

ная классификация номенклатуры с использованием ABC- и XYZ-анализа, а также рациональное сочетание детерминированных и вероятностных методов, адаптированное к особенностям конкретных позиций, позволяют существенно повысить эффективность управления запасами и общую конкурентоспособность логистической системы.

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PSYCHOLOGICAL CHALLENGES IN LOGISTICIAN'S OCCUPATION = ПСИХОЛОГИЧЕСКИЕ ТРУДНОСТИ В ПРОФЕССИОНАЛЬНОЙ ДЕЯТЕЛЬНОСТИ ЛОГИСТА

The article presents psychological challenges that logisticians may face in their professional carrier. It provides a deeper outlook on how mentioned above difficulties are interconnected. Some advice on how to avoid or deal with existing problems is being given.

Occupational psychology is defined as the study of all matters affecting people's adjustment to their work, focusing on their efficiency and satisfaction. It

involves understanding the interplay between individuals' capabilities, perceptions, behaviors and physical, psychological, and social aspects of their work environment.

Logistics is a rather stressful job as it implies work with clients and great responsibility for the safety and timely arrival of the shipment. As noted by Śrębowata, Brzozowska and Ciesielska, employees in logistics and freight management are exposed to chronic stress and run a significant risk of occupational burnout [1]. Aiming to master their professional skills, many logisticians may face a number of psychological challenges, one of them is known as survivorship bias.

Survivorship bias is a tendency to draw conclusions based only on successful cases. People are especially exposed to it when they are enjoying the process that moreover seems to certainly bring desired result in the long term.

When a not so bright of a student gets inspired by success stories of millionaires who dropped out of school, the first thought to visit his mind is "I can drop out of school", and the thought "I will become rich" becomes secondary. First of all, it's caused by becoming rich being a goal that demands continuous hard work and cannot be accomplished overnight. Simultaneously, you can drop out and start enjoying your freedom right here and right now.

Described disrupted order of cause-and-effect relationships leads to a complete ignorance of full data by a student, he is simply unwilling to comprehend that most of drop outs haven't achieved anything, and it's all happening due to his desire to quit school in the first place. This is how confirmation bias is fueling survivorship bias. A person stops adequately evaluating a situation, finds excuses and decides to fully rely on them despite oblivious facts. Often specifically due to the positive emotions that accompany the process we see what we want to see, and make conclusions, even make plans based on deliberately incomplete data. Even though we do it unconsciously, we end up in a systematic survivorship bias trap.

So how to avoid that? Firstly, be honest with you and don't be afraid of the truth. It's vital to see the whole picture, examine a situation from all points of view, that would require various, comprehensive and full data before you begin to analyze the situation and make decisions.

It's easy to notice what's wrong when observing simple examples. Let's take the game of Russian roulette: all interviewed players are safe and sound, therefore the game in question is completely safe. Though in reality it's clearly not so and we got immediately what's wrong: players who failed were not interviewed since it's impossible – they are dead.

On the other hand, if the field is complicated, as logistics is indeed, we have difficulty to imagine all possible outcomes because factors that impact the work of a logistician are often unpredictable. In an effort to avoid survivorship bias and collect absolutely complete data, we can face another challenge – perfectionism. We'll end up in a never-ending cycle of search, but there'll always be doubt left,

have we actually foreseen everything? And the major problem is that there's no answer to this question. The upper limit, after bypassing which we could understand that everything has finally been analyzed, simply does not exist. We don't know the amount of the information there is, it can be a good many, but what if it tends to infinity? As a result, we are trapped in constant anxiety of whether we covered everything or not.

But is perfectionism that bad on its own? In many cases it appears to be helpful, for it makes an individual accomplish their tasks to the fullest, 100 %. Simultaneously, it's hard to constantly provide 100 % efficiency. We get tired and after some time start to postpone things, soon it becomes a habit, and it results in chronic procrastination. We get trapped in dichotomous thinking – either all or nothing, and instead of presenting perfect projects we miss deadlines. Moreover, perfectionists become victims of their illusion of control, because it's them who are the most demanding critics of their own work. A professional experiences a decrease of self-esteem, suffers from anxiety and guilt for non-perfect work.

Thus, if you try to protect yourself from survivorship bias, don't exaggerate.

However, is perfectionism inherently destructive? Psychological research distinguishes between its adaptive and maladaptive forms, and the boundary between them holds the answer. Adaptive perfectionism, or “perfectionistic striving”, involves setting high but attainable personal standards, deriving genuine pleasure from diligent work, and feeling satisfied with a job well done despite minor imperfections. For a logistician, this might mean carefully double-checking a complex shipping route while acknowledging that a 100 % guarantee against every possible delay is unattainable. This form of perfectionism is a healthy and useful driver of professional growth. In contrast, maladaptive perfectionism sets in when high standards become inflexible and self-esteem becomes entirely contingent on flawless performance. The logistician no longer simply strives for an optimal plan; a single missed deadline or miscommunication is perceived as a catastrophic personal failure. This triggers harsh self-criticism, anxiety about uncertainty, and the inability to take pleasure in any success that falls short of perfect. The research by Śrębowata et al. confirms that such constant pressure, coupled with the high responsibility inherent in logistics work, directly contributes to chronic stress and increases the risk of burnout [1].

So where is the line between the two? The key difference lies not in the difficulty of the tasks, but in an individual's ability to tolerate mistakes and uncertainty. The healthy perfectionist can step back, see the bigger picture, and accept that “good enough” is often the most efficient decision, thus avoiding the paralysis of analysis. The maladaptive perfectionist loses this flexibility. Overwhelmed by dichotomous thinking – everything must be perfect or it is a complete failure – they inevitably slide into the procrastination described above. Notably, this line is not fixed and varies from person to person, depending on their personality and emotional resilience. Importantly, perfectionism is not a permanent trait but a

dynamic state that can shift under the influence of stress or lack of rest. As noted by Enns, Cox and Clara, maladaptive perfectionism is strongly associated with depression proneness and a persistent sense of dissatisfaction, which explains why a logistician trapped in this cycle can progress from anxiety and guilt to full-scale professional burnout [2].

A professional might function with healthy perfectionism for years, but a period of intense overload can push them across the boundary into the maladaptive zone.

The practical implication is clear: a logistician must learn to recognize their own warning signs of crossing this boundary. It requires honest self-reflection not only about external data, as in the fight against survivorship bias, but about one's own emotional state and ability to make decisions without being paralyzed by the fear of imperfection.

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ПРИМЕНЕНИЕ ПОДХОДОВ ДИНАМИЧЕСКОГО ЦЕНООБРАЗОВАНИЯ ПРИ ФОРМИРОВАНИИ СТОИМОСТИ ПРОЕЗДА НА ПАССАЖИРСКИЕ ПОЕЗДА В МЕЖРЕГИОНАЛЬНОМ СООБЩЕНИИ

Динамическое ценообразование при формировании стоимости проезда на Белорусской железной дороге становится все более актуальным по нескольким причинам: позволяет максимально эффективно использовать доступные места в пассажирских поездах, регулируя цены в зависимости от спроса на определенные маршруты и время отправления; с помощью динамического ценообразования можно адаптиро-