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## PROFESSIONAL SUCCESS DURING THE WAR: TRANSFORMATION OF THE MOTIVATIONAL SPHERE

**Abstract.** The article examines the phenomenon of professional success and the transformation of an individual's motivational sphere under martial law. The study's relevance stems from a fundamental shift in society's value orientations, in which professional activity ceases to be merely a means of career advancement and becomes a strategic resource for mental resilience and national resistance. It has been determined that professional success during wartime takes on a new dimension, serving as a tool for maintaining psychological stability and a mechanism for providing economic assistance to the state.

It has been established that maintaining professional productivity helps reduce employees' stress levels, giving them a sense of control over their own lives in a situation of general uncertainty. Particular attention is paid to an individual's psychological resources as a new form of professional capital. It has been determined that success today is not only about professional skills but also about self-regulation, tolerance for uncertainty, and rational optimism. It has been substantiated that motivation for success in wartime becomes more pragmatic and socially oriented. The key factors ensuring the effectiveness of professional activity are high internal motivation, psychological self-support, adaptability to change, and social cohesion. The results of the study show that qualities such as professional optimism, a responsible attitude to work, and focus on results are decisive for overcoming crisis situations. The authors propose a transition from classic time management to resource management. In wartime, the strategy of 'work-life balance' evolves into 'work-life integration, where maintaining mental health for long-term productivity becomes the main goal. The article provides a comparative analysis of the priorities of professional success in the pre-crisis and wartime periods, demonstrating a shift in focus from long-term planning and competition to adaptability, multifunctionality, and social cohesion. The conclusions emphasise that professional success is becoming a key element in the



functioning of the social system, where personal achievements are integrated into the national strategy for survival and development.

**Keywords:** professional success, achievement motivation, mental resilience, psychological adaptation, martial law, internal resources, economic stability, professional self-realization.

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## ПРОФЕСІЙНИЙ УСПІХ ПІД ЧАС ВІЙНИ: ТРАНСФОРМАЦІЯ МОТИВАЦІЙНОЇ СФЕРИ

**Анотація.** У статті досліджено феномен професійного успіху та трансформацію мотиваційної сфери особистості в умовах воєнного стану. Актуальність дослідження зумовлена докорінною зміною ціннісних орієнтирів суспільства, де професійна діяльність перестає бути лише засобом кар'єрного просування і перетворюється на стратегічний ресурс ментальної стійкості та національного спротиву. Особливу увагу приділено психологічним ресурсам особистості як новому виду професійного капіталу. Встановлено, що збереження професійної продуктивності сприяє зниженню рівня стресу в працівників, надаючи їм відчуття контролю над власним життям у ситуації загальної невизначеності. Визначено, що успіх сьогодні визначається не лише професійними навичками, а й рівнем саморегуляції, толерантністю до невизначеності та раціональним оптимізмом. Обґрунтовано, що мотивація до успіху в умовах війни стає більш прагматичною та соціально спрямованою. Ключовими чинниками, що забезпечують ефективність професійної діяльності, визначено високу внутрішню мотивацію, психологічну самопідтримку, адаптивність до змін та соціальну згуртованість. Результати дослідження свідчать, що такі якості, як професійний оптимізм, відповідальне ставлення до роботи та орієнтація на результат, є визначальними для подолання кризових станів. Автори пропонують перехід від класичного тайм-менеджменту до ресурсного менеджменту. В умовах війни стратегія «work-life balance» еволюціонує у «work-life integration», де головною метою стає збереження ментального здоров'я для тривалої продуктивності. У статті наведено компаративний аналіз пріоритетів професійного успіху в докризовий та воєнний періоди, що демонструє зміщення фокусу з довгострокового планування та конкуренції на адаптивність, мультифункціо-



нальність та соціальну згуртованість. У висновках акцентовано, що професійний успіх стає ключовим елементом функціонування соціальної системи, де особисті досягнення інтегруються в загальнодержавну стратегію виживання та розвитку.

**Ключові слова:** професійний успіх, мотивація досягнень, ментальна стійкість, психологічна адаптація, воєнний стан, внутрішні ресурси, економічна стабільність, професійна самореалізація.

### **Formulation of the problem.**

Professional success during wartime undergoes significant changes as motivational priorities shift. The emphasis shifts from material values to security, flexibility, self-fulfilment, and the social significance of work. In such conditions, success depends on high adaptability and strong internal motivation. Key factors include clear goal setting, continuous development, support from the professional environment, and maintaining a balance between work and personal life. Flexibility, reorientation of professional skills, and proactivity are the foundations for overcoming crises. Contemporary scientific research increasingly focuses on personal potential and psychological characteristics that contribute to success and improved quality of life, especially in challenging conditions of war. Numerous studies demonstrate that motivation to achieve is an important internal driver of success. Today's society needs innovative, proactive professionals, creative and enterprising individuals who can inspire others and set high standards. The social significance of professional success is reflected in the recognition of individual achievements, which contributes to social stability, economic growth, increased prestige of professions, and material well-being. Successful professionals not only develop society but also raise the quality of life for those around them. Professional success during wartime becomes critically important, turning into a manifestation of civic duty and a contribution to the common victory. High-quality work ensures economic stability and the psychological foundation of society, allowing tasks to be solved effectively without wasting resources. Professionals support the functioning of critical infrastructure and economic stability. Their labour, heroism, and skill strengthen society's resilience, encouraging people to take responsibility and strengthening their will to win. The principle of 'do your duty regardless of the circumstances' helps preserve society's freedom and stability amid challenges.

Motivation is a decisive factor in the effectiveness of any human activity. One of the fundamental motivations of an individual, without which their full development and self-improvement would be impossible, is achievement motivation. Achievement motivation is understood as motivation to perform an activity as well as possible, manifested in the subject's desire to make efforts to achieve the best possible results in the field he or she considers significant. Intellectual, labour, and sports activities can be perceived as achievement activities.

Important areas of life in which motivation to achieve success is necessary are those in which situations related to activities focused on a specific result, measurable





and evaluated in accordance with objective, individual, or social norms, prevail. One such area of life is professional activity. Professional motivation during wartime is driven by a strong inner need (a sense of meaning in life, altruism), financial stability, and a desire to support the economy. The main drivers are the desire to be useful, job security as an element of stability, the opportunity for learning and self-fulfilment, and the social significance of the work performed. Motivation to achieve success during wartime is based on awareness of one's mission, stabilization of one's psychological state, and adaptation to new conditions.

**Objective.** The article focuses on achievement motivation as a tool for professional success, its personal and social significance, and its semantic orientations during wartime as an internal resource for psychological resilience and morale. The study of motivation for success during wartime is an extremely important issue, as in conditions of martial law, psychological resilience, adaptation, and the population's productivity become decisive factors for survival and economic development.

**Analysis of recent research and publications.** The analysis of recent studies on personal motivation is extensive. In particular, the issues of motivational orientation and tendencies towards success are highlighted in the works of both foreign and domestic scientists, such as J. Atkinson, G. Heckhausen, S. McClelland, G. Murray, H. Heckhausen, B. Weiner, Yu. Vintyuk, O. Gilyun, D. Goyan, D. Gryshchenko, T. Gordeeva, S. Zanyuk, E. Ilyin, S. Kanyuk, O. Makarevich, N. Pylypenko, I. Uchitel, E. Skvorchevskaya, M. Suryakova, P. Jacobson and others.

Motivation as a psychological phenomenon has been studied by scientists from various perspectives. The theoretical foundations of motivation were examined by G. Murray, H. Heckhausen, and B. Weiner; motivational factors were analysed by D. Atkinson. Among Ukrainian researchers in this field, K. Goncharenko, G. Dmitrenko, K. Kozak, A. Kolot, T. Maksimenko, M. Martiyanova, V. Spivak, E. Sharapova, S. Tsymbalyuk and many others are worth mentioning.

Certain aspects of motivation were highlighted in the works of the following scholars: motivation of behaviour and achievements was studied by I. Goyan, S. Zanyuk and I. Shcherbakova; the issue of staff motivation as a tool for achieving organisational goals was investigated by D. Gryshchenko; motivational factors of professional self-efficacy were analysed by O. Krevska; professional self-determination in the context of motivation for success was the subject of research by A. Gubina; the motivation for achievement of employees in a particular industry was studied by I. Uchitel and M. Suryakova; issues of professional motivation were developed by O. Nikonenk and V. Goryachka.

Considerable attention was paid to the pressing challenges of today: O. Sereda and N. Shvets studied the peculiarities of personal motivation during wartime; S. Golets and Yu. analysed approaches to staff motivation in conditions of martial law. Kovalenko, D.; Lebid, A.; Serbenivska, I.; and Cherevan, I. examined the impact of war on professional success in their works, as did D. Mikhalov and G. Muterko, among other scholars.



**Presenting the main material.** The relevance of studying motivation for success today is determined not only by society's growing interest in the realisation of human intellectual, personal, and creative potential. Research on this topic is particularly important in times of war, as it is during martial law that psychological resilience, adaptability, and productivity of the population play a key role in ensuring survival and economic development. Such analysis contributes to understanding changes in mentality, maintaining a high level of self-motivation, and the ability to work effectively even under conditions of increased stress. In the modern scientific community, research aimed at identifying personal potential and psychological characteristics that contribute to a person's success, productivity, and improved quality of life is attracting particular attention. Numerous scientific works are devoted to this issue, identifying motivation to achieve as one of the main internal factors of success. Modern society needs highly competent, proactive professionals, creative and enterprising individuals with developed self-realisation skills.

Over the past 10 years, significant progress has been made in the study of individual differences in achievement motivation. However, both theoretical and practical aspects of this phenomenon remain open for further research. This is due to the variety of factors that determine achievement motivation, as well as stable behavioural characteristics that persist throughout a person's life. The key means of forming and developing the motivational sphere of the personality is active and meaningful activity.

The individual's motivational sphere undergoes a transformation during war. War radically changes priorities, transforming basic needs (security) into motivators for self-development and achievement, helping the individual function. Psychological adaptation helps unlock an individual's inner resources, enabling them to overcome fear and uncertainty and prevent professional burnout. Self-motivation and discipline help to identify more effective methods for achieving lasting results.

The motivational sphere of a person includes all the motivational formations present in that person: motives, needs and goals, behavioural patterns, and interests. It is characterised by changes in the prevailing motives associated with age, position in society, education, material well-being, level of upbringing, and even place of residence. Motivations arise in a person practically from birth and evolve as the person does. A certain hierarchy depends on the presence of certain moral and material values in a person, each of which dominates over the others. The dominance of certain motives depends directly on a personality's orientation.

Motivation, as a stable personality trait, manifests itself in the subject's development of their position, attitude toward the task, and possible ways of solving it, based on specific personality traits. The struggle of motives in a given situation expresses not the inconsistency of personal aspirations, but the complexity of the subject's relationship to the task [1].

The motivational sphere of personality is one of the most important areas of psychology, since motivations determine a person's specific behaviour and actions



aimed at achieving goals. The main characteristics of the motivational sphere of personality are: diversity of motives (the number of existing incentives for action); multiple nature (an increase in the number of needs, ways and means of satisfying them); flexible nature (differences in the ways and means of satisfying needs); the existence of a certain hierarchy (the presence of primary, dominant and secondary needs); the presence of structure (combining needs by characteristics); the stable nature of motives (long-term preservation); the dynamic nature of motives (changes in strength and priority); motivational force.

The characteristics of the motivational sphere in adulthood include a multitude of hierarchical motives, their stability and direction, and the interaction between internal and external stimuli. In adulthood, motivation is shaped by existing needs and goals, including professional growth, self-realisation, and material rewards. An important aspect is the dynamism of the sphere, i.e., its ability to change under the influence of life experience [2].

In adults, motivation manifests itself in goal-setting, task-focused effort, and perseverance in achieving goals. It guides activities based on personal needs, subjective assessment of chances of success and individual perception of results. However, war forces us to rethink our motivational priorities, creating new challenges. There is a need to work in unusual situations, formulate new professional goals, adapt to extreme circumstances, and overcome the consequences of economic instability.

According to many scientists, a subject with a pronounced achievement motive is characterised by persistence in achieving goals, a tendency to set distant goals, dissatisfaction with the results obtained, a tendency to set simple tasks, and a tendency to set easily achievable goals. For such a subject, the main thing in life is the joy of success resulting from achieving high results [3]; Achievement motivation in modern scientific literature is defined as a person's desire to achieve significant results and success in their activities [4]; as a mechanism of achievement developed in the psyche, which operates according to the formula: the motive 'thirst for success' – activity – goal – achievement of success, i.e., the need of the individual to avoid failure and achieve the desired result by all available means [5]; as a set of goals, needs, and motives that stimulate a person to strive to achieve goals in all spheres of life and to be active in achieving them [6]; as a person's desire to achieve success in their activities and communication, and the motive to avoid failure as a relatively stable desire of a person to avoid failure in life situations related to the evaluation of the results of their activities by other people [7].

Research in psychology on achievement motivation shows that this type of motivation drives employees to perform their professional duties and, according to subjective assessments, should bring them closer to achieving a certain level of success. Scientists have proven that this is influenced by personal and situational factors: an individual's personal need to achieve a result and an assessment of the likelihood of a successful outcome or its value in a specific situation. The opposite of achievement motivation is avoidance motivation. It manifests as a person's refusal to perform



activities that could lead to failure. The individual needs to avoid failure, which is usually accompanied by a subjective expectation of a negative outcome in a specific situation, and the probability of failure is assessed as high. The motivation to avoid failure may also be associated with the initial stage of an employee's work, when they feel professionally inadequate [8].

Scientists believe that achievement motivation performs a number of essential functions: cognitive (the desire to acquire the necessary knowledge for further application in life); emotional (reflecting the influence of emotions on a person's activities); integrative (reflection of the system of self-assessment of activity and the achieved result) [6].

In addition, scientists link motivation for success with self-esteem and the level of personal aspirations. As researchers point out, success in activity depends not only on abilities and knowledge, but also on motivation, the desire to assert oneself and achieve high results. Motivation determines an individual's potential, their activity or passivity in professional activities, and determines their professional development [9].

Studying the peculiarities of motivation for success in adulthood, scientists have noticed that in adults, it is actualised in certain situations. Considering the professional aspect of life, it is clear that a person strives for work that would not only be rewarded materially or morally, but also provide satisfaction from the very process of professional activity. Accordingly, scientists highlight the value aspects of motivation for professional activity, since values reflect a person's current life needs, interests, views, and attitudes towards themselves and others, and determine their behaviour [10].

Motivation for professional activity is defined as a set of internal and external stimuli that determine an adult's choice and pursuit of professional activity, and motivation is the main structural component of a person's professional activity. The motivations for professional activity in adults include a sense of purpose, a focus on the process of activity, and the influence of external and internal factors. In adulthood, motivation for professional activity has different qualitative indicators: high indicators indicate the presence of internal positive motives that drive the desire for personal and professional growth, which is undoubtedly associated with success in professional activity [10]. In N. Pryadko's scientific works, achievement motivation is considered a key factor (determinant) that determines the success of an individual's professional activity. Achievement motivation is an internal driver that motivates an individual to improve performance, self-development, and professional growth. The author analyses the structure of the motivational sphere and the roles of the desire for success and the avoidance of failure in the formation of professional competence and work efficiency. At the same time, professional success is interpreted not only as a high result but also as satisfaction with the activity, which is ensured by the individual's desire to surpass their previous results [9].

Motivation for professional success is a complex desire to achieve high results, driven by a combination of internal incentives (self-realization, interest in the work, development) and external factors (recognition, career, income).



Key characteristics include a strong need for achievement, a focus on challenging tasks, a commitment to professional growth, responsibility, and the ability to solve problems creatively. The main characteristics of motivation for professional success are the following:

- internal and external motivation: successful professionals are more often internally motivated - by the pleasure of the work itself, the pursuit of mastery and personal growth. External incentives (money, career) are an additional factor, but not the main one;
- high need for achievement: characterized by perseverance, the ability to set realistic but challenging goals, and take responsibility for results;
- development orientation: a constant desire for learning, professional development and mastering new skills;
- creative approach: the ability to find non-standard solutions, proactivity and spontaneity in achieving goals;
- value of recognition: an important factor is recognition of achievements, feedback and understanding of the meaning of the work performed;
- alignment of interests and activities: success is achieved when work coincides with internal values and brings satisfaction, not just material rewards.

During wartime, motivational priorities change. Basic human needs such as a sense of security, physical and mental health, and psychological stability come to the fore, because, in addition to the physical and psychological consequences of war, problems such as professional burnout, conflicts, disputes, and poor communication do not disappear. Given the situation in the country, factors such as career growth, training, or the opportunity to earn additional bonuses often take a back seat to guarantees of stability [11].

During wartime, motivation for professional success becomes more stable and goal-oriented. Achieving set goals is expressed in satisfying needs through action, thereby giving rise to purposeful behaviour. That is why, in conditions of martial law, it is particularly important to adjust motivational mechanisms, taking into account the needs and goals that are crucial at this stage [12].

Motivation for professional success is based on awareness of the value of one's own contribution to economic stability, personal security, and efforts to maintain life and psychological stability. Scientists Muterko G. M. and Mikhalov D. A. [13] also note that in conditions of uncertainty, it is important to be able to learn new things, improve one's qualifications, master new skills, and expand one's list of competencies.

The motivation to achieve professional success during wartime demonstrates a person's ability to strive for and achieve high results in their work. This is made possible by clearly defining goals, taking regular action to achieve them, and maintaining a positive attitude towards the work being done. The psychological basis for such motivation is the desire to develop one's skills and knowledge, maintaining them at the highest level to achieve the set tasks. In this context, the key strategies remain: dividing goals into short- and long-term goals, recognizing one's own





achievements, and maintaining an optimistic attitude towards challenges. In the current reality, motivation takes on an additional dimension, involving a flexible rethinking of values. The main components are security, meaning of activity, adaptability, and mutual support. Particular attention is paid to the search for internal resources, the ability to cope with uncertainty, the integration of work with volunteer activities, and changes in the reward system in favour of non-material incentives and psychological support. Against the backdrop of war, the focus of professional motivation shifts from individual goals to social needs, ensuring stability and strengthening the economy. The fundamental factor here is the development of internal motivation, when an employee realizes their value and the significance of their activities in the overall context of achieving a common goal.

The key factors motivating professional success are the desire for security, awareness of the social significance of one's work, flexibility, and the fulfilment of patriotic duty. Success is viewed through the prism of the ability to adapt and be useful in conditions of high uncertainty. The peculiarities of motivation in wartime are manifested in rethinking goals and priorities, strengthening patriotism and a sense of solidarity, adapting to an unstable environment, and the importance of psychological support.

The social significance of professional success is manifested in public recognition of individual achievements, which contributes to strengthening social stability, stimulates economic growth, enhances the prestige of the profession, and contributes to human material well-being. Successful professionals play a key role in society's development, setting high standards of quality and inspiring others through their example. In information and literary sources, the particular significance of professional success in wartime is emphasised by the following aspects:

- psychological support and control: achieving even small goals brings a sense of control over the situation, which helps reduce anxiety and stress;
- contribution to economic stability: productive activity contributes to the stability of enterprises and, therefore, supports the functioning of the country's economy as a whole;
- social and mental role: work provides a sense of belonging to a community, maintains social ties, and gives meaning to life;
- volunteering and altruism: during wartime, high motivation often encompasses the desire to be useful, which has a positive effect on self-esteem and brings satisfaction from the activities performed;
- revision of priorities: the focus shifts to stability, security and the ability to work, replacing traditional career incentives;
- success in wartime lies in the ability to continue working, growing and supporting others despite stress and threats.

In this context, it is worth noting that professional success is not only a personal achievement, but also a key element in the functioning of society, contributing to its prosperity. Professional success in wartime takes on critical social significance,





becoming a civic duty and a contribution to overall victory. High-quality work supports the economy's viability, ensures the psychological stability of the home front, and allows people to act effectively without wasting resources on tasks that are not their responsibility.

The main aspects of the social significance of professional success in wartime develop in the following directions: resilience and morale, which contribute to strengthening social stability, supporting the will to win and a sense of responsibility; economic support as the activity of professionals ensuring the functioning of key infrastructure; psychological support, which helps to cope with crisis situations by creating a sense of control and personal significance; the creation of history, when the achievements of professionals in extraordinary circumstances become part of the development of society, inspiring future generations with examples of courage and self-sacrifice.

To summarize our research, we can highlight several critically important aspects that are currently shaping the new face of professional success:

1. A paradigm shift in motivation

Traditional hierarchies of needs are transforming. When the outside world becomes unstable, professionals seek support in internal meanings:

Social mission: Work is perceived as a contribution to a common victory or support for the economy.

Existential significance: The question 'Why am I doing this?' becomes more important than the question 'How much will I get for it?'

2. Psychological resources as capital

Scientists emphasise that success today is determined not only by hard skills but also by self-regulation. Key characteristics include:

Tolerance for uncertainty: The ability to act effectively when the planning horizon narrows to a few days or hours.

Optimism as a strategy: Not ignoring problems, but rationally believing in one's ability to influence the situation.

3. Resource management instead of time management

Classic time planning is giving way to energy management. In wartime, work-life balance becomes work-life integration, where the main goal is to maintain mental health in the long term.

Table 1

Comparison of priorities for success

<b>Criterion</b>	<b>Pre-crisis period</b>	<b>Period of war and instability</b>
Main focus	Career growth and profit	Security, meaning and usefulness
Planning	Long-term strategies (3-5 years)	Adaptive planning (short-term)





Criterion	Pre-crisis period	Period of war and instability
Skills	Narrow specialization	Multifunctionality and flexibility
Communication	Competition for resources	Cooperation, mutual support, networking

*Source: Author's own*

These aspects emphasize that the individual effectiveness of each specialist creates a cumulative effect that strengthens the entire state. Professional success during wartime is the synergy of psychological resilience and social responsibility. It is a path where individual development directly translates into social strength and brings victory closer.

Thus, it is important to emphasise that professional success today is not so much about achieving external heights as it is about the ability to remain professional while maintaining human dignity and psychological integrity in difficult circumstances.

**Conclusions.** Professional success during wartime takes on a new dimension, transforming from traditional career achievements into a tool for maintaining mental resilience, a source of stability, and a mechanism for economic assistance. It helps preserve a sense of control over one's own life, reduces stress levels, and allows individuals to contribute to a shared victory. Building professional success in such difficult times is extremely important, as it serves as a key means of psychological endurance, economic stability, and the strengthening of the state's defence capabilities. It allows employees to remain confident, increases motivation and productivity, and directly affects business stability, contributing to the overall result.

Experienced professionals have a significant impact on society's development, setting high standards of quality and inspiring people to achieve new goals. Their success is not only a personal achievement but also a key element in the effective functioning of the social system and its progress. In wartime, professional achievements take on special importance, becoming a form of civic responsibility and a contribution to overall success. Competent and responsible performance of duties strengthens economic stability, supports morale in the rear, and helps to use resources rationally, avoiding their expenditure on secondary tasks.

Motivation for professional success during wartime is an extremely important factor, as it serves as a means of survival, provides psychological stability, and helps maintain economic stability. In the context of changing values, motivation takes on new forms, helping people feel connected to a common goal, reduce stress levels, and maintain mental health by realizing personal potential. Professional success in this difficult period is based on the ability to adapt to change and on a combination of high internal motivation and psychological self-support. Important components of this are resilience in the face of challenges and a desire to be useful. The main motivating factors are professional growth, social cohesion, clear goal setting and a focus on



achieving results, which allows one to effectively overcome stress and maintain productivity. Internal resources play a special role: enthusiasm for one's profession, a responsible attitude to work, an optimistic approach and maintaining a positive mood are necessary to overcome difficulties. In wartime, motivation for success becomes more pragmatic and, at the same time, socially oriented, where success means not only personal achievement but also a contribution to a common victory.

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