	Reduce downtime and increase operational efficiency by 15-25%	Wialon, developed by Gurtam and widely used by logistics and transport companies in Ukraine and worldwide, is a telematics and fleet management platform that provides real-time vehicle tracking, data-driven analytics, automated alerts, and maintenance planning to enhance fleet utilisation and operational efficiency
Time slot management systems at warehouses and terminals	Pre-booked loading and unloading time slots reduce waiting times at warehouses, terminals, and border crossings, allowing drivers to complete more trips within the same working time	Reduces idle time and congestion, improves predictability of transport operations, and increases effective driver utilisation under workforce shortages	Partially implemented in Ukraine by large logistics operators and distribution centres; widely used globally in ports, warehouses, and intermodal terminals
Partial vehicle automation	Adaptive cruise control, lane-keeping assistance, and automatic braking reduce driver fatigue on long-haul routes	Improve safety and allow more efficient use of driver working hours without regulatory violations	Ukraine uses advanced driver assistance systems (ADAS), including adaptive cruise control and lane keeping systems, while fully autonomous commercial transport has not yet been introduced
Electric and hybrid trucks with reduced maintenance needs	Fewer maintenance stops and smoother driving conditions reduce delays and driver fatigue	Lower fuel costs, reduced downtime, and higher operational resilience	Pilot projects in Ukraine. The introduction of electric vehicles by Nova Poshta is seen as the next step in the transition to environmentally sustainable logistics solutions

Source: compiled by the authors based on P. Viktor & Á. Szeghegyi (2022), H. Atasayar *et al.* (2022), L. Mauler *et al.* (2022), Autonomous driving: How close... (2024), A. Bykova (2024), I. Blyzniuk (2024), O. Bilonoh *et al.* (2025), Navigating 2025 fleet management... (2025), Lardi-trans (n.d.)

Table 1 demonstrated that a combination of technological and organisational solutions – ranging from AI-based route optimisation and fleet telematics to time slot management and partial vehicle automation – significantly mitigated the driver shortage in Ukraine by

improving operational efficiency, reducing idle time, and enhancing driver productivity. The evidence suggested that implementing these measures, many of which had already been partially adopted locally, optimised resource utilisation while lowering costs and supported safer,

more sustainable logistics operations. Other researchers, including G. Gowans (2024) and E. Kulisch (2025), have also highlighted the impact of the war in Ukraine on the labour shortage in the European trucking sector. The return of Ukrainian drivers due to mobilisation has exacerbated labour shortages in countries such as Poland, Slovakia, and Hungary. To address these problems, European policy measures include the temporary lifting of visa requirements, the simplification of regulations for drivers, and measures aimed at expanding the labour force by attracting women and young people to the profession (Ukraine businesses hire more women..., 2024). The European experience may be adapted to Ukraine; however, its implementation necessitates comprehensive, region-specific measures. To increase the applied value of the study, the integration of European experience into Ukrainian realities should be approached not as a direct transfer of institutional models, but as their contextual adaptation to wartime constraints and pronounced regional disparities. In particular, European practices of attracting foreign drivers may be implemented in Ukraine through targeted bilateral agreements with neighbouring and partner countries, focusing on short-term and circular labour migration schemes that address immediate labour shortages while minimising long-term demographic risks. Given the limited administrative capacity of the state during wartime, visa and work permit procedures for drivers should be simplified and partially digitalised, while maintaining mandatory registration, tax compliance, and access to basic social protection mechanisms, as mentioned by A. Radziukevich (2023). Furthermore, the European approach to expanding the labour pool by involving women and young people is especially relevant for Ukraine under conditions of demographic losses and large-scale mobilisation. Its practical implementation requires state-supported vocational training programs, subsidised access to driving licenses, and financial incentives for transport companies employing representatives of these groups. At the same time, European experience demonstrates that such measures are effective only when accompanied by improvements in working conditions, including predictable work schedules, modern and safer vehicles, and supporting social infrastructure, which are critical for retaining non-traditional workforce groups in the freight transport sector (EURES, 2025; Driver shortage in transport..., 2025).

At the institutional level, the adaptation of European experience should also account for the risks associated with excessive liberalisation. In several European countries, insufficient labour protection has led to a deterioration in job quality and long-term workforce instability. A. AlTalhoni *et al.* (2025) observed that under conditions of wartime uncertainty, these risks are amplified in Ukraine, which necessitates the establishment of minimum standards for drivers' remuneration, guaranteed rest periods, and access to medical insurance and social protection, even within simplified or temporary employment frameworks. In addition, the driver reservation mechanism plays

a key role in stabilising the transport and logistics sector, as it enables the preservation of critically important personnel and ensures greater predictability of logistics operations under mobilisation pressure. Complementary technological measures, such as partial automation, fleet renewal, and the implementation of driver assistance systems, can reduce physical workload and professional burnout, thereby expanding access to the profession for demobilised military personnel, older workers, as well as women and youth (PrePass Alliance, 2024a; 2024b). Finally, the effective integration of European practices requires a differentiated regional approach, as the scale of labour shortages and logistics flows varies significantly across regions of Ukraine. Regional authorities, in cooperation with business associations and international partners, can pilot flexible recruitment models, develop training hubs, and implement monitoring systems, with subsequent scaling of successful solutions to the national level (EURES, 2025). In summary, addressing the driver shortage in Ukraine requires a multifaceted approach that combines technological innovations, organisational measures, and contextual adaptation of European labour practices to wartime and regional conditions. Effective implementation depends on simplified administrative procedures, targeted workforce expansion, improved working conditions, and regional pilot programmes, ensuring both immediate operational efficiency and long-term sectoral stability.

Conclusions

A survey of logistics companies revealed that martial law significantly impacted driver management, causing issues such as a major personnel shortage due to mobilisation (an average of 5 drivers per company) and high turnover (74.3% of companies). Other challenges include insufficient training (68.6% provide training only as needed), limited career growth (only 8.6% have individual plans), low automation (6.9%), and inadequate comfort (23.3% offer only basic conditions). Companies are adapting by assigning drivers to specific vehicles (71.4%), using GPS trackers (60%), and recruiting alternative staff (89.7%). However, most measures are reactive and short-term, focused on maintaining operations rather than building a sustainable HR management system during the crisis. The lack of a systematic approach to training, motivation, and technology hinders the improvement of personnel management efficiency, which requires more structured and technological solutions. Insufficient attention to regular feedback, driver satisfaction assessments, and the socio-psychological aspects of work negatively impacts employee engagement, loyalty, and long-term retention, exacerbating staff shortages and turnover. It is therefore proposed to involve drivers more actively, conduct systematic training, and implement regular programmes focused on safety and efficiency, involving drivers in their creation, as 10% of companies do. Such involvement not only increases the relevance of the training content but also strengthens drivers' motivation and responsibility

for operational results. For career development, it is recommended to create individual plans for 30% of drivers, including non-monetary incentives, as well as invest in automation, particularly in GPS technologies and the gradual implementation of automated fleets (for example, GPS trackers are already used by 60% of companies), increasing their share from 6.9% to 15-20%. Combining partial automation with organisational and managerial improvements is considered the most realistic and economically viable strategy for Ukrainian logistics operators in the current environment. To ensure comfort, it is necessary to establish uniform standards (technical condition, ergonomics) to reduce the share of companies with basic conditions to 10%. Overall, the transition to an integrated, employee-oriented model of driver management is a key prerequisite for increasing the sustainability, efficiency, and competitiveness of logistics operators in Ukraine during and after martial law. In the future, a separate

survey of drivers is planned to understand their views on staff shortages, working conditions, and potential mechanisms for improvement. The collected data can serve as a foundation for future research aimed at developing practical measures to enhance job satisfaction, motivation, and efficiency, including tailored training programmes, non-monetary incentive systems, initiatives to improve social and psychological working conditions, and priorities for workplace comfort and safety.

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Стан управління персоналом водіїв у підприємствах українських логістичних провайдерів

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Анотація. У статті досліджено проблему управління персоналом водіїв в українських логістичних компаніях, що є особливо актуальною в умовах повномасштабної війни, яка спричинила значний дефіцит робочої сили, зокрема серед водіїв (25-30 % у вантажних та пасажирських перевезеннях). Воєнний стан, мобілізація, міграція та зміни в ринкових вимогах загострили проблеми для логістичного сектору, що потребує переосмислення стратегій управління персоналом. Об'єктом дослідження був процес управління персоналом водіїв в логістичних компаніях у умовах економічної нестабільності. Метою статті було визначити поточний стан управління персоналом водіїв в українських логістичних компаніях за умов воєнного стану, виявити відповідні проблеми, тенденції та виклики в цій сфері та сформулювати напрямки удосконалення кадрової політики в логістичних компаніях з метою підвищення їх оперативної ефективності. Методами дослідження були аналітичний, статистичний, абстрактно-логічний та методи опитування. У результаті дослідження були виявлені основні проблеми управління персоналом водіїв: значний дефіцит кадрів через мобілізацію (в середньому по 5 водіїв на компанію), висока плинність кадрів (74,3 % компаній), неорганізоване навчання (68,6 % надають навчання лише за необхідності), обмежені можливості кар'єрного зростання (лише 8,6 % мають індивідуальні плани), низький рівень автоматизації (6,9 %) та нерівномірні умови комфорту (23,3 % надають лише базові умови). У той же час компанії активно адаптуються, закріплюючи водіїв за конкретними транспортними засобами (71,4 %), використовуючи GPS-трекери для моніторингу роботи (60 %) та залучаючи альтернативні категорії працівників (89,7 %). Результати дослідження можуть бути використані для розробки рекомендацій щодо покращення управлінських процесів у логістичних компаніях, що дозволить ефективно адаптуватися до економічної нестабільності та кризових ситуацій.

Ключові слова: плинність кадрів; кризові ситуації; мотивація; дефіцит кадрів; автоматизація; навчання; комфорт робочого середовища