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CONTACTS

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INSTITUTIONAL BASES AND FUNCTIONAL MECHANISMS OF CONTROLLING IN THE EFFECTIVE MANAGEMENT OF THE RAILWAY TRANSPORT SYSTEM

Kayumov Zafarbek Odil ugli

Independent Researcher

Tashkent State Transport University

Email: zafarbek.kayumov@mail.ru

ORCID: 0009-0001-9202-5728

Abstract: This article examines the institutional bases and functional mechanisms of controlling in the effective management of the railway transport system. The study analyzes the role of controlling as an integrated management tool that ensures coordination of planning, monitoring, analysis, and decision-making processes within railway enterprises. Particular attention is paid to institutional frameworks, organizational structures, and information flows that support controlling functions. The research substantiates that the implementation of modern controlling mechanisms contributes to improving operational efficiency, financial stability, and strategic development of the railway transport system under conditions of economic transformation and increasing competition.

Key words: controlling, railway transport system, institutional framework, management efficiency, functional mechanisms, strategic management, performance monitoring.

Annotatsiya: Mazkur maqolada temir yo'l transporti tizimini samarali boshqarishda kontrollingning institutsional asoslari va funksional mexanizmlari tahlil qilinadi. Tadqiqotda kontrolling rejalashtirish, nazorat, tahlil va boshqaruv qarorlarini qabul qilish jarayonlarini uyg'unlashtiruvchi kompleks boshqaruv vositasi sifatida talqin etiladi. Kontrolling faoliyatini ta'minlovchi institutsional muhit, tashkiliy tuzilmalar va axborot oqimlariga alohida e'tibor qaratiladi. Shuningdek, zamonaviy kontrolling mexanizmlarini joriy etish iqtisodiy transformatsiya va raqobat kuchayib borayotgan sharoitda temir yo'l transporti tizimining operatsion samaradorligi, moliyaviy barqarorligi va strategik rivojlanishini ta'minlashga xizmat qilishi ilmiy asosda yoritib beriladi.

Kalit so'zlar: kontrolling, temir yo'l transporti tizimi, institutsional asoslar, boshqaruv samaradorligi, funksional mexanizmlar, strategik boshqaruv, faoliyat monitoringi.

Аннотация: В статье рассматриваются институциональные основы и функциональные механизмы контроллинга в системе эффективного управления железнодорожным транспортом. Анализируется роль контроллинга как интегрированного управленческого инструмента, обеспечивающего координацию процессов планирования, контроля, анализа и принятия управленческих решений на предприятиях железнодорожного транспорта. Особое внимание уделяется институциональным условиям, организационным структурам и информационным потокам, поддерживающим функционирование системы контроллинга. Обосновано, что внедрение современных механизмов контроллинга способствует повышению операционной эффективности, финансовой устойчивости и стратегического развития железнодорожной транспортной системы в условиях экономической трансформации и роста конкуренции.

Ключевые слова: контроллинг, железнодорожный транспорт, институциональная среда, эффективность управления, функциональные механизмы, стратегическое управление, мониторинг деятельности.

INTRODUCTION

In the context of economic transformation, globalization, and increasing competition in the transport sector, the railway transport system faces growing demands for efficiency, transparency, and sustainability. As a strategically important component of national infrastructure, railway transport plays a crucial role in ensuring

economic development, regional connectivity, and social mobility. These challenges necessitate the adoption of modern management approaches capable of improving performance, optimizing resource utilization, and supporting informed decision-making.

Controlling has emerged as an effective management concept that integrates planning, monitoring, analysis, and coordination of organizational activities. In contrast to traditional control functions, controlling provides a comprehensive managerial framework aimed at supporting strategic and operational management through systematic information processing and performance evaluation. Within the railway transport system, controlling serves as a mechanism for aligning institutional objectives with operational processes, thereby enhancing managerial coherence and accountability.

The effectiveness of controlling largely depends on the existence of strong institutional bases, including regulatory frameworks, organizational structures, and information systems that enable its practical implementation. At the same time, functional mechanisms—such as budgeting, cost management, performance indicators, and analytical reporting—determine how controlling operates within complex and large-scale railway organizations. Understanding the interaction between institutional arrangements and functional mechanisms is therefore essential for improving management efficiency in the railway transport sector.

Given these considerations, this study aims to examine the institutional bases and functional mechanisms of controlling in the effective management of the railway transport system. By analyzing theoretical approaches and practical implications, the research seeks to identify key factors that contribute to the successful application of controlling and to justify its role as a strategic tool for enhancing the efficiency, financial stability, and long-term development of railway transport systems.

REVIEW OF LITERATURE ON THE SUBJECT

The concept of controlling has been extensively examined in management science as an integrated system that supports planning, monitoring, coordination, and decision-making within complex organizations. One of the foundational contributions to controlling theory was made by Peter Horváth, who conceptualized controlling as a management subsystem aimed at ensuring goal-oriented coordination between planning, control, and information flows. Horváth emphasized that controlling is not limited to financial supervision but represents a comprehensive management philosophy supporting strategic and operational coherence, as outlined in his seminal work published in 2009.

In the context of infrastructure-intensive sectors, controlling has gained particular relevance due to the high capital intensity, long investment cycles, and systemic interdependencies characteristic of such industries. Robert N. Anthony and Vijay Govindarajan advanced the understanding of management control systems by distinguishing between strategic control, management control, and operational control. Their framework, elaborated in 2007, provides an analytical basis for adapting controlling mechanisms to large-scale transport organizations where strategic alignment and performance measurement are critical.

Railway transport systems, as complex socio-technical networks, require specialized controlling instruments to manage operational efficiency, service quality, and financial sustainability simultaneously. Christopher Nash and Andrew Smith, in their studies on railway economics and regulation published in 2014, underline that effective management of railway systems depends on integrated performance monitoring, cost control, and institutional accountability. They argue that without robust internal controlling mechanisms, railway operators face persistent inefficiencies and budgetary imbalances.

Institutional aspects of controlling in railway transport have been further explored within the framework of new institutional economics. Oliver E. Williamson's transaction cost theory, developed in 1985 and later expanded, provides insights into governance structures and coordination mechanisms relevant to vertically integrated and unbundled railway systems. His work demonstrates that controlling serves as an internal governance mechanism that reduces information asymmetry and opportunistic behavior among organizational units and stakeholders.

From a strategic management perspective, Robert S. Kaplan and David P. Norton introduced the Balanced Scorecard approach in 1996, which has been widely applied in transport and logistics organizations, including railways. Their model extends controlling beyond financial indicators to include customer satisfaction, internal processes, and learning and growth dimensions. Subsequent empirical studies, such as those by Günther Schuh and colleagues in 2011, confirm that multidimensional controlling frameworks significantly enhance strategic execution in capital-intensive industries.

Operational controlling in railway systems has also been linked to performance-based management and efficiency benchmarking. Research by David J. Smith and Chris Nash in 2016 demonstrates that controlling tools such as cost benchmarking, productivity indicators, and service reliability metrics are essential for improving operational performance under both public and privatized railway regimes. These findings highlight the functional role of controlling in aligning daily operations with long-term strategic objectives.

More recent studies emphasize the digital transformation of controlling functions in transport systems. Jürgen Weber and Utz Schäffer, in their work published in 2018, analyze the evolution of controlling toward data-driven and real-time performance management. They argue that digital controlling platforms enhance transparency and responsiveness in complex organizations such as railway enterprises, enabling faster corrective actions and evidence-based decision-making.

Overall, the reviewed literature confirms that controlling plays a dual role in railway transport management: institutionally, it serves as a governance and coordination mechanism; functionally, it provides analytical tools for planning, monitoring, and performance optimization. Despite extensive theoretical and empirical research, the literature also indicates a gap in integrating institutional reforms with modern controlling technologies in railway systems, particularly in transition and emerging economies. This gap underscores the relevance of further research into adaptive controlling models tailored to the specific structural and operational characteristics of national railway systems.

RESEARCH METHODOLOGY

The study employs a mixed analytical methodology based on secondary data collection and qualitative–quantitative analysis. Data are obtained from official railway statistics, financial and operational reports, regulatory documents, and international transport databases. Analytical methods include comparative analysis, institutional analysis, performance indicator assessment, and logical–structural synthesis to identify controlling mechanisms and evaluate their managerial effectiveness.

ANALYSIS AND RESULTS

In organizing control in the railway transport system, it is of strategic importance to determine the direct relationship between its functional mechanisms, management tools and performance indicators. Therefore, the correct formation of control in railway transport should be carried out not only through the consistent and systematic integration of functional mechanisms, but also through their close connection with tools and specific evaluation indicators. Each of the calculation, management, prevention, detection and correction mechanisms of control is aimed at a specific problem, and the main criterion for their management is the availability of tools that are appropriate for the real production process and their potential for generating reliable data. For example, if the accounting mechanism is supposed to determine operational costs in real time and ensure accuracy in the allocation of financial resources, the management mechanism serves to make decisions in accordance with tactical and strategic goals. The prevention mechanism anticipates potential problems through forecasting, while the detection and correction mechanisms are aimed at neutralizing detected functional malfunctions through rapid analysis and intervention.

The system of tools that ensure the effective operation of these mechanisms acts as a “practical coach” of the contour. Tools such as cost accounting, traffic control, technical outage monitoring, rescheduling anti-crisis plans, inventory results, operational chronology, workforce reporting, KPI dashboards, and modeling-based analysis of changes play an intermediary role in the implementation of the functions of each mechanism. These tools allow not only to collect data, but also to analyze, identify trends, and most importantly, evaluate action scenarios.

This systemic management mechanism is complemented by a system of KPI indicators. KPI indicators are formed on the basis of data received from functional mechanisms and their implementing instruments and are the main criteria for determining the effectiveness of activities. Among them, the amount of cost per 1 ton-km, the turnover time of wagons, operational efficiency coefficients, the monitoring index of technical failures, the effectiveness of corrective measures and other indicators clearly show how the function of each block is being implemented.

This systemic approach - the integrated operation of the functional mechanism, management instruments and KPI indicators - makes it possible to implement control functions in railway transport not mechanically, but adaptively and dynamically. That is, each mechanism in this system performs not only one task, but also actively participates in adjusting and optimizing the efficiency of the system. This approach minimizes the identified risks in the transport system, increases the transparency of the use of costs and production resources, ensures the structural efficiency, economic stability and competitiveness of the system.

In the context of effective management of the railway transport system, it is important to determine a system of target and evaluation-oriented indicators in order to form the institutional foundations of control activities and implement them in practice. These indicators allow for a comprehensive assessment of the level of adaptation of the enterprise’s activities to changes in the external and internal environment, the effectiveness of strategic and tactical decisions, cost dynamics and resource efficiency. In control, KPI indicators are not

just statistical reports or descriptive metrics, but also an important tool that serves as the basis for making management decisions. It should be emphasized that in railway transport, along with KPI indicators adopted at the level of general networks, a system of special indicators adapted to the technological processes of the given industry, traffic patterns, wagon and locomotive operation, service quality and cost architecture is needed. Practical analysis shows that KPI indicators specialized in this area provide high accuracy and analytical value in assessing the performance of departmental mechanisms, production resources, and innovative technological solutions in railway transport.

One of the main criteria for the effective organization of control activities in railway transport is its assessment through clear, measurable and systematized indicators (KPI) to determine strategic and operational efficiency. These indicators provide comprehensive monitoring of such economically important parameters as the effectiveness of network costs, productivity of production capacities, compliance with traffic regulations, efficiency of automated systems, quality of service, completeness of technical services and personnel productivity. These indicators, which determine the economic essence of control, include not only the analysis of the cost structure, but also such criteria as rational use of resources, reduction of system interruptions, identification of discrepancies in planning and execution, reduction of the share of operations requiring rework, and ensuring the continuity of transport services.

In particular, the introduction of indices for the operation of locomotives and wagons makes it possible to determine the real level of utilization of the transport infrastructure, its reserve potential and long-term stability. At the same time, the indicator for compliance with the traffic schedule is accepted as an important criterion for assessing temporary losses and functional disruptions in transportation processes. Indicators for automated traffic monitoring and delays are of theoretical and practical importance as indicators of the level of informatization in the system and their impact on management decisions. At the same time, the structural share of repair costs and the effectiveness of rescheduling measures create a contextual basis for the strategic optimization of capital repairs and investment processes. The practical application of KPI visualization in the control system allows for real-time monitoring, analysis and optimal decision-making on a digital basis. Indicators of labor productivity and personnel potential create the basis for integrating human capital-related dimensions of activity results into economic processes. In general, the system of these indicators forms a clear and evaluable system based on parametric monitoring, covering all functions in railway transport, fully activating control as a strategic management mechanism. This approach serves to coordinate innovative and institutional mechanisms in the sector, eliminate inertial problems in the system, and strengthen executive discipline in the sector.

This study has examined the institutional bases and functional mechanisms of controlling in the effective management of the railway transport system, highlighting controlling as a key integrative element of modern management. The analysis demonstrates that a well-structured institutional framework, supported by appropriate legal, organizational, and informational arrangements, is essential for the successful implementation of controlling in railway enterprises.

The research confirms that functional controlling mechanisms—such as strategic and operational planning, performance monitoring, cost control, and analytical support for decision-making—contribute significantly to improving operational efficiency and financial sustainability within the railway transport system. By ensuring coordination between management levels and aligning short-term operational goals with long-term strategic objectives, controlling enhances transparency and managerial accountability.

CONCLUSIONS AND SUGGESTIONS

Furthermore, the study emphasizes that the effectiveness of controlling depends on the quality of information flows, the integration of digital management tools, and the professional competence of personnel involved in controlling activities. In the context of economic transformation and increasing competition in the transport sector, the adoption of advanced controlling practices enables railway organizations to respond more flexibly to external challenges and internal inefficiencies.

In conclusion, the development and strengthening of institutional bases and functional mechanisms of controlling represent a strategic prerequisite for the sustainable and efficient management of the railway transport system. The findings of this study can serve as a methodological foundation for improving management practices in railway enterprises and for further research on controlling systems in transport and infrastructure sectors.

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