Abstract

DETERMINANTS OF THE ECONOMIC RESILIENCE OF ENTERPRISES: A MODEL-BASED APPROACH

The doctoral dissertation addresses the issue of the economic resilience of enterprises, with particular emphasis on the determinants shaping its level under conditions of external disruptions. The starting point for the discussion is the multidimensional and dynamic nature of economic resilience and the discrepancies found in the literature concerning its relationship with resistance. The literature review indicated that economic resilience is a broader concept than resistance, encompassing not only the ability to survive disruptions but also adaptation to changing conditions and the possibility of using experiences gained during crises as an impetus for development.

The main objective of the doctoral dissertation is to identify the determinants of the economic resilience of enterprises, then present them in a model-based framework, and to operationalize and empirically assess the level of resilience of selected enterprises in relation to the research hypothesis assuming the existence of a relationship between specific characteristics of an enterprise and its level of economic resilience under particular external conditions.

Based on the literature review, a theoretical model was adopted comprising five groups of determinants of economic resilience: financial and economic, operational and technological, organizational and managerial, market and marketing, and social and institutional determinants. The model was supplemented with the determinant of employee competencies. A method for its operationalization was also developed, taking into account the selection of measures and data sources, the principles for assessing determinants, and the method for determining the level of economic resilience of enterprises.

The empirical research was conducted in the Pomeranian Voivodeship, in the collective land passenger transport sector, with particular emphasis on bus transport services. The research covered the years 2018–2025, divided into four periods: pre-pandemic, pandemic, post-pandemic, and control. The COVID-19 pandemic was identified as the key external disruption. A comparison group comprising 24 enterprises was established, from which three entities were selected for in-depth analysis: Przedsiębiorstwo Komunikacji

Miejskiej w Gdyni Sp. z o.o., Przewozy Autobusowe GRYF sp. z o.o. sp. k., and Przedsiębiorstwo Komunikacji Samochodowej Gdańsk sp. z o.o.

The research employed a mixed-methods approach combining quantitative and qualitative methods, including the multiple case study method, financial ratio analysis, document analysis, and questionnaire-based research. Selected financial and economic determinants were assessed on the basis of financial data, while the remaining determinants were assessed on the basis of responses provided by representatives of the enterprises. A uniform three-point scoring scale was applied, and the level of economic resilience was determined as the arithmetic mean of the scores assigned to the five groups of determinants. The results were subjected to static and dynamic analysis.

The research revealed differences in the levels of economic resilience among the enterprises and changes in these levels over successive research periods. At Przedsiębiorstwo Komunikacji Miejskiej w Gdyni, the level of resilience increased from 1.68 in the pre-pandemic period to 1.99 in the control period. At Przewozy Autobusowe GRYF, a decrease from 2.58 to 2.35 was recorded during the pandemic, followed by an increase to 2.81 in the control period. At Przedsiębiorstwo Komunikacji Samochodowej Gdańsk, the level of resilience increased from 2.34 to 2.78. All three enterprises achieved a higher level of resilience in the control period than during the COVID-19 pandemic.

Representatives of the enterprises studied attributed the greatest importance to financial and economic determinants for surviving the COVID-19 pandemic. Considerable importance was also attributed to organizational and managerial as well as operational and technological determinants. The respondents also confirmed that experiences related to the pandemic had become an impetus for development, the introduction of innovations, or lasting organizational changes.

The application of the adopted model made it possible to assess the level of economic resilience of the enterprises studied and to compare the results obtained for individual groups of determinants. At the same time, the need to take into account sector-specific characteristics was identified, including the availability of qualified personnel and capital and ownership links. The main limitations of the research included the purposive selection and small number of enterprises, the subjectivity of some assessments, and the sensitivity of the mean values of profitability ratios to extreme observations.

The research made it possible to achieve the main objective of the dissertation, and the research hypothesis assuming the existence of a relationship between specific

characteristics of an enterprise and its level of economic resilience under particular external conditions was confirmed by the results of the empirical research.

Keywords: economic resilience of enterprises, enterprise resistance, determinants of economic resilience, model of the economic resilience of enterprises, land passenger transport, COVID-19 pandemic