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### **Strategies for Enhancing Employee Motivation as a Factor in Productivity Growth in Enterprises**

**Abstract. Introduction.** *The article analyses modern strategies for motivating staff in the context of global and local crises, including economic instability, the COVID-19 pandemic, labour migration and the war in Ukraine. The key factors that influence the level of employee motivation are explored, and effective approaches to incentives, including tangible and intangible incentives, professional development opportunities, and the organisation of adaptive teams, are considered.*

*Modern economic and social challenges require businesses to be flexible in their human resource management. Staff motivation is a critical element that affects productivity, loyalty and the ability to innovate, especially in an unstable environment.*

**Purpose.** *The purpose of the study is to identify and analyse effective strategies for employee motivation that contribute to the productivity and stability of companies in the face of modern challenges.*

**Results.** *It was found that the combination of tangible and intangible incentives, individual approach to employees and the creation of a favorable working environment have a positive impact on job satisfaction. The correlation analysis confirmed the close relationship between the level of motivation, job satisfaction and reduction of staff turnover.*

**Conclusions.** *An effective motivation policy is an important factor in increasing the productivity and competitiveness of companies. The use of innovative approaches such as gamification, the formation of "super teams" and the introduction of flexible management models ensure the long-term success of companies even in difficult conditions.*

**Keywords:** *motivation; motivation strategies; employee productivity; financial incentives; non-financial incentives.*

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## Стратегії підвищення мотивації персоналу як фактор зростання продуктивності на підприємствах

**Анотація.** У статті розглянуто сучасні підходи до підвищення мотивації персоналу в умовах глобальних і локальних криз, таких як економічна нестабільність, пандемія COVID-19, трудова міграція та війна в Україні. Підкреслено важливість індивідуального підходу до кожного працівника за неможливості розробки універсального методу мотивування, а також необхідності створення умов для їхнього професійного зростання. Метою дослідження є виявлення та аналіз ефективних стратегій мотивації співробітників, які сприяють продуктивності та стабільності компаній перед обличчям сучасних викликів. Основна увага приділена ролі зацікавленості працівників як ключового чинника продуктивності та відданості компанії. Зокрема, проаналізовано ефективні підходи до стимулювання персоналу, що включають як матеріальні, так і нематеріальні стимули, створення умов для професійного розвитку, організацію адаптивних команд та інші сучасні методи. Також розглянуто роль стилю керівництва, психологічної підтримки, автономії у роботі, що сприяють лояльності працівників та загальному підвищенню ефективності компанії. Встановлено, що поєднання матеріального та нематеріального стимулювання, індивідуальний підхід до працівників та створення сприятливого робочого середовища позитивно впливають на задоволеність роботою. Кореляційний аналіз підтвердив тісний зв'язок між рівнем мотивації, задоволеністю роботою та зниженням плинності кадрів. Доведено, що мотивація персоналу є критично важливим елементом, який впливає на продуктивність, лояльність і здатність до інновацій, особливо в нестабільному середовищі; ефективна політика мотивації є важливим чинником підвищення продуктивності та конкурентоспроможності компанії; використання інноваційних підходів, таких як гейміфікація, формування «суперкоманд» і впровадження гнучких моделей управління забезпечують довгостроковий успіх компанії навіть у складних умовах.

**Ключові слова:** мотивація; персонал; продуктивність; стратегії мотивації; управління персоналом; матеріальне стимулювання; нематеріальне стимулювання.

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**Formulation of the problem.** The current economic and social challenges, including the destabilization of the global economy, labor migration, the COVID-19 pandemic, and the war in Ukraine, have had a significant impact on the labor market and workforce needs. In the current environment, modern Ukrainian companies are required to quickly adapt to new conditions and find effective strategies for attracting, retaining and developing employees. In such circumstances, the issue of employee motivation becomes a key issue, as motivated employees demonstrate higher productivity, commitment and ability to innovate.

Existing management models often do not take into account the latest challenges, such as the need for flexible motivation methods that can adapt to the psychological characteristics of employees, their communication and teamwork needs. Therefore, there is an urgent need to optimize human resource management, develop effective motivational strategies that will help improve the efficiency of the company, form adaptive and productive teams, and introduce innovations in the HR management process.

**Analysis of the latest research and publications.** Improving employee motivation is a key factor in increasing the productivity and efficiency of organizations. Recent studies have highlighted the importance of implementing effective motivation strategies that include both tangible and intangible incentives.

One of the fundamental theories in the field of motivation is Maslow's Hierarchy of Needs, which includes five levels of needs: physiological, safety, social, esteem, and self-actualization. Only after basic needs are met do employees begin to strive for higher levels, such as esteem and self-actualization. This underscores the importance of progressively satisfying needs to drive performance.

Another important concept is Herzberg's two-factor theory, which divides motivational factors into two groups: "hygiene" and "motivators." Hygiene factors, such as pay, working conditions, and stability, prevent dissatisfaction but do not contribute to motivation. In contrast, motivators, which include recognition, development opportunities, and self-actualization, have a direct impact on employee motivation.

An analysis of current research shows that there is a growing focus on employee motivation, especially in times of economic instability. Ukrainian researchers such as V. Ignatyuk, O. Tunina, M. Hutsulyak, I. Synychenko and O. Pogorelova, whose works we have referred to in the course of this paper, emphasize the importance of a comprehensive approach to motivation. They emphasize that an effective motivation system should include both tangible incentives (salary, bonuses) and intangible incentives (recognition, professional development opportunities).

In particular, studies have shown that non-financial incentives are becoming increasingly important in today's environment. Recognizing employees' achievements, creating conditions for career growth and professional development not only increases satisfaction, but also builds loyalty to the organization.

Therefore, strategies to increase employee motivation should be multidimensional, taking into account different aspects of employee needs. Tangible incentives provide a basic level of motivation, while intangible factors contribute to long-term productivity and efficiency. Implementing these strategies is especially important for Ukrainian companies that want to remain competitive in an unstable economic environment and social challenges.

**Formulation of research objectives.** The purpose of this study is to identify and analyze effective approaches to employee motivation that can ensure increased productivity and stability of the organization in the context of current economic challenges. The main

objectives of the study are to develop recommendations for optimizing motivational strategies to stimulate employees. **Summary of the main research material.** Improving employee performance requires an integrated approach that addresses both individual and team factors. Modern human resource management is aimed at creating conditions that promote employees' adaptability to changing conditions, reduce staff turnover, and ensure stable productivity.

The main task of today's management is to find effective and efficient methods of work organization, recruitment, motivation, formation of personnel reserves and personnel development, which will improve outdated management models [4].

Working with people requires a lot of effort, adaptation and time. The level of effectiveness and impact of personnel management methods can vary depending on the team atmosphere, psychological characteristics of employees and specifics of their functions.

In order to increase the productivity of human resources, companies use various measures. These include, for example, organizing personnel development, increasing its motivational component, introducing various methods of performance evaluation, synergistic methods (stimulating cooperation), organizing adaptive teams, and other methods.

Employee motivation is a key factor influencing the efficiency of a company. Satisfied and motivated employees show higher productivity and greater commitment to their work. Motivation encourages employees to achieve their goals, increase the quality of their work, and improve results. In addition, the right motivation policy can reduce employee turnover, which increases the stability of the organization and has a positive impact on the emergence of innovative ideas, etc. [1].

Motivation by the type of influence on the employees can be direct and indirect. Their types and characteristics are shown below (Table 1).

Table 1 **Types of motivation by type of influence**

Direct motivation	Indirect motivation
Material: salary, bonuses, allowances, incentive bonuses, fines (to encourage a reduction in non-compliance), benefits packages, insurance - in other words, any monetary support.	Career prospects: defined in terms of providing further opportunities for career advancement, professional development within the organization.
Intangible: manifested through a variety of non-financial incentives that meet the needs and aspirations of employees: recognition, praise, non-monetary rewards, certificates, etc.	Educational offerings, including training opportunities, workshops, seminars, new skills and professional development opportunities.
	Development opportunities: encourages employees to achieve personal goals, improve themselves and express their potential. It includes opportunities for self-development, leveraging personal strengths, and developing personal skills.

Source: developed by the authors based on [3, 5]

Implementing performance appraisal methods is a very effective way to improve the efficiency of the workforce because the performance appraisal system provides a transparent mechanism for determining the successes and achievements of employees. This encourages them to work harder and strive for better results, knowing that their efforts will be recognized and rewarded.

Performance appraisals focus employees' attention on achieving specific goals and results that are important to the organization's success. This helps to develop a clear focus and increases concentration on the tasks that have the greatest impact on the company's success. It also improves the professional skills of employees and their ability to work in a team.

It is worth remembering that healthy competition among employees and cooperation between teams contribute to the emergence of innovative ideas and improve the performance and quality of products or services.

Encouraging collaboration in the workplace contributes to employee productivity through several key mechanisms. The first is the sharing of knowledge and skills among employees, which allows them to use their collective experience to solve problems effectively. Collaboration helps to ensure the efficient use of resources, such as equipment and information, to keep the business running optimally. Communication also becomes more efficient, helping to avoid misunderstandings and develop common strategies. Finally, collaboration stimulates the emergence of new ideas and innovations, which helps the organization maintain its competitive advantage and reach new heights of development [4].

Today, the creation of so-called "superteams" is becoming increasingly popular as a way to improve employee efficiency. "Superteams are a modern solution for increasing labor productivity, based on using the strengths of each employee to achieve common goals. The groups are made up of specialists who have a high

level of competence in their fields and are able to work synergistically, complementing each other. Leading such teams also requires a special approach. Leaders must be not only managers, but also mentors who can motivate the team and create an atmosphere of trust and support. Business leaders have identified three interrelated factors for creating a "super team" [2]:

- Encouraging employees to be self-developing, adaptable, and emotionally stable;
- Empowering employees through ongoing training and retraining;
- Integrating the latest technologies and telecommunications.

In today's environment of workforce instability and the growing need to retain skilled employees, there is an urgent need to understand the factors that influence employee motivation. The study of employee resilience is particularly relevant given the high turnover and

increasing competition for talent. It is important to determine how job satisfaction correlates with the importance of various motivational factors for employees. To summarize these relationships in a more meaningful way, we conducted a correlation analysis based on survey data from 157 respondents.

Analysis of the results shown in Figures 1 and 2 suggests that there is a strong positive correlation between job satisfaction and the importance of motivators. This means that employees who are more satisfied with their motivators are also more satisfied with their jobs. There is a strong negative correlation between job satisfaction and demotivators, meaning that employees who are more satisfied with their demotivators are also less satisfied with their jobs. There is a moderate negative correlation between the importance of motivators and demotivators, meaning that employees who are more satisfied with motivators are also less satisfied with demotivators.

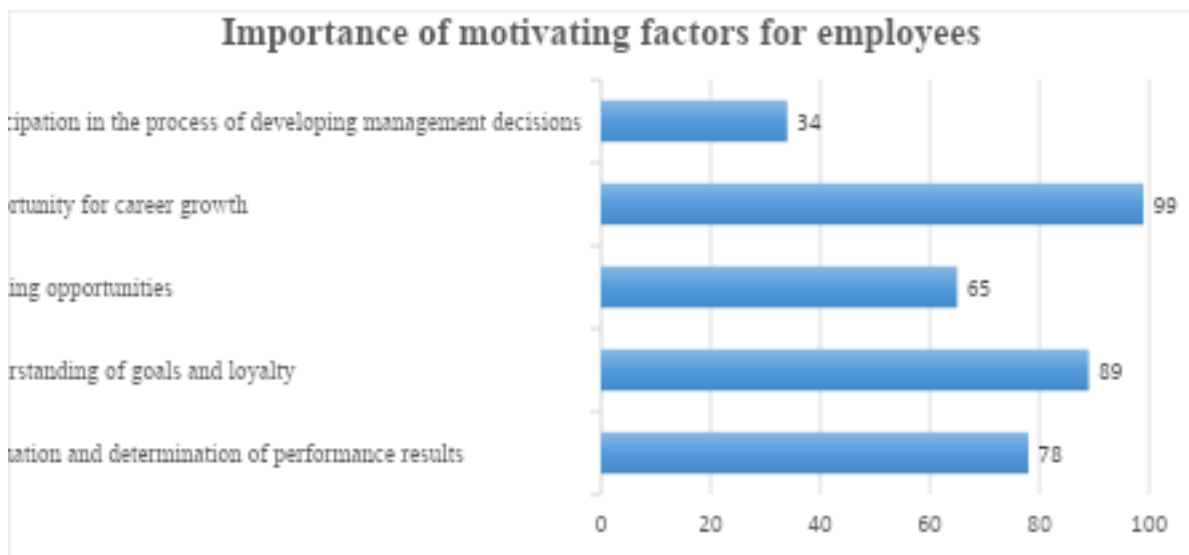


Figure 1 Dynamics of changes in respondents' opinions on motivating factors for employees

Source: calculated based on the results of the authors' survey

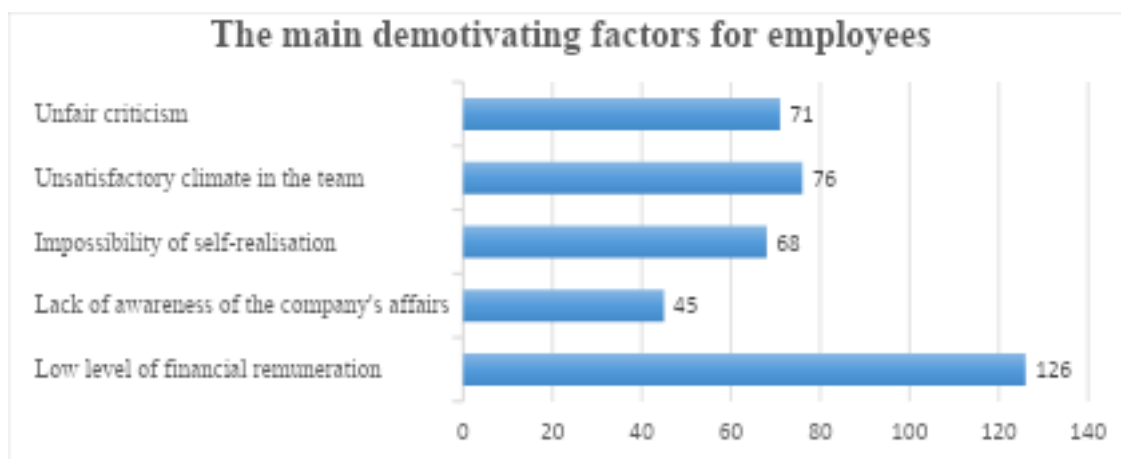


Figure 2 – Dynamics of changes in respondents' opinions on demotivating factors

Source: calculated based on the results of the authors' survey

The results in Table 2 indicate that employee motivation is a very important factor in job satisfaction. If employees feel that their work is meaningful and that they are adequately rewarded for it, they are more likely

to be satisfied with their jobs. Conversely, if employees feel that their work is meaningless and that they are not adequately rewarded for it, they are less likely to be satisfied.

**Table 2 Correlation analysis of human resource resilience of economic entities**

Indicators	Correlation coefficient	Level of significance
Job satisfaction - Importance of motivating factors	0,61	0,00
Job satisfaction - Demotivators	-0,72	0,00
Importance of motivating factors - Demotivators	-0,62	0,00

*Source: calculated based on the results of the authors' survey*

The correlation analysis showed that there is a strong relationship between the level of employee job satisfaction and the importance of motivational factors. This confirms that an effective motivation system is a key factor in increasing productivity, retaining employees and creating a stable environment in an organization. Based on the data obtained, it is possible to make recommendations and identify certain strategies to increase employee job satisfaction.

Therefore, an effective incentive system should combine tangible and intangible incentives. Tangible incentives, such as competitive salaries, bonuses and benefits, have a direct impact on the financial well-being of employees. A transparent compensation system that reflects employee performance helps to increase employee motivation and job satisfaction [6].

Intangible incentives, such as recognition of performance, career development opportunities and flexible work schedules, also play an important role in increasing motivation. Recognizing employees' successes through public awards or other forms of encouragement contributes to a positive work environment and increases employee engagement [7].

Learning and career development opportunities are also important motivators. Organizations that invest in employee development through training, seminars, and professional development programs have a more engaged and productive workforce.

A positive team environment contributes to employee satisfaction and motivation. Fostering team spirit through social events, team-building activities, and open communication between management and employees creates an atmosphere of trust and cooperation. Effective leadership and support from management have a positive impact on employee engagement and productivity [8].

In addition, modern technologies and management methods can significantly increase the effectiveness of motivational strategies. The use of digital platforms for performance evaluation, the automation of feedback processes and the introduction of gamification help to increase employee engagement. A study by TalenLMS clearly shows that 80% of employees have a positive attitude towards gamification in the workplace and 87%

believe that it makes them more productive [9]. This data demonstrates the effectiveness of using gamification as a tool to increase employee motivation and engagement.

Finally, regular analysis of the effectiveness of the motivational measures implemented allows us to identify problems and adjust strategies in a timely manner. Conducting employee satisfaction surveys and analyzing productivity and turnover indicators help to assess the impact of motivational initiatives and make informed decisions on how to improve them.

Thus, the main recommendations for optimizing motivational strategies are:

- 1) Implement a comprehensive incentive system (tangible and intangible incentives).
- 2) Encourage professional development (training, career growth).
- 3) Create a favorable work environment (team spirit, management support).
- 4) Use innovative approaches (gamification, digital platforms).
- 5) Monitoring and adapting motivational strategies (surveys, effectiveness analysis).

Furthermore, successful cases in the field of employee motivation have been studied, as the authors consider their research to be one of the keys to effective management. One of these successful cases was applied by Google. The company has implemented a unique motivational model called "20% of the time", which combines a flexible schedule, the ability to implement one's own ideas, and a developed corporate culture. This approach not only increases motivation, but also makes Google a leader in technology [10].

Another successful case is LinkedIn, which actively invests in career development and training. The company offers several mentoring programs to help employees grow. The LinkedIn Learning strategy, which provides access to an extensive library of learning materials, also stands out. Most importantly, the company supports its employees' aspirations for professional growth [11].

No less interesting in its approach is the case of Zappos, which focuses on the company's culture. Zappos is known for its unusual values, such as "being a little weird" and "creating a WOW service. The company invests in training its employees to help them grow as

professionals. All employees have access to the company's financial information at [12].

Effective employee motivation is an important component of a company's success. The experiences of

**Conclusions.** The work confirms the importance of developing effective motivational strategies to help businesses adapt to current economic challenges. Employee motivation is a key factor in increasing productivity, loyalty and innovation.

An analysis of scientific approaches and practical corporate experience shows that a combination of tangible and intangible incentives, such as competitive salaries, bonuses, career growth opportunities, professional development and psychological well-being, is the most effective way to build productive and adaptive teams. Of particular importance are innovative approaches such as gamification, which increases employee engagement, and the creation of "super teams" that combine specialists with high levels of expertise.

The results of the survey confirmed that an effective motivation system has a positive impact on employees' job satisfaction. There is a strong correlation between the

Google, LinkedIn, and Zappos show that innovative approaches and attention to employee development help increase employee productivity and loyalty, which provides a competitive advantage.

importance of motivational factors and job satisfaction, which indicates the need for continuous improvement of the motivation policy. Satisfied employees are not only more productive, but also more committed to the organization, which helps to reduce turnover and improve teamwork.

The use of comprehensive motivational strategies that focus on creating a balance between individual and team goals allows organizations to adapt to a changing environment. Flexible management models that take into account the psychological characteristics of employees contribute to a favorable team climate and stimulate knowledge sharing and innovation.

The development and implementation of effective motivational measures is therefore not only a tool for increasing productivity, but also an important prerequisite for the long-term success of the company in today's market.

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