

## ENSURING EFFECTIVE MOTIVATION STAFF IN THE OPERATIONS MANAGEMENT SYSTEM

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Today, company leaders need to solve many problems, among which the most important are achieving strategic goals, attracting and retaining valuable employees for the company, and increasing their productivity. One of the main ways to solve these problems is to build an effective motivation and remuneration system. Currently, many companies are improving their remuneration system, developing a fair reward system, and stimulating employees to achieve the company's goals.

In the current conditions of war in Ukraine, effective management of personnel motivation at enterprises of any industry is extremely important. Motivation is not only a tool for attracting highly qualified personnel, but also a guarantor of the successful operation of the enterprise. Therefore, the most important task of managers of modern enterprises is to improve the motivational mechanism in personnel management.

Employee motivation is defined as the enthusiasm, energy level, commitment, and amount of creativity that an employee brings to an organization on a daily basis. Motivation is of two types: intrinsic and extrinsic. Intrinsic motivation means that a person is motivated from within, has a desire to perform well in the workplace because the results are consistent with his/her belief system. Extrinsic motivation means individual motivation, stimulated by external factors of reward and recognition [5].

The historical development of society allows us to accumulate significant experience in the field of management of various spheres of state functioning, and at the beginning of the 20th century it was implemented both in theory and in practice: the scientific discipline of management and the implementation of effective methods of managing human activity at enterprises and in organizations. However, despite the relative universality of the theoretical provisions of management, the world economy has clear differences in the organization of such management in national economies, therefore, national management systems have appeared.

The national management system can be characterized by the features inherent in most organizations and state authorities: a certain management style prevails, certain principles and methods of management dominate, a similar organizational culture, a communication process and the implementation of general management functions. Under the influence of various factors, in each individual country, its own management systems are formed, which use the same theoretical principles, but the results are achieved by different practical approaches. In particular, the national management system is formed under the influence of factors of the action of natural, technical, social and management systems in a particular state, the established mentality of the population at the beginning of the scientific and technological revolution and the existence of a bipolar political system in the world [8].

The Japanese model of work motivation is considered the most flexible in the world. The remuneration of employees of various categories in Japan depends on factors that are taken into account when forming wages and determine the amount of remuneration, namely:

- age;
- duration of work;
- qualifications and skills.

The American model of labor motivation is built on encouraging entrepreneurial activity and enriching the most active part of the population. In the practice of American firms, various methods of motivation and humanization of labor are used. Many effective motivation models are built on material incentives for personnel.

In general, models are divided into 2 groups:

- support prestige (selection) the most qualified personnel);
- maintain a high level of performance (stimulating the quality of personnel).

The American model is based on wages. That is, material incentives are of primary importance. In addition to paying the basic salary, companies practice paying bonuses according to the Scanlon and Rucker systems (bonus funds based on the results of financial activity during the year and its distribution among personnel). Most companies in the United States and other countries tend to use systems that combine salary and bonuses.

A feature of motivation in Great Britain is the use of partnership relations between personnel and entrepreneurs. The features of labor motivation in this country are: labor equity participation, equity participation in capital, profit participation. Material incentives are practiced in various forms.

In British companies, incentives in the form of gifts have become very popular. The reward procedure is carried out depending on the successes achieved: at workplaces, at company holidays, etc. This allows you to popularize achievements in the field of increasing labor efficiency and quality that were previously unnoticed.

The French model uses 3 approaches to individualizing work:

- a minimum wage and salary range are determined for each job. The assessment is made in relation to the job, not in relation to employees employed in other jobs;
- the salary is divided into two parts: a fixed part, which depends on the position or workplace held, and a variable part, which reflects the efficiency of work. Additionally, bonuses are paid for high quality work and conscientious attitude to work;
- forms of individualization of wages are used, such as profit sharing, sale of company shares to employees, and payment of bonuses.

The German motivation model is one of the best, as it combines labor incentives and social guarantees. Most companies in the country are willing to pay for travel, mobile communication, and training for employees. Also, once a year, a personal survey of employees about their level of motivation is conducted.

So, unlike Ukraine, the German model provides personnel with economic prosperity and social guarantees, while in our country the mentioned motivation components need significant improvement.

A feature of the Swedish motivation model is that it is characterized by a sustainable social policy and is aimed at reducing property inequality through the redistribution of the country's national income in favor of the less well-off segments of the population.

It should be noted that Swedish trade unions do not allow managers of low-profit companies to reduce wages below the level established in the collective labor agreement. Another characteristic feature of the solidarity wage is the reduction of the gap between the minimum and maximum wages. Such a solidarity wage policy contributes to the growth of the profitability of companies.

Having analyzed the global and European experience of developed countries in using the motivational mechanism, we believe that Ukrainian enterprises can introduce American, British, German and French elements of labor motivation into their activities, namely:

- combination of salary and bonuses;
- reward for active entrepreneurial activity, high quality and productivity of labor (US experience);
- use of partnerships; encouragement of entrepreneurial activity: equity participation in capital (UK model);
- stimulating work and social guarantees (German model);
- an individual remuneration system (profit sharing, sale of shares) and its indexation depending on the cost of living (French model).

Ukraine's competitiveness in the global economic market is impossible without effective management of companies, ensuring their activities in accordance with world standards. The

dynamics of globalization processes require scientific substantiation of management, review of the boundaries, forms and methods of regulation of this strategically important sphere of activity and encourages the creation of modern Ukrainian management. The need to study the theory of the formation and development of management in Ukraine is due to several circumstances: to approach any issue as objectively as possible, provided that this historical point of view is used to develop the problem as a whole.

Scientists identify seven main stages of the development of Ukrainian management, and we consider it necessary to briefly present the essence of each of these stages, since understanding the current state of Ukrainian management is impossible without a clear understanding of its history.

*First stage.* Development of scientific management personnel in the production process. This stage covers the period from October 1917 to March 1921. This period of progress is based on the development of forms and methods of management, administration and state regulation, improving the degree of efficiency of the organization on the basis of improving production processes and operations. Managers are concerned with issues that include not only equipment, lathes, machines, various types of technologies, but also managerial knowledge, organizational structures, methods of production planning, ways of organizing jobs for employees, mechanisms for providing training and advanced training, personnel training. The first stage is characterized by the development of the scientific school of management and the classical school of management.

*Second stage.* Formation of a management mechanism based on the development of human relations. Covers the years 1921-1928. During this period, further improvements were made to production management. The first attempts were made to use economic calculation as the basis of economic management methods, trusts and syndicates appeared, and the possibility of employee participation in management was explored.

The next stage can be described as the most important for the problem of motivation we are studying, since it was defined as based on market relations, which brings closer the period of using motivational mechanisms instead of command mechanisms inherent in the Soviet system of management of all spheres of social life. Employee motivation was based on dependence on the needs and desires of consumers of goods and services.

*Third stage.* Construction of market-oriented management systems. The duration of this stage covers 1929-1945 and is associated with the organization of the production base of socialist production, paying special attention to improving the management structure, methods of selection and training, planning and organization of production. During this period, the market-oriented school of management developed rapidly on the basis of marketing concepts, which were aimed at satisfying consumer needs with profit for the enterprise.

*Fourth stage.* Active application of economic and mathematical methods as an important part of formalizing management methods and transforming them into management decisions.

*Fifth stage.* Formation of a system of situational approaches in management. This period of management development covers 1965-1975 and concerns the consideration of an organization as a system whose activities constantly depend on changing circumstances.

*Sixth stage.* Computerization of management processes. This period lasted from 1975 – 1988, and it was related to information and computer systems. There are many telecommunication networks, but in Ukraine the most widespread is the Internet. With the library of scientific foundations and reports of scientific and research institutes, researchers have access to reports of various corporations, companies, firms, use statistical data from most countries of the world. This stage is also important for our study, since the field of information and communication technologies is both a goal and a tool for the motivational potential of the business activity of the company under study.

*Seventh stage.* Implementation of economic reforms. This stage covers the period from 1985 to the present and is marked by the active activity of enterprises using the economic calculation model, based on the normative distribution of profits and the normative distribution of income, the

development of rental relations, the introduction of progressive forms of labor organization, the formation of a corporate culture that creates a value-normative basis for the organizational development of the corporation, the strengthening of the cooperative movement, which leads to increased economic freedom and territorial self-sufficiency at all levels of management, and gives rise to the development of sustainable market reforms [14]. This period is critically important for our analysis, since it is he who introduces corporate culture as the basis of successful management and focuses on the formation of a value base of management, which is radically different from the administrative-command management methods of the Soviet economy, which, due to its deep roots in the mentality of Ukrainian society, still has a significant impact on the introduction of effective motivational mechanisms in a modern enterprise providing information and communication services (especially in the east of the country, where the influence of the Soviet-Russian mentality was traditionally significant in the pre-war period).

At this modern stage of development of general management, human resource management of companies is aimed at planning and determining criteria for staffing: selection and recruitment of personnel, professional orientation towards adaptation and flexibility, training, advanced training, management and assessment of the quality of personnel and selection of the best of them from the reserve, determination of their salary, benefits, social package, incentives, etc.

The Ukrainian national management system is currently at the stage of forming its own characteristics and has much in common with the management of the former Soviet and pre-war Russian systems. This can be explained by the historical characteristics of the formation of Ukraine as a state. During the Soviet Union, a management/administration system was created on the territory of today's Ukraine for decades, operating within the framework of an administrative-command economy. During the years of independent Ukraine, during the transitional economy, the Ukrainian management system did not undergo significant progressive and nationally oriented development due to the influence of multi-vector transformation processes. After Ukraine received the status of a market economy from the US Congress and the European Commission, Ukrainian management determined the direction of its development. However, due to the lack of coherence of Ukrainian society and the competitive influence of the interests of neighboring states, the mentality of the population remains the main factor influencing the formation of the Ukrainian management system. Negative features of the national mentality should be considered inertia in the process of changing one's environment and social status, pessimism about improving life in the near future (especially in conditions of full-scale war), adherence to the family way of running a household, unwillingness to long-term migrations (in the east of the country even in conditions of war), adherence to being an employee rather than self-employed, devaluation of managerial work, and an extremely high degree of paternalism; at the same time, attention to the choice of work, creativity, thoroughness in performing work, perseverance, dedication to work, and a sense of humor can be considered positive national features. Thus, the features of Ukrainian management include the consideration of managerial decision-making, risk minimization, inertia of organizational structures, the preference for an intuitive approach to managerial decisions, a rather low motivation for work, unexpressed feedback, a significant share of shadow economic relations, individual responsibility, low attention to personnel development management. At the same time, there are chances for further acquisition of both positive and negative features of the Ukrainian management system while gradually overcoming numerous problems inherent in the current stage of transformation of the Ukrainian economy.

Analysis of existing approaches of scientists regarding the essence of "motivation" and "motivational mechanism" allows us to conclude that motivation is the process of determining such behavior of personnel, which provides encouragement to them to work, with the help of which both personal goals and the goals of the enterprise are achieved. Personnel motivation is represented by measures of material, moral and social directions.

Therefore, the motivational mechanism is a system of economic, organizational, social and psychological measures to influence the satisfaction of the current needs of personnel in the interests

of individual and collective goals, increasing the competitiveness of the enterprise, improving the efficiency of its activities and image.

The main goal of the motivational mechanism is to form effective motives that will correspond to certain tasks, which will increase the efficiency of the enterprise's business.

Personnel motivation at the enterprise involves solving such basic tasks as [7]:

- ensuring personal development and career growth of staff;
- increasing motivation and involvement of employees in the work process;
- popularization of the work results of employees who have received recognition for their high work results;
- stimulating the creative activity of personnel to develop professional competencies and fulfill potential opportunities.

The use of an effective motivational mechanism in enterprise management affects the interest of personnel in improving work performance [12].

It should be noted that the motivational mechanism is aimed at increasing staff performance, and therefore business efficiency, which improves the financial performance of the enterprise.

Motivation affects the efficiency of personnel. Therefore, company managers need to:

- work performance was related to wages;
- the incentive system was transparent;
- pay more attention to non-material motivation;
- achieve personnel and enterprise goals;
- to contribute to improving the psychological climate in the team.

Also, to form an effective motivational mechanism, managers and HR specialists should not only clearly formulate goals and objectives, but also long-term motivation measures. Motivation, in turn, depends on labor input and is a reward for the work performed.

As for allowances, premiums, and bonuses, their amounts must correspond to the results of work. The material motivation of personnel is directly related to the differentiation of incomes of the economically active population.

However, staff motivation consists not only of material factors, but also of intangible ones, which reflect the reliability of the workplace, as well as the desire to show initiative and responsibility.

Managers, by applying a certain algorithm for forming personnel salaries, influence the quality of work and performance.

It should be noted that the most successful forms of non-material motivation are:

- positive attitude of managers towards staff;
- career growth, flexible schedule,
- free education,
- advanced training,
- improving workplace comfort and working conditions[10].

Social motivation: payment for holidays, vacation pay, sick leave pay, maternity leave pay, health insurance, etc.

Psychological state – psychological support for personnel. The psychological state of employees under martial law has a significant impact on the work process and work results, as emotional tension, high levels of stress, and increased anxiety negatively affect both the mood and work results of personnel.

Leaders and managers need to monitor moods and develop psychological motivation measures staff.

It should be noted that during wartime, leaders and managers need to create a corporate culture that supports employees and ensures positive working relationships.

A feature of motivational approaches in the process of motivation management in martial law conditions is “expanding communication taking into account the support of both the moral and

psychological state of personnel, as well as the conditions of their physical protection and moral assistance" [18].

Therefore, motivating employees during wartime should provide not only material support for personnel, but also moral support.

Currently, the most important thing for personnel is to meet their needs for safety and protection. Managers of any enterprise need to create safe working conditions and develop not only measures, but also a program of actions in case of emergency events

One of the key areas of management is the attraction of competent personnel with a high level of motivation, namely: the moral aspiration of employees to contribute to achieving the single state goal in the national liberation struggle and assistance to the Armed Forces of Ukraine.

The experience of Ukrainian enterprises during a full-scale war demonstrates the active involvement of personnel in the implementation of charitable projects, which contributes to the strengthening of moral and psychological comfort and stimulates employees to work not only for their own benefit, but also for the benefit of the country as a whole [20].

Enterprise managers need to create a sense of unity in the team in order to achieve a certain common goal, as well as create a "reserve fund to help personnel who have suffered due to war and hostilities while performing their duties and to provide for the possibility of preserving their jobs" [13]. Therefore, managers of human resources services of enterprises in Ukraine should pay attention to intangible means of motivating personnel, because in modern conditions of war, personnel need more attention to their personal internal needs. Therefore, it is necessary to strengthen communication and feedback with management, improve corporate culture in order to strengthen personnel morale.

Note that a component of the motivational mechanism can also be the creation of conditions that will contribute to an increase in the level of qualifications, as well as self-development, expansion of knowledge, and self-improvement.

The most important factor in effective personnel management in wartime is the motivation for the social development of employees, which is key to the development of the enterprise's activities in the future.

Social development of personnel, even in conditions of full-scale war, involves the development of motivational strategies, as well as social development activities and programs. This will contribute to improving the well-being and career growth of employees in the future [18].

We believe that one of the practical strategies for increasing staff motivation in the management system can be the strategy of "providing social guarantees", which consists in providing effective medical insurance, providing housing (payment of rent or provision of housing by the enterprise), and timely payments of benefits to employees.

Therefore, today's business leaders need to activate social motivation. Stability and security are now becoming priorities for businesses. Therefore, the "focus" in the forms of staff motivation has been shifted to the social and moral motivation of staff [16].

In modern conditions, the stability of human resources, high qualifications, and personnel development are important factors for the effective functioning of an enterprise.

Effective motivation is achieved when, by performing their duties to the best of their ability and contributing to the achievement of the company's goals, employees receive rewards (material and moral) that enable them to satisfy their own needs.

An effective motivation system involves the alignment of personnel interests with the goals of the enterprise and the interests of the state. The use of effective methods of material motivation, non-material motivation, psychological motivation and social development motivation will contribute to increasing employee efficiency, reducing staff turnover and increasing staff satisfaction.

So, The motivational mechanism is a system of economic, organizational, social and psychological measures to influence the satisfaction of personnel needs in the interests of their own and collective goals, increasing the competitiveness of the enterprise, increasing the efficiency of its activities and image.

Improving personnel motivation during war is a continuous process that requires effective leadership, effective communication, and support for the well-being and development of employees.

The personnel management system is the process of managing the personnel of an enterprise in accordance with the defined goals and main areas of activity, which are aimed at increasing the productivity of personnel, ensuring the competitiveness of the enterprise. During the war, the personnel management system of the enterprise must be flexible, focused on strategic development, and adaptation to possible changes in the external environment.

The main goal of working with personnel at an enterprise in conditions of martial law and economic instability is to retain qualified personnel, objectively assess the performance of each employee, and motivate them to work.

Today, in conditions of war and economic instability, the enterprise's personnel management system carries out:

- implementation of the company's personnel policy;
- coordination of human resources management activities;
- creation of new systems for stimulating labor activity;
- planning of personnel needs for the long term;
- ensuring human resources reserves for management personnel.

Currently, during a full-scale war, increasing the level of professionalism of personnel is very relevant, since professionalism and competence affect both the competitiveness of the enterprise (financial and economic indicators, profitability, efficiency of production and sales of products), and the results of their work.

The statement that digitalization promotes motivation through innovative opportunities receives almost unanimous general agreement: 90% of respondents said they either strongly agree or somewhat agree with this statement.

Work efficiency leads the second group of statements about how digitalization can help motivate: 30% of respondents strongly agree and 55% agree. Other comparable statements in terms of strong agreement are: increased autonomy (30%); greater transparency (29%); and easier feedback (28%).

Digital technologies and artificial intelligence, and their impact on jobs, skills and the working environment, have been on the agenda of international organisations such as the International Labour Organisation (ILO) and the Organisation for Economic Co-operation and Development (OECD), as well as the European Commission (EC) and the European Centre for the Development of Vocational Training (CEDEFOP), for almost a decade. Since March 2020, it has become part of our personal and working lives. In the field of recruitment, the benefits of artificial intelligence are also evident. Artificial intelligence can help employees meet three psychological needs, identified by self-determination theory, that are necessary for developing motivation and improving mental and emotional well-being. These are autonomy (feeling empowered to make decisions on their own), competence (perception by both the employer and others that the employee is knowledgeable and effective in their work role) and relatedness (feeling connected to others). To meet these psychological needs, an AI value proposition needs to be created that focuses on improving employees' ability to do their jobs. According to another survey on the age-appropriateness of company personnel, 30% of respondents say that their management offers flexible working hours as a special life-cycle condition for their employees, with 26% of respondents citing part-time work as a second-place option.

The results of the research show that modern enterprises have not yet created sufficiently effective motivational mechanisms, and those that do operate mainly take into account the material component, leaving out of consideration non-material motivation. Given this, the problem of forming such a motivational mechanism arises, which would take into account both material motivation and the identification and implementation of non-material interests of employees. Improving the mechanism of motivation of the enterprise's personnel involves the creation of such conditions and the development of such a system of motivation for work, under which effective labor activity

becomes a necessary condition for satisfying important, socially determined needs of employees and the formation of positive motivation in them. The mechanism of motivation of the enterprise's personnel has its own differences, which are determined by the specifics of their activities, the different degrees of development of individual links of the enterprise, etc. Despite the similarity in the activities of enterprises, each of them independently forms its own mechanism of motivation of personnel, with its own structure, levers, methods and instruments of influence [2].

Information support for personnel management is the provision of working conditions for personnel, information exchange and communication between groups, departments, sectors and the management of the enterprise.

In difficult conditions during war, the external environment becomes a source of danger for the team, both physically and informationally. We cannot isolate ourselves from the environment and completely ignore it. But we can get rid of the danger in time and remain vigilant in order to detect the danger in time. Every manager must try to limit the negative impact of the external environment on themselves and their employees. People feel fear, confusion and a whole palette of negative emotions, they are irritated and helpless because they cannot influence the situation. In such a situation, the manager can express himself about the situation in the most neutral and constructive tone possible. The main thing is to establish a channel for removing negative emotions through words and actions. Discussion is the first stage of fixing events and understanding what is happening. This is a springboard for achieving goals for the future, assessment and planning. Reducing the flow of negative information in the team and maintaining positive and constructive communication is extremely important. For example, do not send information about the next shelling, team members will learn this information without management. It might be better to share some good news, or send an analytical piece that predicts certain developments. In general, all possible scenarios should be discussed with the team. This helps restore a sense of control and confidence.

Modern organizations are people-centered – or at least they need to be if they are to survive, thrive, and retain their employees. Creating a positive work environment requires leadership thinking and leadership skills, not only from leaders, who are traditionally considered such, but also from managers. This is especially true for managers, because they are the ones who work directly with employees and, therefore, have a great influence on how people will feel, behave, and work. Anyone who holds a leadership position, leads a team, or a department in a modern organization needs precisely the qualities that are associated with leaders. Therefore, in terms of popular professional terminology, managers must also be leaders [1].

A large role in increasing the level of services offered, and accordingly improving the services provided, is played by personnel management. Most company managers recognize the fact that personnel productivity depends not only on the professionalism and competence of employees, but also on their attitude to the work performed. A high level of satisfaction and loyalty encourages employees to make more efforts to perform their work qualitatively and timely, thereby ensuring increased productivity of the enterprise and contributing to the achievement of its strategic goals. A decrease in the level of satisfaction and loyalty of personnel, on the contrary, slows down the development of the enterprise, reduces employee productivity and increases the likelihood of the outflow of valuable employees from the organization [13, 21]. Therefore, recognition of the role of management methods and personnel motivation, timely recognition of the first signs of certain negative changes, implementation of measures to correct the situation, as well as the implementation of a system for monitoring personnel satisfaction and loyalty are important for an ICT company, this is a guarantee of constant growth in the quality of services and the management system [6].

In a highly competitive market economy, a manager must be creative, and ready-to-use, general schemes are lacking or ineffective. Changing circumstances require constant improvement of human resource management tools. Companies that do not meet the above requirements fall into stagnation. Modern managers must possess the appropriate qualities, appropriate skills to motivate their subordinates. A person is considered the most valuable asset of any company, in order to manage



effectively, it is necessary to remember the basic functions of management, namely: planning, organization, motivation and control. Human resources are the cornerstone of any organization. People, as a rule, tend not to use all their potential energy at work. Only with the help of appropriate motivation can this be launched, and this is the most effective human resource management.

Every organization has a wide range of motivational tools. These tools can be divided into monetary (financial and non-financial) and non-monetary. Monetary, financial incentives include:

- basic salary,
- various types of prizes,
- commissions,
- rewards.

The main financial tool for motivating employees is the base salary, which is paid in a fixed amount regardless of the results of work. Variable remuneration is usually paid in the form of bonuses that depend on the results of the work performed. If the principles of bonus payment are spelled out in a publicly available document that employees are familiar with, then we are dealing with a statutory bonus. If the principles of payment are not defined and bonuses are paid in accordance with the employer's "gratitude", then this is a discrete bonus. In addition to the components, employees are also motivated by the proportions of both of the above-mentioned elements of the bonus. Some employees prefer a high base salary, agreeing to low (or no) bonuses, while others prefer a relatively low base salary, but in combination with the possibility of receiving a high bonus depending on the results of work.

Another form of variable pay is a commission, a fee. This is a clearly defined share of the employee's income, which is provided for mediation in the sale of a certain product (products or services). Usually expressed in the form of monetary remuneration in percentage or commission, which mostly occurs in trade. The last of the considered monetary forms (although they can also be found in material form) of remuneration is a reward. If the remuneration is to be motivating, it must meet at least three conditions.

*First of all*, it must be felt by the employee himself, that is, it must be in such an amount (or form) that the employee feels gratitude for his efforts. If this condition is not met - the reward received will not be valuable to the employee. They will regret the efforts made to receive it. While the reward will have a demotivating effect on the employee, not a motivating one.

*Second*, the reward should not be excessively delayed in time, that is, it should be provided as soon as possible after the fulfillment of the conditions determining its receipt. Otherwise, if the time is inaccurate, the employee may forget the reason for the bonus, and positive behavior and attitude will be lost.

*Thirdly*, rewards by their nature cannot be given to everyone, let alone in the same form and amount. If each employee receives it in the same amount, regardless of his personal contribution to the task, the reward does not fulfill its motivational function.

Financial rewards should be for the chosen ones, and the rewarded employee should feel special, stand out among other colleagues.

Employees can also be motivated by tangible, but non-monetary, incentives, which include:

- equipment,
- additional insurance for medical care,
- guaranteed childcare,
- additional holidays,
- trips, social events,
- tuition subsidies.

Some employees are significantly motivated by the equipment offered by the employer to perform their duties. A company car, a laptop or even a mobile phone have a positive effect on the employee's approach to work. To maintain the motivation of the technological process, it is necessary to replace the equipment over time. Working conditions, or rather the building in which the work is

performed, as well as the office and its equipment, also motivate and can create a sense of prestige. Increasingly, employers consider medical care and additional insurance for employees as a means of motivation. These benefits provide comfort for employees when using health care services. The ability to use medical care without a queue, which is quite typical of the state health service, is appreciated by everyone who has ever had to use such care.

Usually, employees are granted leave in the amount specified in labor legislation. However, employers may grant more leave than is provided for by the regulations. Labor legislation sets the minimum, but the employer may make more favorable decisions for employees than those specified in generally accepted standards. Thus, additional leave can be an important motivating factor, for example, being granted for outstanding achievements or as a reward that can contribute to increased productivity. Also, the possibility of business trips, participation in social events can be considered as incentives. Employees often decide not to finance their own trips and events in which they have the opportunity to participate due to their functions. If trips are to motivate, employers cannot exaggerate their intensity and frequency. Too frequent and long trips that absorb free time will eventually become an unpleasant necessity rather than an incentive. In practice, every employee needs development in areas such as knowledge, skills, including the improvement of previously acquired ones. Therefore, it seems extremely important to provide employees with opportunities for learning. Employers can finance training, courses, apprenticeships or partially subsidize the cost of their participation. Thanks to this, the employee will feel that he is valued, that the employer is investing in his development and ensuring the development of his competence. The employer gets a loyal employee of the company (at least under a loyalty agreement) if he takes on the costs of training.

Motivation tools can also be divided according to their impact. Coercive means are various orders, prohibitions, recommendations, labor protection standards, etc. They dictate certain behavior to employees, regulate the competence and responsibility of the employee. They interact unidirectionally, the employee is obliged to obey them. Stimulation means the appropriate selection of employees for positions, forms of labor organization, forms of remuneration and its components, the structure of remuneration, bonuses, social benefits and even physical and mental comfort. They are based on positive motivation, which combines the benefits of the employer with the benefits for employees. They regulate the action of economic and non-economic incentives, the size of their tasks and effectiveness. Persuasion tools include meetings of personnel and management, negotiations, consultations with representatives of the labor collective, the creation of partnerships and a broad understanding of employee participation in management. These tools intervene in the human psyche, aimed at shaping desired behavior patterns, offer neither punishments nor rewards. They create a significant sense of influence on the fate of the company and the ability to make decisions on the most important issues related to its activities.

Non-monetary incentives. There is a wide range of tools that do not create any costs and have a positive impact on employees. This type of tool includes a number of techniques that enrich the work, such as:

- providing employees with frequent feedback on their work,
- providing opportunities for employee development,
- giving employees the opportunity to create their own work program,
- introduction of employee responsibility,
- flexibility of the management hierarchy (open communication),
- evaluation of employee performance.

As a rule, there is a tendency for employees to receive feedback on their work only when they perform poorly. In a situation where work is performed in accordance with accepted standards and norms, employees do not receive feedback on their work. This approach is inappropriate, since praise and a sense of self-worth or recognition have a high motivating potential. Thanks to positive feedback on work, worthy habits and behavior are consolidated, and the employee realizes that his work is appreciated, his efforts have brought the desired results. Even the best-performed tasks, in which the

employee has achieved excellence, can eventually become boring and uninteresting. With prolonged performance of the same activity, it can eventually become routine and turn out to be quite schematic. To prevent such situations, it is necessary to diversify the work of employees. If an employee has proven his worth in performing simple tasks, he should be assigned more complex, intellectual and cognitive tasks. Thus, employees are provided with a sense of development, which is a very important element of motivation. During interviews, employees who have worked for many years in one organization, when asked about the reasons for looking for a new employer, answered that they have already achieved everything that was possible, they lack new challenges at their previous employer, they are eager to develop and are eager to test themselves in new areas. Some employees like their responsibilities to be clearly defined and described. It is necessary to have precise guidance on the performance of the tasks assigned to them. While others prefer and value the freedom to shape the course of their work. They prefer to be credited with the results of their work and to be free to shape the ways in which they achieve them. After diagnosing which work style is more acceptable, organizational measures can have a positive impact on employee motivation.

In the process of any work, it is important to introduce responsibility. Employees must be aware of their responsibility and to what extent. A sense of urgency and empowerment in itself has a positive effect on the progress of its implementation. Limited contact between employees and management is a common phenomenon in large, complex organizations. Managers and directors in their offices, separated by secretariats, communicate from time to time with ordinary employees. This practice hinders communication, the effective flow of information, creates a sense of isolation and creates disagreements. It is enough for the manager to find time from time to time to meet and talk with employees at all levels of the organizational structure. Such an attitude will certainly be appreciated by employees, will create a sense of significance of the tasks performed, will increase self-esteem and motivation. The task or work assigned to the employee must be accepted, which means checking the task for its completion. This is important because without such control, the next time the employee may perform the task carelessly or leave it unfinished. This situation is demotivating and leads to poor performance of the assigned tasks, so employers should remember to check the results of the work on the agreed date.

Let us consider in more detail the motivational mechanism for stimulating the work of the enterprise's personnel, which is based on certain requirements, namely:

- providing equal opportunities for employment and promotion based on performance;
- aligning the level of remuneration with its results and recognizing personal contribution to overall success. This involves a fair distribution of income depending on the degree of increase in labor productivity;
- creating appropriate conditions to protect the health, safety and well-being of all workers;
- providing opportunities for the growth of professional skills, the realization of employees' abilities, i.e. the creation of training, advanced training and retraining programs;
- maintaining an atmosphere of trust in the team, interest in achieving a common goal, and the possibility of two-way communication between managers and workers.
- creating appropriate conditions for the protection of health, occupational safety and well-being of personnel.

Holding collective events for employees of the enterprise, organizing cultural recreation in nature - all this is also aimed at uniting the team and stimulating the work of the staff.

To form a proper attitude towards work, it is necessary to create such conditions in the enterprise so that the staff perceives their work as evidence. It is an activity that is a source of self-improvement, the basis of professional and service growth.

Factors influencing labor productivity growth can be divided into three groups:

1. Material and technical. They are associated with the use of new equipment, new technologies, materials and types of raw materials.

2. Organizational and economic. These factors are determined by the level of organization of management, production, and labor.

3. Socio-psychological. These factors include the socio-demographic composition of the personnel, the level of their training, the moral and psychological climate, labor discipline, and the social and natural conditions of the flow of labor.

Reserves for increasing labor productivity are unused opportunities for saving labor costs. At a particular enterprise, types of work aimed at increasing labor productivity can be carried out at the expense of:

- reserves for reducing labor intensity, i.e. modernization and automation of production, introduction of new technologies, etc.;
- reserves to optimize the use of working time (production management and labor organization, improvement of the enterprise structure);
- improving the structure of personnel and the personnel themselves (changing the ratio of management and production personnel, development personnel).

Table 1 presents a list of the main motivators that can be used in an enterprise.

**Table 1.** *Main factors motivating personnel*

<b>Factors</b>	<b>Rating on a 5-point scale</b>
Salary amount	5.0
Individual allowances and bonuses	5.0
Gaining experience	3.8
Career growth	4.7
Possibility of self-realization	4.5
Danger of losing your job	4.8
Health insurance	4.8
Opportunity to study without a break in your internship	4.8
Material assistance	4.9
Social benefits	4.8
Creating a pleasant working climate	4.4

One of the most effective ways to increase the efficiency of an enterprise is to increase the level of innovation in all areas of such activity: the introduction of modern equipment and technologies, improvement of organizational forms and wage distribution, improvement of the quality of goods (services), more rational use of material, energy, financial and other resources. To achieve the desired effect of innovative activity, it is necessary to stimulate employees to actively search for and implement internal reserves of its improvement in production. Motivation should be of a diverse nature: both material and spiritual [16].

Another important motivation for the company's personnel is the possibility of career growth, the opportunity to learn without interrupting the experience. Such a system has a positive effect on the entire system of stimulating the company's personnel as a whole, because it allows you to take a broader look at the needs of your workers, understand their moods and very dynamically change the incentive policy depending on this. Answer attitude to work and conscious behavior are determined by the system employee's values, working conditions and incentives used.

The motivator and demotivator management system allows you to more closely monitor positive or negative trends in personnel activity and development and respond to them in a timely manner.

To assess the effectiveness of the motivational mechanism at the enterprise, it is advisable to use the method of expert assessments. For this, it is necessary to conduct an expert questionnaire. In this case, the expert questionnaire must be compiled in such a way that it is possible to obtain:

- quantitatively unambiguous answers to the proposed questions;
- formalized data on the nature of the sources of argumentation, the degree of influence of each source on the expert's response;
- a quantitative assessment by an expert of the level of his knowledge of the subject offered for analysis and conclusions.

There are two approaches to using this method: individual and group assessments. Individual assessments involve each expert providing an independent assessment in the form of an interview or analytical note. Group assessments are based on the collective work of experts and obtaining a total assessment from the entire group of experts.

The key to effective enterprise operations under martial law is a well-established mechanism for managing personnel motivation. Note that the motivation system should develop a sense of belonging of the staff to this enterprise. It is precisely to do this, it is necessary to stimulate employee motivation.

Analysis of results assessment of motivation factors showed that the most influential motivations for staff are, as material factors (salary), and intangible factors (career) as well as social motives. Unfortunately, these motives are not sufficiently developed today.

In practice, managers have to use various methods of motivating staff and their combinations. Thus, the use of only force and material methods of motivation does not allow mobilizing the creative activity of staff to achieve the company's goals. To achieve maximum efficiency of the motivation process, modern methods of motivation should be used.

These include non-traditional methods of material incentives (individualization of wages, employee participation in profits, group incentive plans, participation systems in various forms: from involving employees in decision-making on the most important problems of production and management to co-ownership through the purchase of shares of one's own company on preferential terms. own company on preferential terms).

In our opinion, the main components of the motivational mechanism in the activities of the enterprise are:

- 1) lack of conduct personnel certification;
- 2) underdeveloped material, non-material and social motivations;
- 3) insufficient attention from management to staff development and career management;
- 4) lack of a staff motivation strategy.

We propose to include the following measures aimed at increasing the motivation of the company's personnel:

- business career management;
- personnel certification;
- bonuses for continuous service at the company;
- assessment of business results of labor work;
- assessment of the complexity of the functions performed by the personnel;
- professional and qualification level of the employee;
- evaluation of personnel performance.

The prospect of career growth for the company's personnel is one of the main motivational incentives, therefore it is necessary to create optimal conditions for healthy competition. It is precisely the increase in the professionalism of personnel and career planning that will contribute to increasing the effectiveness of the motivational mechanism in the personnel motivation management system. Answer attitude to work and conscious behavior are determined by the system staff values, working conditions and incentives used.

For managers in general it is necessary to pay attention to such forms of personnel development as:

- advanced training,
- career management and professional growth;
- training new employees.

Improving the qualifications of staff will contribute to their career advancement.

In our opinion, motivating work for work results is a very effective tool for increasing motivation and improving work efficiency.

Development of a motivational strategy. A strategy is a set of goals and methods for achieving them to ensure the effective functioning and development of an enterprise.

A motivational strategy is a long-term program of measures to implement the development of personnel potential.

**Table 2.** *Results of the action of incentives to motivate the company's personnel*

Result	Stimulus
Attracting new consumers	Bonus (premium) for attracting new customers.
	Bonus matrix. The matrix can be based on the number of new clients during the reporting period. Different bonuses are paid according to different levels.
Development of marketing activities for product sales;	The bonus is set if these marketing activities increase sales volumes.
Increase in sales volume	Payment matrix of bonuses for exceeding the sales plan. The size of the bonus is determined depending on the amount of over fulfillment of the plan
	Percentage of volume exceeding sales plan
Promotion of building structures (the most expensive, but very high quality)	Percentage of sales of building structures. Percentage of exceeding the sales plan for these designs.
Improving professional level	Professionalism Award, awarded based on the results of certification
Effective leadership	Bonus for fulfilling monthly, quarterly, and annual sales plans of the company's products
Motivating staff that ensures the sales process	Distribution of the bonus allocated to the team among employees, based on the calculation of the labor participation coefficient

To achieve the effectiveness of motivation and achieve the desired effects and benefits for both employees and employers, the following principles should be followed:

- proportionality (to effort) – the reward should include the effort put in to obtain it, it should be higher the more energy it takes to obtain it,

- diversity – remuneration should vary according to actual effort, and not depend on position or rank,

- positive motivation (for achievement) – positive events (monetary or non-monetary), achievements should be evaluated (if the bonus is paid before the occurrence of a negative event that leads to its withdrawal, then the absence of the bonus will not be motivating, the employee will have a feeling of resentment and injustice),

- psychological distance (reward is not delayed in time) – the reward should be provided as soon as possible after the event that led to its provision, thus recording the desired behavior expected by the employer,

- correct orientation – people should know what they are being rewarded and punished for, what circumstances and events determine the receipt of a prize and what sanctions are applied,

- simplicity and transparency – principles related to motivation and reward should be simple, understandable, and easily interpreted,

- maintaining the incentive threshold - values must be felt, the value of the expected reward must encourage employees to make efforts to obtain it,

- internalization of the organization's goals - the motivation system should be linked to the organization's goals, should promote actions that lead to the achievement of the organization's strategic goals,

- limited availability – the reward must motivate, it cannot be available to everyone, the employee who receives the reward must feel exceptional, stand out among other employees.

Management of labor motivation of personnel in modern conditions has a significant impact on the economic efficiency and financial results of the enterprise, and ultimately on its position in the market. Using the example of a specific enterprise, it is possible to trace the impact of labor motivation on personnel productivity, enterprise performance, and company financial results.

The management of the enterprise should proceed from the fact that knowledge of the factors of employee motivation is fundamental for it, since it is the ratio of internal and external motivation factors that helps to harmonize the interests of the employee and the company and develop motivation systems for employees. In order for employees to truly perform their duties efficiently, it is necessary to create favorable working conditions and carry out comprehensive stimulation and motivation of personnel.

Based on the above, our proposals for improving the financial results of the enterprise will consist of the following statements.

It is necessary to develop and implement measures aimed at increasing labor productivity, using motivational mechanisms that will bring additional income in the form of revenue from the sale of services, profit, and profitability.

Since weaknesses are an area of possible threats to the effective functioning of the enterprise, we consider it possible and necessary to propose a number of measures to solve the identified problem, presented in the following table. They will make it possible to increase the level of personnel competence and, in general, the efficiency of the enterprise's functioning, which, in turn, will contribute to increasing economic indicators.

To clearly display the timing of the implementation of the program of measures aimed at solving the problem in the human resources management system, it is advisable to use a graphical display of the relationship between the volume of work and the time for its completion using a Gantt chart.

Also, one of the measures to improve the management of the enterprise's human resources is to improve the personnel certification procedure. To increase the efficiency of the existing system of assessing professional competencies, we propose the introduction of the assessment center procedure into the enterprise's personnel management system.

Another measure to improve the management of human resources of the enterprise is to improve the system of training and advanced training of the enterprise's personnel by introducing coaching into personnel management at the enterprise. Coaching is one of the most effective tools for managing and achieving the goals of the organization, which is based on the maximum realization of the potential of each employee and his involvement in the activities of the organization. We propose the application of the coaching model "SUCCESS", which is used to increase the efficiency of the personnel's work, because it is aimed at finding problems in achieving the set goals. That is, this model implies working with the problems of the personnel that arise on their way to achieving the set goals.

The implementation of coaching technologies will allow: to increase the productivity, effectiveness and efficiency of the activities of both an individual manager and departments. Coaching involves the disclosure and development of the potential, internal resources and knowledge of the manager, including leadership, stress resistance, the ability to make decisions in non-standard situations; to reduce the costs associated with external training of employees by developing employees as mentors; to stimulate employees to develop corporate competencies; to most effectively transmit corporate culture and ideology to all employees; to reduce staff turnover by creating a developing environment and higher staff motivation.

To improve the current system of personnel motivation, it is proposed to introduce a grading system, which will assess the employee's competencies and assign them to the appropriate grade depending on the results of such assessment (the grade to which the employee belongs depends on

the competencies he possesses). The main advantage of the grading system is the translation of intangible indicators of the "value of the employee's work" into a monetary equivalent.

The implementation of a grading system will provide the following benefits to the enterprise: it will provide an effective remuneration scheme, including salaries, a social package, and bonuses; it will optimize the organizational structure of the organization; it will be the basis for forming a personnel development strategy; it will ensure transparency of growth prospects for employees; it will provide an independent assessment of employees for their suitability for the positions they hold; it will increase staff motivation, stimulate their development; and it will reduce staff turnover.

The following are proposed as mechanisms for improving the system of non-material motivation of personnel:

- create a talent pool that will motivate staff, as employees will see real prospects, including salary growth. Taking into account the fact that, among other things, staff is interested in material rewards for their work results, the proposed form of non-material motivation will be effective;

- to implement a company communication field that will involve in the communication process, provide the necessary interaction. The staff will feel close to the process of resolving issues, which will allow them to feel significant, receive recognition of professionalism through expressions of praise from the administration when resolving various issues. Such measures are important for the highly professional part of the staff, since recognition, the value of work, their knowledge and experience are important for them;

- develop a system of competitions for employees of all categories to receive bonuses to expand existing motivation tools.

That is why we consider it necessary to recommend the creation of a communication field that will allow for the maximum improvement of the moral and psychological climate in the team. To properly create a communication field, the most effective way is to involve a professional psychologist, whose main goal will be to improve the moral and psychological climate in the company.

This measure will allow us to assess the real situation, but will not create a high financial burden on the company.

Therefore, it is worth motivating positively, which means gradually implementing employee expectations while simultaneously achieving the employer's goals. If someone needs to be punished, then the basic principles of punishment should be taken into account, that is, negative feedback should be given face to face in a way that is not humiliating, provides understanding of the mistakes made by the employee, and allows them to be avoided in the future. An employee who has received recognition for his work will work more efficiently, believing that his efforts are appreciated. Quite ambitious tasks should be assigned to avoid monotony and routine and to ensure a sense of development. Personnel development directions and programs should be coordinated with them so that there is no situation where the employer's plans interfere with the employees' vision of development. It is worth delegating authority, because the feeling of responsibility in itself motivates. Employees should be evaluated as often as possible, as a result, the desired behavior will be consolidated. Finally, different motivation tools should be used - because there is a wide range of them. All employees are different and have different expectations and values. The art of motivation is reflected in the ability to use them to achieve the goals of both the employee and the organization.

One of the results of effective application of staff motivation can be customer satisfaction with service results and their high evaluation of the services provided by the company. Customer satisfaction can also be achieved through empowerment, as employees can quickly make decisions to solve problems without asking the manager what to do. Moreover, increased autonomy increases productivity and increases their ability and motivation to take on new challenges and solve them. Proper reward and empowerment are mandatory if the organization wants to gain greater loyalty and trust from its members. If employees are loyal to the organization and the organization can achieve high motivation, higher levels of efficiency and growth.



The creation of normal working conditions at all workplaces is the basis for high labor efficiency of personnel of various categories, i.e. a factor in achieving labor productivity.

Management of labor motivation of personnel in modern conditions has a significant impact on the economic efficiency and financial results of the enterprise, and ultimately on its position in the market. Thus, the motivational mechanism is a system of economic, organizational, social and psychological measures of influence on meeting the current needs of personnel in the interests of individual and collective goals, increasing the competitiveness of the enterprise, improving the efficiency of activities and image. The motivational mechanism is aimed at increasing the efficiency of personnel work, and, consequently, the efficiency of business, which improves the financial performance of the enterprise. At the same time, the goal of any motivation system is to encourage employees to work for results; to implement the company's growth strategy; to allow more effective employees to earn more; to increase production efficiency due to personnel productivity; to a clear objective system of evaluation of each employee.

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