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Integration of motivation, social communication and creative approach in the management of municipal structures

Інтеграція мотивації, соціальної комунікації та креативного підходу в управлінні муніципальними структурами

The article considers personnel motivation as a determining factor in effective management of a municipal enterprise. Using the example of a municipal enterprise, the theoretical principles of motivation are analyzed, modern approaches to material and moral incentives are characterized, and an economic assessment of the effectiveness of the implemented motivational measures is carried out. Particular attention is paid to the influence of the motivational system on key indicators of the enterprise's activity: labor productivity, wage level, staff turnover and profitability. As part of the study, a hierarchical model of choosing the optimal motivation method was built using the T. Saati hierarchy analysis method. The effectiveness of combining moral and material incentives is proven.

Additionally, the work analyzes the importance of social communication and social communication technologies in the formation of an effective motivational policy. A creative approach to management is proposed, which involves the integration of information and communication tools (feedback, corporate platforms, electronic recognition of achievements) to enhance staff involvement and increase the efficiency of organizational interaction. It is noted that staff motivation in municipal management is not only an economic, but also a communication category that plays a strategic role in ensuring the sustainable development of the enterprise.

Keywords: staff motivation, social communication, creative management,

labor stimulation, management, productivity, municipal enterprise, social and communication technologies.

У статті розглядається мотивація персоналу як визначальний чинник ефективного управління комунальним підприємством. На прикладі комунального підприємства проаналізовано теоретичні засади мотивації, охарактеризовано сучасні підходи до матеріального та морального стимулювання, а також здійснено економічну оцінку ефективності впроваджених мотиваційних заходів. Особливу увагу приділено впливу мотиваційної системи на ключові показники діяльності підприємства: продуктивність праці, рівень заробітної плати, плинність кадрів та прибутковість. У межах дослідження побудовано ієрархічну модель вибору оптимального методу мотивації із застосуванням методу аналізу ієрархій Т. Сааті. Доведено ефективність поєднання морального та матеріального стимулювання.

Додатково у роботі проаналізовано значення соціальної комунікації та соціально-комунікаційних технологій у формуванні результативної мотиваційної політики. Запропоновано креативний підхід до управління, що передбачає інтеграцію інформаційно-комунікаційних інструментів (зворотний зв'язок, корпоративні платформи, електронне визнання досягнень) для посилення залученості персоналу та підвищення ефективності організаційної взаємодії. Зазначено, що мотивація персоналу в умовах муніципального управління є не лише економічною, а й комунікаційною категорією, яка відіграє стратегічну роль у забезпеченні сталого розвитку підприємства.

На основі розрахунків доведено, що запровадження оновленої системи стимулювання дозволяє підвищити середньомісячну заробітну плату працівника на понад 18%, збільшити прибутковість підприємства, а також знизити витрати на оплату праці у структурі доходів. Також визначено рентабельність системи матеріального стимулювання, яка перевищує 1700%, що підтверджує її економічну доцільність. У статті зроблено висновок, що мотивація персоналу повинна розглядатися як стратегічний елемент управління, від якого залежить якість надання послуг, задоволеність працівників та загальна ефективність роботи підприємства. Обґрунтовано доцільність застосування комплексного підходу до формування мотиваційної політики з урахуванням галузевої специфіки та сучасних викликів ринку.

Ключові слова: мотивація персоналу, соціальна комунікація, креативний менеджмент, стимулювання праці, управління, продуктивність, комунальне підприємство, соціально-комунікаційні технології.

Introduction

In the modern world, globalization processes significantly affect the social, cultural and political structures of society. One of the key challenges is ensuring the integrity of national identity in the context of the expansion of the cultural space. In

this context, the integration of Ukraine into the European educational and cultural space plays an important role.

Integration is not only adaptation to new conditions, but also an active process of mutual enrichment, which opens up new opportunities for the development of the individual. Particular attention is required to harmonize the moral and ethical values of the younger generation, the formation of civic consciousness and responsibility, which are the foundation of a democratic society.

The statement of the problem.

The issue of employee motivation as a tool for effective management has a broad theoretical foundation in the works of foreign scholars. In particular, A. Maslow [1] laid the groundwork with his hierarchy of needs theory, which became the basis for the development of motivational models. F. Herzberg [2] developed the two-factor theory of motivation, clearly distinguishing between hygiene factors and motivators. Significant contributions were also made by D. McGregor [3] (Theory X and Theory Y), C. Alderfer [4] (ERG theory), J. Atkinson [6] (achievement motivation theory), V. Vroom [7] (expectancy theory), B. Skinner (reinforcement theory), E. Lawler, R. Likert, and E. Mayo [8] (the founder of the "human relations" approach in management). These concepts have formed the basis for the development of modern approaches to labor motivation in enterprises of various ownership types, including in the municipal sector.

Ukrainian researchers have also devoted considerable attention to the problem of motivation in their studies. Among the most notable are I. Volianskyi [5], M. Dolishniy [2], O. Amosov [5], E. Hrishnova [5], V. Danyuk [6], S. Bandura, V. Bekh, A. Haiduk [3], V. Mnykh, and L. Shapovalov [4]. Their work focuses on labor potential, socio-labor relations, the development of effective remuneration systems, indicators of employee satisfaction, as well as innovative methods of human resource management in the public and municipal sectors.

Formulate the objective of the essay.

The objective of this research is to evaluate the role of employee motivation in shaping an effective personnel management system using the case of a municipal enterprise. The study aims to justify ways of improving motivation strategies by taking into account the specific characteristics of the municipal sector. The analysis is supported by economic calculations assessing the impact of incentive measures on performance indicators such as labor productivity, staff turnover, wage fund dynamics, and profitability.

The research includes the development of a motivation implementation plan, the construction of a Gantt chart for project staging, and the application of the Analytic Hierarchy Process (AHP) by T. Saaty to determine the most effective type of motivation. Graphical representations and tables were used to illustrate changes in key indicators and to visualize the priority of motivation types across various evaluation criteria.

Presentation of main research materials.

Under conditions of limited funding, high social responsibility, and external instability, effective management of a municipal enterprise is impossible without a proper employee motivation system. It is employee motivation that serves as a key lever ensuring the quality of service delivery, reducing staff turnover, and increasing labor productivity. A successful management system in the municipal sector relies not only on clear work organization and control, but also on the ability to engage employees in active and effective work through both internal and external incentives.

Personnel motivation within the management system of a municipal enterprise is not only a tool for influencing employee behavior, but also a critical component of the organization's overall performance. A systematic and comprehensive approach to shaping motivation policy will contribute to high enterprise performance, improved service quality, and increased public trust.

The introduction of social communication [8] technologies - such as electronic internal communication platforms, online surveys, regular briefings and feedback systems - allows the company not only to promptly inform staff, but also to receive

valuable information for improving motivational programs.

Thus, the motivational system should include an information and communication component that ensures transparency, openness, and staff participation in goal setting and achievement evaluation, which in turn enhances the effectiveness of both moral and material motivation.

In order to effectively implement a modern motivation program for the municipal enterprise, a plan for introducing employee motivation measures has been developed.

Based on the developed implementation schedule of the motivation program, the next step is to determine the priority areas for motivating personnel within the municipal enterprise.

To justify the selection of the most effective incentive methods, the Analytic Hierarchy Process (AHP) developed by Saaty was applied (see Fig. 1).

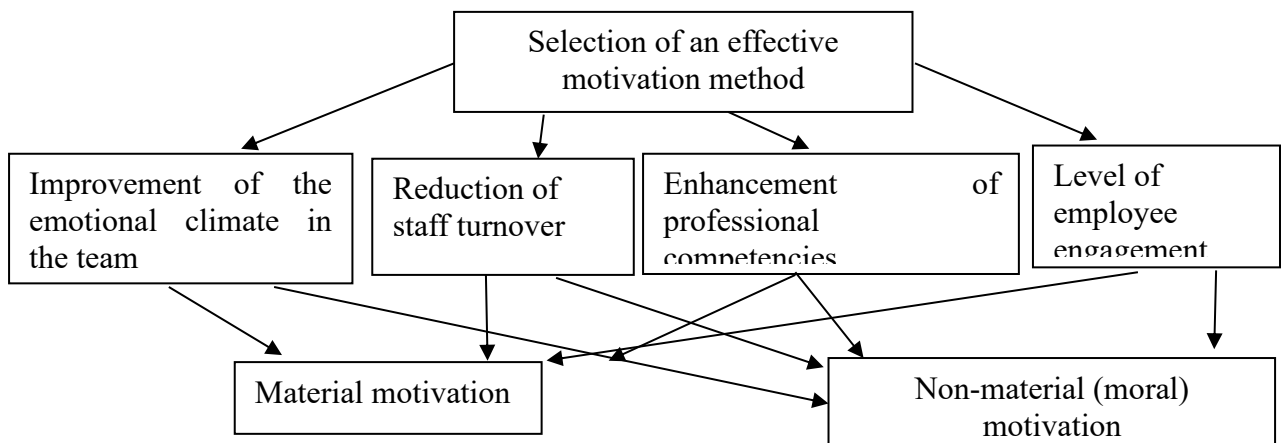


Fig. 1. Decomposition of the Task of Selecting an Effective Motivation Method for Municipal Enterprise Personnel

After constructing the decomposition of the hierarchy task, the prioritization of criteria for selecting an effective method of employee motivation is determined. The evaluation is carried out based on pairwise comparisons using the Analytic Hierarchy Process (AHP) developed by T. Saaty [5].

The analysis of alternative employee motivation methods at the municipal enterprise using the Analytic Hierarchy Process (AHP) revealed that, under the

criterion of improving the emotional climate in the team, moral (non-material) motivation holds a higher priority (0.75). According to the criterion of reducing staff turnover, moral motivation is also preferred (0.75). When evaluating the enhancement of professional competencies, moral motivation again proved to be the most effective (0.83). Under the criterion of employee engagement [1] level, moral motivation was also given preference.

A graphical representation of the priority of employee motivation methods by criteria E1–E4 is shown in Fig. 2.

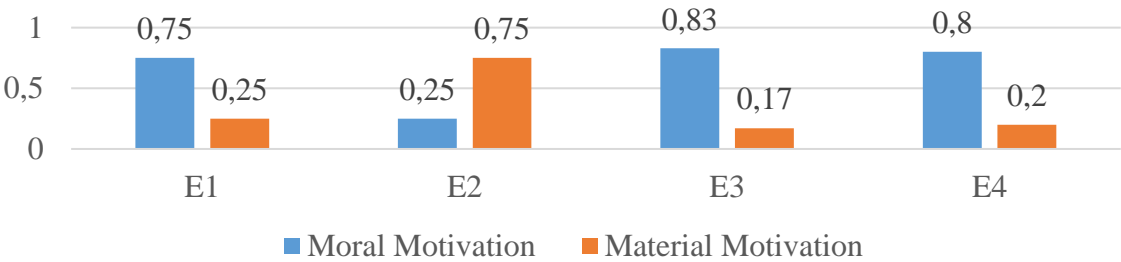


Fig. 2. Priority Values of Employee Motivation Types at a Municipal Enterprise According to Criteria E1–E4

The analysis of the diagram shows that moral motivation holds a higher priority for the majority of criteria—specifically, criteria E1, E3, and E4. At the same time, material motivation is preferred under criterion E2.

The graphical representation of the global priority of motivation types at the enterprise is shown in Fig. 3.

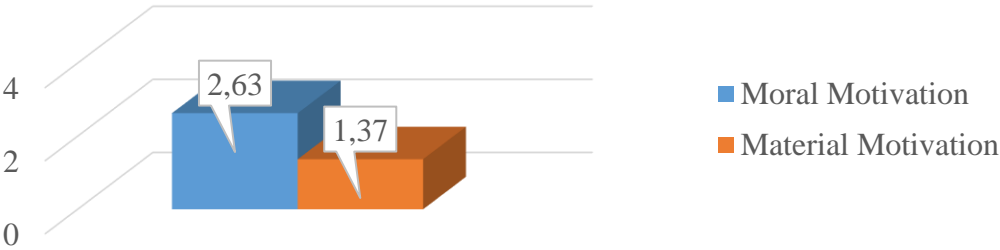


Fig. 3. Global Priority of Employee Motivation Types at a Municipal Enterprise

Thus, the use of the Analytic Hierarchy Process (AHP) made it possible to justify the selection of the most effective type of employee motivation based on both quantitative and qualitative criteria. The results indicate that although both types of motivation—material and moral—are important for enterprise employees, material motivation proves to be the more effective and influential driving force.

In conclusion, a balanced use of both material and moral motivation will contribute to strengthening the workforce, increasing the operational efficiency of the municipal enterprise, and ensuring its sustainable development.

Now, we can calculate the effectiveness of material incentive measures.

In 2024, the wage fund amounted to UAH 792,021,000. Basic wages accounted for 57.1% of the fund, additional wages – 40.7%, and other incentive and compensation payments – 2.2%.

For the calculations, the average number of employees was taken as 3,661. Thus, the average monthly salary per employee was approximately UAH 18,020.

It is evident that the key performance indicators of the municipal enterprise improved after the implementation of the employee incentive system, with only a proportional increase in costs.

Although still relatively low, it shows positive growth dynamics.

All of the above changes are summarized in Table 1.

Table 1

**Impact of Proposed Motivation Measures on Selected Performance Indicators
of the Municipal Enterprise for 2024–2025 (Projected)**

Indicator	Indicator Value		Change
	2024	Projected (2025)	
Share of the wage fund in total revenue, %	41.07	30.80	–10.27
Profitability of incentive costs, %	9	1,246.03	+1,237.03
Share of incentives in total expenditures, %	87.51	165.63	+78.12
Efficiency of wage use, %	0.01	0.015	+0.005
Salary return (revenue per 1 UAH of wage fund), UAH	12.56	12.85	+0.29
Salary intensity (1/salary return)	0.0796	0.0778	–0.0018
Service profitability, %	13.74	–	–

Source: created by the author

Fig. 3 illustrates the revenue changes of municipal enterprise.



Fig. 3. Revenue Dynamics by Year

There was also a decrease in the share of the wage fund in total revenue to 30.8%, indicating more efficient use of resources. As a result of these changes, the enterprise improved its profitability and competitiveness, enabling confident progress toward achieving its strategic goals.

Conclusion.

The conducted study has confirmed that the implementation of a comprehensive employee motivation system is a crucial factor in enhancing the efficiency of municipal enterprise operations. Using the example of municipal enterprise, it was demonstrated that introducing a structured approach to material and moral incentives has a direct positive impact on both economic indicators and employee engagement .

However, material incentives such as bonuses and travel allowances also played an important role in strengthening employees' financial motivation, especially in the context of reducing staff turnover.

The balance between material and moral motivation proved to be the most effective strategy, as it not only improved operational outcomes but also contributed to better retention, internal culture, and long-term sustainability of the enterprise.

The study proved that effective staff motivation is not only an economic tool, but also an important element of the communication strategy of enterprise management. The formation of motivational policy should be based on the principles of transparency, involvement and feedback, which are implemented using modern

social and communication technologies.

The integration of social communication into the motivational process contributes to a deeper understanding of the needs of employees, forms a culture of interaction and trust, which, in turn, increases the effectiveness of organizational activities in the long term. Therefore, staff motivation should be considered as a complex socio-economic and communication process that directly affects the effectiveness of the enterprise, its adaptability to changes and competitiveness in the field of municipal services.

In conclusion, personnel motivation should be treated not as a supportive tool, but as a strategic element of enterprise management, particularly in the municipal sector, where workforce performance directly affects public service quality. A thoughtful, data-driven motivation model fosters financial stability, increases competitiveness, and creates the foundation for the sustainable development of municipal institutions.

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