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## INTEGRATION OF INNOVATIVE PERSONNEL MOTIVATION MECHANISMS INTO THE SYSTEM OF MANAGEMENT OF PLANT PRODUCTION EFFICIENCY

**Abstract.** This article presents a comprehensive study of the theoretical foundations and practical aspects of integrating innovative personnel motivation mechanisms into the system of managing the efficiency of plant production. It is established that, under conditions of transformation in the agricultural sector, increased competition, and instability in the market environment, improving the effectiveness of human capital utilization becomes particularly important. It is argued that the efficiency of production activities largely depends on the level of employee motivation, their professional training, engagement, and responsibility for final work results.

The study analyzes modern approaches to personnel motivation and identifies the limitations of traditional incentive systems, which are predominantly based on material rewards and do not consider individual employee needs or the specifics of agricultural production. The feasibility of transitioning to innovative motivation models that combine material, non-material, and digital tools influencing employee behavior is demonstrated.

The content and features of modern motivation tools are revealed, among which key roles are played by performance management systems based on KPIs, digital



personnel management platforms, elements of gamification, and individualized approaches to labor incentives. Their impact on increasing transparency in evaluating employee performance, enhancing interest in achieving set goals, and fostering responsible attitudes toward completing production tasks is identified.

Special attention is given to accounting for the sectoral specifics of crop production, including the seasonal nature of production, dependence on natural and climatic conditions, and high levels of risk. The necessity of applying flexible wage systems, seasonal incentives, and adaptive motivation mechanisms that balance economic efficiency with social stability of the workforce is substantiated.

It is demonstrated that integrating innovative motivation mechanisms into the production efficiency management system contributes to increased labor productivity, improved qualitative and quantitative performance indicators of the enterprise, optimized resource use, and strengthened competitive positions of agricultural enterprises.

It is determined that forming an effective motivation system requires a comprehensive approach, alignment of employee and enterprise interests, and the implementation of modern management technologies. Prospects for further research are outlined, related to evaluating the effectiveness of implementing innovative motivation mechanisms and their impact on the performance of agricultural enterprises.

**Keywords:** personnel motivation, innovative motivation mechanisms, agricultural enterprises, crop production, production efficiency, performance management, KPI, digital management, gamification, human capital, labor productivity, labor incentives, non-material motivation, personnel management, competitiveness.

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## **ІНТЕГРАЦІЯ ІННОВАЦІЙНИХ МЕХАНІЗМІВ МОТИВАЦІЇ ПЕРСОНАЛУ В СИСТЕМУ УПРАВЛІННЯ ЕФЕКТИВНІСТЮ ВИРОБНИЦТВА ПРОДУКЦІЇ РОСЛИННИЦТВА**

**Анотація.** У статті здійснено комплексне дослідження теоретичних засад і практичних аспектів інтеграції інноваційних механізмів мотивації персоналу в систему управління ефективністю виробництва продукції рослинництва.

Визначено, що в умовах трансформації аграрного сектору, посилення конкуренції та нестабільності ринкового середовища особливого значення набуває підвищення результативності використання людського капіталу. Обґрунтовано, що ефективність виробничої діяльності значною мірою залежить від рівня мотивації працівників, їх професійної підготовки, залученості та відповідальності за кінцеві результати праці.

Проаналізовано сучасні підходи до мотивації персоналу та виявлено обмеженість традиційних систем стимулювання, які переважно базуються на матеріальних заохоченнях і не враховують індивідуальні потреби працівників та специфіку аграрного виробництва. Доведено доцільність переходу до інноваційних моделей мотивації, що поєднують матеріальні, нематеріальні та цифрові інструменти впливу на трудову поведінку персоналу.

Розкрито зміст та особливості застосування сучасних інструментів мотивації, серед яких ключове місце займають системи управління ефективністю на основі КРІ, цифрові платформи управління персоналом, елементи гейміфікації та індивідуалізовані підходи до стимулювання праці. Визначено їх вплив на підвищення прозорості оцінювання результатів діяльності працівників, посилення їх зацікавленості у досягненні встановлених цілей та формування відповідального ставлення до виконання виробничих завдань.

Особливу увагу приділено врахуванню галузевої специфіки рослинництва, зокрема сезонного характеру виробництва, залежності від природно-кліматичних умов і високого рівня ризиків. Обґрунтовано необхідність застосування гнучких систем оплати праці, сезонних стимулів та адаптивних мотиваційних механізмів, які забезпечують баланс між економічною ефективністю та соціальною стабільністю трудового колективу.

Доведено, що інтеграція інноваційних механізмів мотивації в систему управління ефективністю виробництва сприяє підвищенню продуктивності праці, покращенню якісних і кількісних показників діяльності підприємства, оптимізації використання ресурсів та зміцненню конкурентних позицій аграрних підприємств. Визначено, що формування ефективної мотиваційної системи потребує комплексного підходу, узгодження інтересів працівників і підприємства, а



також впровадження сучасних управлінських технологій. Окреслено перспективи подальших досліджень, пов'язані з оцінюванням ефективності впровадження інноваційних мотиваційних механізмів та їх впливу на результати діяльності аграрних підприємств.

**Ключові слова:** мотивація персоналу, інноваційні механізми мотивації, аграрні підприємства, рослинництво, ефективність виробництва, управління ефективністю, КРІ, цифровізація управління, гейміфікація, людський капітал, продуктивність праці, стимулювання праці, нематеріальна мотивація, управління персоналом, конкурентоспроможність.

**Statement of the problem.** The integration of innovative mechanisms for motivating personnel into the system of managing the efficiency of crop production is becoming particularly relevant in the context of modern transformations in the agricultural sector of Ukraine. Increased competition, instability of the market situation, as well as increased requirements for the quality of agricultural products necessitate the search for new approaches to managing production processes.

Crop production is characterized by significant dependence on natural and climatic conditions, seasonality of technological operations, increased risk and the need for rational use of the resource potential of enterprises. In such conditions, the efficiency of production activities is largely determined by the quality of personnel work organization and the effectiveness of the existing motivation system.

Human capital is one of the key factors in ensuring the competitiveness of agricultural enterprises. The timeliness of agro-technological operations, compliance with technological discipline, the quality of manufactured products and the final results of the enterprise depend on the level of qualification, professional training, involvement and motivation of employees. At the same time, it should be noted that traditional approaches to staff motivation, which are based mainly on unified material incentives, do not provide the necessary level of flexibility and adaptability in modern conditions. They also do not sufficiently take into account the individual characteristics of employees and the specifics of production processes.

In this regard, there is an objective need to introduce innovative motivation mechanisms that combine material, intangible and digital tools of influence on the work behavior of staff. These mechanisms should be aimed not only at increasing labor productivity, but also at forming long-term interest of employees in the results of the enterprise's activities, developing their professional competencies, and increasing the level of responsibility for the performance of production tasks.

Special attention is required to integrate innovative motivation mechanisms into the system of management of the efficiency of production of crop products. Such integration involves the coordination of the strategic and operational goals of the enterprise with the results of personnel activities, the use of performance indicator systems, and the introduction of modern approaches to labor assessment and stimulation. In this context, it is relevant to form a comprehensive motivational system



that ensures the alignment of the interests of employees and the enterprise, contributes to increasing labor productivity and increasing the efficiency of resource use.

**Analysis of recent studies and publications.** The issue of personnel motivation and its impact on the efficiency of enterprises remains in the focus of attention of both domestic and foreign scientists. The works of L. Bodenchuk, O. Prykhodko, O. Pyrloga examine the theoretical and practical aspects of motivation and labor stimulation as an important tool for ensuring the efficiency of entrepreneurial activity. The authors pay special attention to the need to combine material and non-material incentives, as well as the importance of organizational culture in the formation of an effective motivational system.

In the studies of I. Dashko, personnel motivation is defined as a component of the enterprise management system, which directly affects the results of production activities and the efficiency of the use of labor resources. N. Gavkalova emphasizes the importance of human capital development as a key factor in increasing labor productivity and competitiveness of the agricultural sector.

The features of labor motivation in agricultural production are considered in the works of T. Oliynyk, A. Nesterovich, M. Demidova, which emphasize the influence of seasonality, natural and climatic conditions and the specifics of the organization of production processes on the formation of personnel incentive systems. The aforementioned studies substantiate the need for flexibility and adaptability of motivational mechanisms.

In modern scientific works, considerable attention is paid to innovative approaches to personnel motivation, in particular the use of digital technologies, KPI systems, gamification elements and personalized incentive models. The works of T. Bondar, A. Krasnonos and other researchers consider modern motivation methods that meet the conditions of digitalization of the economy and management processes. The effectiveness of combined motivation models that combine financial and non-financial incentives as the most effective approach to personnel management is also substantiated.

Despite a significant amount of scientific research, the issues of comprehensive integration of innovative motivation mechanisms into the system of management of crop production efficiency remain insufficiently studied, which makes further research in this area relevant.

**Purpose of the article** – theoretical justification of the integration of innovative mechanisms for motivating personnel into the system for managing the efficiency of crop production, as well as determining approaches to their practical application in the activities of agricultural enterprises.

**Presentation of the main material.** Personnel motivation is an important component of the enterprise management system and significantly affects the level of labor productivity, the quality of production tasks and the efficiency of resource use. In the field of agricultural production, its role is further enhanced due to the need for strict adherence to technological processes and timely completion of work. In this



context, the crop production efficiency management system is a set of management tools and solutions aimed at achieving the optimal ratio between resource costs and the results obtained. Accordingly, personnel motivation is a key element of this system, as it provides stimulation of labor activity and orientation of employees to achieve certain production goals [1]. Thus, the motivational mechanism should be considered as an integral component of the overall efficiency of an agricultural enterprise. Given the modern transformations of the agricultural sector, innovative motivation mechanisms should be considered as modern management tools based on the use of digital technologies, performance assessment systems and individualized approaches to labor stimulation. Such mechanisms include performance management systems based on key performance indicators (KPI), digital HR management platforms, gamification of production processes, individualized incentive systems, as well as integrated models of material and non-material motivation. Within the framework of the specified approach, the use of KPI allows you to establish clear, measurable criteria for evaluating the results of personnel work, which ensures the transparency of the incentive system and the objectivity of the distribution of remuneration [2]. In this case, in the field of crop production, such indicators can be the level of yield, product quality, performance of technological operations and minimization of production losses. In turn, digital HR management platforms provide automation of the processes of collecting and analyzing information on the results of employee activities, which increases the efficiency of making management decisions and contributes to a more accurate assessment of the contribution of each employee.

The modern motivation system of enterprises requires constant improvement to ensure high efficiency of collective work. One of the important tools that has gained popularity in recent years is gamification, which involves the integration of game elements into production activities. The introduction of such elements allows to significantly increase the involvement of personnel in the work process, to activate team interaction and to form additional incentives for achieving high results. Game mechanisms, such as competitions, ratings, points or rewards, contribute to the creation of positive competition among employees, which in turn motivates them to achieve better results and actively participate in corporate initiatives.

At the same time, the effectiveness of the motivation system largely depends on the ability of the enterprise to adapt its methods of stimulation to the individual needs of each employee. Individualized approaches to motivation allow to take into account the personal characteristics of employees, their qualifications, experience, as well as the results of their activities. This makes it possible to create a more accurate and targeted stimulation system that meets the needs of specific employees, which ensures increased work efficiency and promotes the development of professional skills.

Thanks to such individual approaches, not only an effective motivation system is formed, but also an opportunity is created for the development of the human capital of the enterprise. As a result, not only labor productivity increases, but also the overall competitiveness of the company, which is especially important in the conditions of



dynamic economic development and global competition. A better understanding of the needs of employees, their ambitions and potential allows enterprises to retain qualified personnel and attract new talented specialists, which helps to preserve and strengthen their positions in the market.

Based on the above tools, the integration of innovative motivation mechanisms into the production efficiency management system involves the formation of a clear relationship between the results of personnel activities and the overall performance indicators of the enterprise. In general, this process can be represented as a sequence: personnel motivation → increased labor productivity → improved production indicators → increased overall efficiency of the enterprise. Further development of this approach requires the coordination of motivational tools with the key business processes of the enterprise, including planning, organization, control and analysis of production activities, which allows us to consider motivation as an integral element of the management cycle [3]. In the same context, the formation of effective feedback between management and employees becomes important, which provides the possibility of prompt adjustment of motivational policy in accordance with changes in the internal and external environment. In order to increase the effectiveness of labor resource management, motivational mechanisms should be aimed at increasing labor productivity, provided that the costs of stimulating personnel are economically feasible, which ensures a balance between the costs of the enterprise and the results obtained.

A separate role in the motivation structure is played by non-material incentives, in particular the opportunities for professional development, career growth, participation in making management decisions and the formation of a favorable socio-psychological climate in the team. In combination with material incentives, they form a holistic system of influence on the work behavior of employees.

In the conditions of digitalization of management processes, the use of information and analytical systems is of particular importance, which allow automating the assessment of work results and improving the quality of management decisions, which creates the prerequisites for more accurate planning and forecasting of labor resource needs. At the same time, the implementation of innovative motivation mechanisms requires taking into account the financial capabilities of the enterprise, the level of training of management personnel and the readiness of the team for organizational changes, which directly affects the effectiveness of their implementation.

At the same time, the implementation of innovative motivation mechanisms is accompanied by a number of organizational and socio-economic challenges that may reduce the effectiveness of their implementation. Among the main limitations, it is necessary to highlight the insufficient level of digital literacy of some personnel, resistance to changes on the part of employees, as well as limited financial capabilities of agricultural enterprises for the implementation of complex information systems. It is worth considering the risks of misinterpretation of KPI, which can lead to distortion of motivational behavior of employees and orientation only on formal indicators [4].



In this regard, the phased implementation of innovative tools with prior training of personnel and adaptation of management procedures becomes particularly relevant.

Summarizing the above, it should be noted that the integration of innovative mechanisms for motivating personnel into the system of managing the efficiency of crop production is a complex process that requires a systematic approach, taking into account industry specifics and the use of modern management tools. Further improvement of the motivation system requires adherence to the principles of consistency, complexity and adaptability, according to which all elements of the motivation mechanism must be interconnected and consistent with the strategic goals of the enterprise, as well as capable of responding promptly to changes in the external and internal environment.

In this direction, it is important to introduce a strategic approach to personnel management, which involves long-term planning of labor resource needs, development of human resources potential and formation of a reserve of managerial personnel, which ensures the stability of the enterprise's functioning. In addition, the effectiveness of motivation largely depends on the transparency of the incentive conditions, when employees clearly understand the criteria for evaluating work results, the mechanism for forming remuneration and the prospects for professional development, which increases the level of trust in the management system.

In view of this, an important aspect is the assessment of the economic feasibility of implementing motivation mechanisms, which involves analyzing the ratio of personnel incentive costs and the resulting economic effect. The use of modern motivation systems must be justified from the standpoint of increasing labor productivity, reducing losses and optimizing production processes [5]. In this context, it is advisable to use approaches to assess the effectiveness of investments in human capital, which allows to quantify the impact of motivational policy on the financial results of the enterprise. Thus, staff motivation should be considered not as an expense, but as a strategic investment in the long-term development of the enterprise.

An important factor is the development of internal communications at the enterprise, since open dialogue between management and employees contributes to the formation of a positive socio-psychological climate and increased involvement of personnel in production processes. In the same context, it is appropriate to emphasize the importance of teamwork, which is characteristic of production processes in crop production, because the use of collective forms of stimulation, in particular bonuses for team results, increases the effectiveness of employee interaction.

An important element of the development of the motivational system is continuous training of personnel and advanced training, which contributes to increased labor productivity and creates a sense of stability and professional prospects in employees. Additionally, it should be noted the role of mentoring as a tool for transferring experience between employees, which shortens the adaptation period of new employees and contributes to the development of the corporate culture of the enterprise.



In modern conditions, the importance of individualization of motivational approaches is increasing, which allows taking into account the personal needs of employees and increasing the effectiveness of stimulating their work activity. It is also important to use modern methods of personnel assessment, such as certification, competency-based assessment and the 360-degree system, which ensures the objectivity of determining the level of professional training of employees [6]. An essential element is a corporate culture focused on performance, responsibility and mutual respect, which contributes to the consolidation of the team and increasing the efficiency of the enterprise.

In turn, social factors, including working conditions and social guarantees, directly affect the level of employee loyalty and reduce staff turnover. In the context of the digital transformation of the agricultural sector, the implementation of personnel management information systems allows for increased accuracy of labor accounting and the effectiveness of management decisions, while the automation of production processes creates a need for the development of new employee competencies, which requires appropriate adjustment of motivational mechanisms.

Taking into account the seasonality of production, the implementation of flexible forms of employment is of great importance, ensuring the effective use of labor resources and the adaptation of the enterprise to changes in the market environment. In the process of implementing innovative motivation mechanisms, it is also necessary to pay attention to change management, since any organizational transformations may be accompanied by personnel resistance, which requires appropriate information support and employee involvement in changes [7]. The final element is the assessment of the effectiveness of the motivation system, which allows determining the effectiveness of the implemented measures and ensuring their further improvement.

The peculiarities of agricultural production also require taking into account natural and climatic risks, which necessitates the formation of a balance between labor incentives and social security of employees. In conclusion, it should be emphasized that the effectiveness of the motivation system largely depends on the level of professional competence of managers, their ability to implement modern management approaches and form a favorable environment for personnel development [8].

In modern conditions of economic development, the creation of such motivational mechanisms that can ensure the sustainable development of enterprises in the agricultural sector, in particular in the field of crop production, is of great importance. The principles of sustainable development involve a combination of three main components: economic efficiency, social responsibility and environmental sustainability of production processes. Economic efficiency in this context means the need to increase labor productivity through the improvement of technological processes, automation of production, reduction of resource and energy costs, as well as optimization of management decisions. Increasing economic efficiency has a direct impact on the profitability of the enterprise, which allows ensuring competitiveness and sustainable development.



Social responsibility consists in ensuring that motivational mechanisms contribute not only to economic growth, but also to the social development of personnel. This includes creating comfortable working conditions, providing opportunities for employee training, implementing a fair remuneration system and stimulating interest in improving product quality. Taking into account social aspects in motivation is an important factor in increasing employee loyalty and job satisfaction.

Environmental sustainability is one of the important aspects of sustainable development, especially in the agricultural sector. Motivational mechanisms should promote the rational use of natural resources, compliance with environmental standards and minimizing damage to the environment. It is important that crop enterprises consider methods that reduce the negative impact on nature, such as the use of organic fertilizers, preserving biodiversity and preventing soil erosion [9].

The adaptability of the motivational system to changes in the external environment is also of key importance. The agricultural market is highly competitive and prone to fluctuations caused by changes in demand for products, price fluctuations, climatic conditions and technological innovations. The motivational system must be flexible and able to respond to these changes, which allows enterprises to quickly adapt to new conditions and ensure stable development.

Climate risks also play an important role in the formation of the motivational system, since climate change can significantly affect productivity, soil condition and the availability of water resources. Therefore, the implementation of practices that reduce the impact of climate change on production is an important component of motivation.

Technological innovations are of great importance for increasing production efficiency. They allow not only to improve product quality, but also to optimize costs by introducing the latest technologies into the agricultural sector. This includes the use of precision agriculture, modern methods of soil cultivation and the development of disease-resistant crop varieties [10].

Thus, in combination, the above factors will not only increase the economic efficiency of the enterprise, but will also contribute to its long-term sustainability and competitiveness in the agricultural market. Therefore, the creation of such a motivational system that would take into account all these aspects is the key to the successful development of agricultural enterprises.

**Conclusions.** The conducted research gives grounds to assert that in modern business conditions, personnel motivation is one of the determining factors in increasing the efficiency of crop production. The level of employees' interest in the results of work, their responsibility and professional performance directly affect the quality of agro-technological processes and the final results of the enterprise.

Traditional approaches to labor stimulation are gradually losing their effectiveness, as they do not take into account the dynamics of the external environment, the individual characteristics of employees and the specifics of agricultural production. In this regard, the implementation of modern motivational mechanisms that combine



material and non-material incentives, involve the use of digital technologies and the latest approaches to assessing labor results is relevant.

The use of KPI systems, digital personnel management tools, gamification elements and individualized incentive models helps to increase the transparency of management processes, provides a more objective assessment of performance results and increases the level of employee involvement. As a result, this has a positive effect on labor productivity, product quality and the efficiency of using the enterprise's resource potential.

The formation of an effective motivation system in crop production requires taking into account the seasonal nature of production, the influence of natural and climatic factors and the presence of production risks. Under such conditions, flexible wage systems, seasonal incentives and social protection measures are of particular importance, which contribute to the preservation of human resources and the maintenance of an appropriate level of personnel motivation.

Thus, the integration of modern motivational approaches into the production efficiency management system ensures the coordination of the interests of the enterprise and its employees, which is an important prerequisite for the sustainable development of agricultural enterprises. The practical implementation of such approaches contributes to the improvement of economic performance and the formation of a modern management culture focused on the development of human capital.

It is advisable to link the prospects for further research with the improvement of methodological approaches to the quantitative assessment of the effectiveness of motivational mechanisms, the analysis of their impact on the financial results of enterprises, as well as the adaptation of international experience to the conditions of the functioning of the domestic agricultural sector.

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