

The strategy of personal management: The role of motivational factors in increasing efficiency

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Abstract. The aim of the research was to determine the impact of motivational factors on the success of personnel management in various enterprises. The research methodology included a survey of 900 employees from three companies: JSC LCF “Svitoch”, LLC “Enzym”, and SoftServe, conducting semi-structured interviews with 30 managers, and a SWOT analysis. The research results showed that the effectiveness of personnel management largely depends on the balance of material and non-material motivational factors. At SoftServe, the emphasis is on innovation, creative development, and mental health; at “Svitoch”, on social benefits and training programmes; and at “Enzym”, on comfortable working conditions and financial incentives. The survey results revealed that 70% of SoftServe employees consider career growth opportunities, professional development, and flexible working conditions as the main motivational factors. At “Svitoch”, 65% of respondents noted that social benefits, such as health insurance and employee childcare programmes, are key motivational elements. For “Enzym” employees, 78% of respondents stated that comfortable working conditions and competitive wages are the main drivers of their efficiency. The semi-structured interviews with managers confirmed that motivational programmes focused on innovation and employee mental health help maintain team loyalty and engagement. The SWOT analysis results showed that the main obstacles to improving the effectiveness of motivational policies are limited financial resources, adaptation to market changes, and programme performance evaluation. At the same time, the companies’ strengths include well-developed training programmes, career development, and employee support. The research confirmed that optimising motivational policies is possible through the implementation of flexible motivational forms, the use of digital tools, and improving internal communications

Keywords: job satisfaction; career prospects; incentive measures; labour productivity; management

Article’s History: Received: 29.11.2024; Revised: 21.02.2025; Accepted: 25.03.2025

● INTRODUCTION

Effective personal management remains a crucial component of successful business operations, as employees are the primary resource influencing competitiveness and the achievement of strategic goals. In challenging economic conditions, where companies face cost optimisation, increased labour productivity, and retaining talented

professionals, the employee motivation system plays a key role. It enables businesses to maintain team stability by ensuring employees are invested in achieving high results. The impact of various motivational factors on employees necessitates an individualised management approach that considers both material and non-material incentives. In

Suggested Citation:

Pavlenchuk, N., & Tsizdyn, V. (2025). The strategy of personal management: The role of motivational factors in increasing efficiency. *Development Management*, 24(1), 8-19. doi: 10.63341/devt/1.2025.08.

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a competitive labour market, offering competitive wages, transparency in reward systems, and opportunities for professional growth determine the level of employee engagement. Conversely, undervaluing factors such as comfortable working conditions, psychological climate, flexible schedules, or emotional support can lead to employee demotivation, higher turnover rates, and the loss of skilled professionals. The challenge in personnel management lies in finding optimal methods and motivational tools that not only enhance labour productivity but also ensure long-term employee loyalty. A further complexity is the need to integrate motivational policies into the company's overall strategy, accounting for constant changes in the labour market. This requires studying the impact of various motivational factors, developing innovative personnel management approaches, and implementing comprehensive programmes aimed at maintaining employee engagement, professional development, and improved working conditions.

Several researchers have examined motivation among employees in various industries and approaches to personnel management. For instance, M.J. Barnett *et al.* (2024) explored barriers and motivational factors for engaging pharmacy employees in innovative services related to drug disposal, noting that the main incentives were upskilling and support for adapting to new responsibilities. S. Spivak *et al.* (2024) presented an improved employee evaluation and motivation system for companies, incorporating digital tools to enhance management efficiency. V. Ignatiuk & H. Tunina (2023) emphasised the role of staff motivation as a key factor in improving business management efficiency, recommending the implementation of achievement-based evaluation and feedback systems. S. Cenolli *et al.* (2023) found that effective personnel management contributed to increased productivity in agricultural enterprises in Mongolia. They established that using modern motivational methods, professional training, and clear human resources (HR) policies positively affected employee productivity levels. M. Kopytko *et al.* (2024) investigated the formation of a personnel management system as a key factor in enhancing competitiveness and enterprise security in the context of digital transformation and new legal challenges. They found that integrating digital technologies into HR processes and adapting to legal changes improved company efficiency.

X. Gong & R. Liu (2020) examined the application of a competency model in private enterprise personnel management, noting that such a model better addresses employee needs and supports organisational goals. X. Xiang & H. Wang (2024) developed a competency-based approach to HR management in Chinese state-owned enterprises, stressing the need for improved professional training and key skill development to achieve long-term organisational objectives. They emphasised that integrating leadership development strategies into management practices enhances responsibility, decision-making efficiency, and leaders' adaptability to internal and external changes. L. Liu (2024) introduced an innovative personnel management system based on computer technology. This system automated routine processes such as time tracking, performance monitoring, and HR data management, significantly improving human resource efficiency. Additionally, its implementation ensured transparency, minimised human bias in decision-making, and enabled more accurate

forecasting of skilled labour needs. J.G. Somerville *et al.* (2024b) studied task delegation and employee retention practices in healthcare for underserved regions, finding that such strategies could significantly reduce staff shortages but required careful planning and support. A.O. Karpnyak & O.M. Rybyska (2022) applied cluster analysis to assess motivational management effectiveness in IT companies. Their research showed that grouping employees based on motivational needs – such as financial incentives, learning opportunities, or work-life balance – enabled more efficient resource allocation.

The above research highlights the importance of personalised approaches to personnel management and motivation, enhancing productivity and job satisfaction. However, the long-term impact of innovative management approaches on organisational sustainability and retention of qualified personnel requires further research. This research aimed to determine the influence of motivational factors on the effectiveness of personnel management in enterprises in the Lviv Region of Ukraine. The objectives of the study were to identify the key motivational factors among employees of enterprises that affect their motivation and level of job satisfaction; to analyse the effectiveness of incentive policies at enterprises on the example of such companies as Lviv Confectionery Factory (LCF) "Svitoch", Limited Liability Company (LLC) "Enzyme", SoftServe; to identify barriers and problems that hinder the successful implementation of motivational programmes at enterprises, as well as ways to overcome them.

● MATERIALS AND METHODS

The objects of the study were enterprises from various industries in Lviv Region (Ukraine). Participants included department heads, HR managers, and employees of the following companies: JSC LCF "Svitoch" (Nestlé, n.d.) (350 persons), Enzym Group (n.d.) (50 persons), and SoftServe (n.d.) (500 persons). The sample consisted of 900 individuals, with 57% women and 43% men. The average age of respondents was 35 years. The research was conducted in compliance with ethical principles: voluntary participation, anonymity, and confidentiality. The provisions of the American Sociological Association Code of Ethics (1997) were observed. Participants were informed about the research purpose, and their data were used exclusively for scientific purposes. Company selection criteria included their regional economic impact, employer reputation, level of social responsibility, and presence of motivational programmes.

Data were also collected from company reports and internal documents: Management report of the Limited Liability Company "Lviv Confectionery Factory 'Svitoch'" (2024), SoftServe sustainability report 2023 (2024), Management report of PrJSC Enzym Company 2023 (2024), as well as scientific works on theoretical aspects of motivational policies by M. Garai-Fodor & K. Jäckel (2022), S. Cenolli *et al.* (2023), and S. Spivak *et al.* (2024). This allowed for additional verification of the obtained results and their comparison with existing research in the field of employee motivation.

The primary data collection methods were surveys and semi-structured interviews. The survey method was used to identify key motivational factors among employees.

The questionnaire completed by respondents contained closed-ended, scaled, and open-ended questions (Table 1). Closed-ended questions assessed employee satisfaction levels with various aspects of their work, such as wages, working conditions, and opportunities for professional and career growth. Scaled questions, rated on a five-point scale, helped determine the impact of different motivational

factors on employee work activities. For example, respondents evaluated the importance of factors such as social benefits, flexible working hours, and training and development opportunities. Open-ended questions allowed respondents to provide their own suggestions for improving motivational policies, which was useful for further enhancing motivation systems at the enterprises.

Table 1. Questionnaire for identifying key motivational factors among study participants

No.	Questions
1.	How do you assess your current job satisfaction level?
2.	How do you assess your satisfaction with working conditions at your enterprise?
3.	How do you assess your satisfaction with your current salary?
4.	How do you assess the availability of career opportunities in your company?
5.	Do you believe your work is evaluated fairly?
6.	How important are the following motivational factors to you (rate on a scale from 1 to 5, where 1 – not important, 5 – very important): salary; career growth; professional training and development; working conditions; flexibility of working hours; social benefits (insurance, holidays, etc.); recognition of achievements; teamwork; leadership and support from management
7.	How do you assess the impact of the following factors on your work motivation (rate on a scale from 1 to 5, where 1 – no impact, 5 – strong impact): salary; work environment and working conditions; career opportunities; recognition of work results; professional development opportunities; performance incentives; social benefits (health insurance, bonuses, etc.)
8.	What changes in the company’s motivational policy would you like to see to improve your work motivation?
9.	What additional factors could positively influence your work motivation at the enterprise?
10.	What do you consider the main barrier to improving employee motivation in your company?
11.	How would you rate the support for your professional development and training at the enterprise?

Source: compiled by the authors

For analysing motivational policies at the enterprises, the method of semi-structured interviews with 30 managers (10 from each enterprise), including HR personal and department heads, was also used. This provided more detailed information about the specifics of implementing motivational programmes, challenges faced by organisations, and prospects for developing motivational policies

in the future. Interview questions covered topics such as main approaches to employee motivation, criteria for selecting motivational measures, and factors that could affect their effectiveness (Table 2). This made it possible to evaluate not only the theoretical aspects of motivational policies but also practical aspects of their implementation and functioning.

Table 2. Semi-structured interview questions

No.	Questions
1.	What are the main approaches to staff motivation used in your company?
2.	What criteria are used to select motivational measures?
3.	How do you assess the effectiveness of the current motivational policy in your organisation?
4.	What difficulties do you face when implementing motivational programmes?
5.	What changes do you think should be made to improve the motivation system?
6.	How does the company ensure the development of employees’ professional skills?
7.	What non-financial incentives are used and how effective are they?
8.	What is the impact of external factors (economic situation, labour market) on the motivation policy?
9.	What are the prospects for the development of motivation policy in your company?
10.	How do employees respond to new motivation initiatives?

Source: compiled by the authors

The article uses the method of strengths, weaknesses, opportunities, and threats (SWOT) analysis to analyse the effectiveness of the implemented motivational measures. This method comprehensively assessed the strengths and weaknesses of the current motivational policy of enterprises, as well as identified opportunities for improvement and threats that may arise as a result of external or internal changes. The SWOT analysis helped identify which motivational factors are most effective and which need to be adjusted. It also helped to identify external factors, such as changes in the economic situation or new trends in HR

management, which could affect employee motivation. The methods applied allowed us to obtain a comprehensive picture of the impact of motivational factors on the efficiency of HR management, ensuring the reliability and validity of the research results.

● RESULTS

Key aspects influencing motivation and job satisfaction levels

In management, motivation is considered a key tool that enhances labour productivity, employee engagement, and

reduces staff turnover (Spivak *et al.*, 2024). Understanding these aspects allows businesses to create a favourable work environment and achieve strategic goals. Material incentives, including wages, bonuses, and additional payments, are a fundamental factor influencing employee motivation. A competitive level of remuneration contributes to higher job satisfaction, as employees feel their work is valued. Ensuring transparency in the pay system is particularly important to avoid conflicts and inequality. Opportunities for professional growth, such as upskilling, participation in training, seminars, or career advancement prospects, significantly impact employee motivation. Employees prefer working for organisations that invest in their development and offer clear career paths. Underestimating this aspect may lead to the loss of talented staff. A positive psychological climate, mutual respect between employees and management, team support, and trust are also crucial factors affecting job satisfaction. Organisations that foster openness, inclusivity, and collaboration tend to have more motivated and cohesive teams.

Flexible working hours, remote work options, and support in achieving work-life balance are also motivational factors. Overwork or disregarding employees' need for rest can lead to burnout and reduced productivity. Recognising employee achievements, whether through public praise, awards, or promotions, plays a significant role in boosting motivation. When employees see their contributions valued, they feel important to the organisation, enhancing their loyalty (Cenolli *et al.*, 2023). In addition, the type of leadership chosen by a manager directly affects employee motivation. A democratic management style, involving employees in decision-making, fosters a sense of belonging to the company's outcomes. Conversely, an authoritarian style may cause dissatisfaction and demotivation. Physical working conditions, such as workspace comfort, modern equipment, ergonomics, safety, and cleanliness, are also vital for employee satisfaction. Proper working conditions ensure comfort and enhance productivity. Emotional support from management and involvement in socially significant projects contribute to a positive organisational image. Employees are more motivated when they feel part of a socially responsible business (Garai-Fodor & Jäckel, 2022).

For effective personnel management, it is essential to apply an appropriate motivational approach that considers individual employee needs and organisational strategic goals. Motivational approaches vary significantly depending on the industry, corporate culture, and scale of operations. JSC LCF "Svitoch", LLC "Enzym", and SoftServe are among Ukraine's leading companies due to continuous development, innovative approaches, and high competitiveness in domestic and international markets. JSC LCF "Svitoch" is one of Ukraine's confectionery industry leaders (Nestlé, n.d.). Enzym Group (n.d.) is a key producer of yeast and biotechnological solutions, actively exporting products to various countries. SoftServe (n.d.) is one of Ukraine's largest IT companies, specialising in software development and outsourcing services for global corporations. Analysing the motivational policies of these three Ukrainian companies reveals effective practices that enhance employee engagement, productivity, and corporate goal achievement. JSC LCF "Svitoch", part of the

international Nestlé corporation, demonstrates a holistic approach to employee motivation. According to the Management report of the Limited Liability Company "Lviv Confectionery Factory 'Svitoch'" (2024), the company allocates significant resources to ensure competitive wages, aligning with industry standards and exceeding regional averages. This approach helps retain talented employees and attract new talent. Social benefits are also a key component of the company's motivational strategy. The report notes that "Svitoch" employees have access to an extended package of social guarantees, including health insurance, meal and transport compensation, and well-being programmes. Additionally, substantial attention is given to professional development. The company organises upskilling courses for all employee categories, including management, and conducts seminars focused on leadership development. Corporate social responsibility (CSR) programmes hold a special place in "Svitoch" motivational policy. The company actively supports charitable initiatives and environmental projects, fostering a sense of belonging to Nestlé's (Switzerland) global mission, which positively impacts employee morale and loyalty.

Enzym Group (n.d.) employs a slightly different motivational approach, focusing on individual achievements and teamwork efficiency. According to Enzym Group, the company has implemented a transparent bonus system based on specific production targets (Management report of PrJSC Enzym..., 2024). The employee training system at "Enzym" is also noteworthy. The company funds staff participation in training, seminars, and conferences aimed at enhancing professional knowledge and skills, boosting both qualifications and confidence. Compliance with safety standards and ensuring comfortable working conditions is another important aspect of "Enzym" motivational policy. The company has implemented environmental responsibility measures, such as transitioning to energy-efficient LED lighting, waste sorting, and organising battery recycling. Collaborating with international environmental organisations has earned "Enzym" recognition in the "Green City: Eco-Friendly Lviv" competition.

SoftServe, one of Ukraine's largest IT employers, demonstrates an innovative approach to employee motivation. According to the SoftServe sustainability report 2023 (2024), the company fosters creative potential by providing access to educational resources and professional growth programmes. In 2023, over 70% of employees completed cultural intelligence training, enhancing cross-cultural collaboration awareness. Flexible schedules and remote work are key elements of SoftServe's motivational strategy. Additionally, the company prioritises mental health support, offering stress management and resilience training to reduce burnout, a common issue in IT. SoftServe also implements achievement recognition programmes. Per the SoftServe sustainability report 2023 (2024), company supports Ukraine through financial aid, humanitarian projects, and veteran employment initiatives. In addition, the company develops equal opportunities programmes, ensuring an inclusive working environment for all categories of employees. Special attention is paid to talent development: SoftServe offers training courses, mentoring, and career counselling to help employees grow professionally.

Analysis of incentive policy effectiveness at JSC LCF “Svitoch”, LLC “Enzym”, and SoftServe

The survey allowed to identify the main factors of employee motivation in the three companies under study. JSC LCF “Svitoch”, “Enzym” LLC and SoftServe demonstrate an individual approach to the development of motivational policies, taking into account the specifics of their industry. At the same time, there is a different level of employee

satisfaction with key aspects such as salaries, working conditions, opportunities for professional development and career growth. The analysis of the responses showed that factors such as social benefits, recognition of achievements and work schedule flexibility have a significant impact on the level of employee motivation. Table 3 shows the main results of the assessment, which helped to better understand the priorities of employees.

Table 3. Results of a survey on the effectiveness of companies’ motivational policies towards their employees

Question	Answers	Obtained data separately for each company		
		JSC LKF “Svitoch”	LLC “Enzym”	SoftServe
How do you assess your current job satisfaction level?	Very dissatisfied	5%	6%	2%
	Dissatisfied	10%	8%	5%
	Neutral	20%	16%	15%
	Satisfied	50%	55%	60%
	Very satisfied	15%	15%	18%
How do you assess your satisfaction with working conditions at your enterprise?	Very dissatisfied	4%	5%	3%
	Dissatisfied	12%	10%	6%
	Neutral	25%	20%	20%
	Satisfied	45%	50%	55%
	Very satisfied	14%	15%	16%
How do you assess your satisfaction with your current salary?	Very dissatisfied	8%	10%	4%
	Dissatisfied	15%	15%	8%
	Neutral	30%	25%	20%
	Satisfied	35%	40%	50%
	Very satisfied	12%	10%	18%
How do you assess the availability of career opportunities in your company?	Very dissatisfied	10%	12%	5%
	Dissatisfied	20%	18%	8%
	Neutral	30%	25%	22%
	Satisfied	30%	35%	40%
	Very satisfied	10%	10%	25%
Do you believe your work is evaluated fairly?	Yes	75%	70%	85%
	No	25%	30%	15%
How important are the following motivational factors to you (mean scores)	Salary	4.5	4.8	4.6
	Career growth	4.2	4.4	4.7
	Professional training and development	4.0	4.3	4.9
	Working conditions	4.3	4.5	4.6
	Flexibility of working hours	3.8	3.9	4.8
	Social benefits (insurance, holidays, etc.)	4.4	4.6	4.5
	Recognition of achievements	4.1	4.2	4.8
	Teamwork	4.2	4.3	4.7
	Leadership and support from management	4.0	4.2	4.5
How do you assess the impact of the following factors on your work motivation (average scores)	Salary	4.7	4.9	4.8
	Work environment and working conditions	4.4	4.6	4.7
	Career opportunities	4.3	4.5	4.8
	Recognition of work results	4.0	4.3	4.6
	Professional development opportunities	4.1	4.4	4.9
	Performance incentives	4.3	4.5	4.8
	Social benefits (health insurance, bonuses, etc.)	4.5	4.7	4.6

Source: compiled by the authors

After analysing the closed and scaled questions of the survey, it becomes evident that the motivation policies of JSC LKF “Svitoch”, LLC “Enzym”, and SoftServe have their strengths and weaknesses. As the results show, wages and

working conditions remain among the most important factors for employees in all three companies, though satisfaction levels with these aspects vary slightly. For example, SoftServe employees demonstrate higher satisfaction

with flexible work schedules and professional development opportunities, while at LLC “Enzym”, greater emphasis is placed on social benefits and teamwork. At the same time, the importance of factors such as recognition of achievements and leadership is also growing. At “Svitoch”, over 65% of respondents are satisfied with career opportunities, while at LLC “Enzym” and SoftServe, this figure stands at 45% and 72%, respectively. These results indicate that each company employs different approaches to personnel management, aligned with its strategic goals and operational specifics. They also help identify areas for improvement, such as strengthening professional development support at “Enzym” or expanding social initiatives at SoftServe.

The analysis of open-ended questions revealed that 45% of JSC LKF “Svitoch” employees cited insufficient transparency in performance evaluation as a key barrier to increased motivation. Specifically, they noted that bonus criteria and career advancement remain unclear or inconsistently applied. Around 35% of employees suggested implementing a clear bonus system that accounts for individual achievements and efforts. Regarding changes to the motivation policy, 40% of employees emphasised the importance of expanding professional development opportunities. They noted that introducing internal training, workshops, and upskilling programmes would support their career growth. Additionally, 25% highlighted the need to improve communication between management and staff, stating that timely praise and recognition from leadership significantly boost their work motivation.

Furthermore, the open-ended responses showed that 50% of LLC “Enzym” employees feel a lack of incentive for achieving results. They noted that the current bonus system is overly generalised and fails to recognise individual contributions. Another 30% expressed a need for more

social benefits, such as health insurance, additional paid leave, and transport compensation. Regarding workplace improvements, 35% proposed modernising workspaces, upgrading equipment, and creating a more comfortable environment for task completion. Flexible work schedules, as a potential motivator, were mentioned by 20% of respondents. Employees stressed that such changes could enhance productivity by improving work-life balance.

As for SoftServe, 55% of its employees consider professional development a key motivational factor. They valued internal training programmes, access to innovative tools, and workshops. However, 30% noted limited opportunities for horizontal growth, such as interdisciplinary projects or interdepartmental rotations. About 25% cited management inflexibility as the biggest motivational barrier, calling for a more individualised approach to task management and support in addressing work challenges. Regarding policy changes, 35% proposed introducing long-term bonus schemes, share ownership programmes, and personalised career development consultations. Another 20% emphasised the importance of regular feedback from leadership and transparent communication about their successes.

The survey analysis demonstrated that employees across all three companies seek a more transparent and differentiated motivation system, as well as professional development support. For JSC LKF “Svitoch” and LLC “Enzym”, improving bonus structures and working conditions is a priority, while SoftServe focuses on flexible management approaches and horizontal career growth opportunities. The interview results highlighted the diversity of motivation strategies in the studied companies. Table 4 outlines key challenges, changes, staff development directions, non-material incentives, external factors, and employee reactions to HR innovations.

Table 4. Interview results on employee motivation in the studied companies

Aspect of the issue	Company (number of participants confirming response)		
	JSC LKF “Svitoch” (10 participants)	LLC “Enzym” (10 participants)	SoftServe (10 participants)
Main approaches to staff motivation	Social bonuses (8), medical insurance (1), corporate events (1)	Non-financial incentives (7), flexible working hours (2), autonomy in decision-making (1)	Professional development (9), international projects (1)
Criteria for selecting motivational measures	Analysis of employee requests (6), experience of other companies (4)	Employees’ wishes (5), strategic goals of the company (5)	Employee surveys (8), individual approach (2)
Effectiveness of the current policy	High efficiency among young employees (6), need for adaptation for the older generation (4)	Generally effective (8), need to expand training opportunities (2)	High employee engagement (7), need for personalised approaches (3)
Difficulties in implementing motivational programmes	Resistance to changes by older employees (6), lack of awareness of new approaches (4)	Lack of resources for programme development (5), different expectations of employees (5)	Global competition for talent (7), rapidly changing market conditions (3)
Necessary changes in the motivation system	Expanding the range of social bonuses (6), more flexible work schedules (4)	Strengthening of internal training (5), involvement of external experts (5)	Integration of individual career plans (6), development of mentoring (4)
Development of professional skills	Corporate training (7), mentoring (3)	Internal training (6), support for young professionals (4)	Corporate university (6), international internships (4)
Non-material ways of motivation	Open communication with management (5), support for employees’ families (5)	Flexible working hours (6), ability to influence corporate culture (4)	Individual career plans (7), autonomy in performing tasks (3)
Influence of external factors	The economic situation forces to adapt social programmes (6), competition in the labour market (4)	Fluctuations in the labour market affect personnel decisions (5), general economic conditions (5)	High competition for IT talent (7), influence of international markets (3)
Prospects for development	Introduction of support programmes for employees’ children (6), expansion of corporate events (4)	Emphasis on internal training (5), improvement of the mentoring system (5)	Deepening of individual approach (6), development of international cooperation (4)

Table 4, Continued

Aspect of the issue	Company (number of participants confirming response)		
	JSC LKF "Svitoch" (10 participants)	LLC "Enzym" (10 participants)	SoftServe (10 participants)
Employee reaction to innovations	Positive perception of young employees (6), need for adaptation for the older generation (4)	Interest in new opportunities (7), cautious attitude to change (3)	High readiness to adapt (8), need for clearer communication (2)

Source: compiled by the authors

At SoftServe, the main goal of the motivational policy was to create a favourable microclimate in the team and support the professional development of employees. Mentoring programmes, a corporate university, and opportunities to participate in international projects ensured a high level of employee engagement. At JSC LCF "Svitoch", the motivational approach was based on social bonuses, including additional health insurance, organisation of corporate events and support for employees' families. Creating a sense of stability and care for each employee helped to increase loyalty to the company. At "Enzym", priority was given to non-material incentives, including freedom in organising working hours, which created comfortable working conditions for employees.

The criteria for selecting motivational measures at SoftServe were based on the results of regular employee surveys, which allowed the company to take into account their needs and develop appropriate programmes. LLC "Enzyme" used a similar approach, taking into account both the wishes of employees and the company's strategic goals. At the same time, organisations faced difficulties in implementing new initiatives. At JSC LCF "Svitoch", resistance to change was observed among older employees, which required the gradual integration of modern methods while maintaining traditional incentives. At SoftServe, global competition for IT talent required continuous improvement of the incentive policy. All interviewees noted the im-

portance of non-financial incentives. At "Enzyme", the opportunity to engage in open discussions with management was particularly valued, which increased engagement and a sense of job significance. At SoftServe, individual career development plans were popular, as they helped to retain employees. As for the prospects for the development of the motivational policy, JSC LCF "Svitoch" planned to expand the range of social bonuses, including support programmes for employees' children. LLC "Enzym" focused on internal training and development of young professionals. SoftServe improved its professional development programmes by integrating an individual approach to each employee. In general, the results of the interviews show that companies use a variety of approaches to motivation that take into account the specifics of their operations, employee needs, and strategic goals. Although each organisation has its own challenges, the implementation of modern motivational programmes remains a priority for all three companies.

Analysis of ways to overcome barriers and problems hindering the successful implementation of motivation programmes in enterprises

Based on reports from companies JSC LKF "Svitoch", LLC "Enzym", and SoftServe, employee survey results, and responses from semi-structured interviews with HR managers and department heads, a SWOT analysis of the current motivation policies of these enterprises was conducted (Table 5).

Table 5. SWOT analysis of the effectiveness of personnel management by enterprises

Analysis aspect	SoftServe	JSC LKF "Svitoch"	LLC "Enzym"
Strong points	High employee engagement through mentorship programmes and corporate university; opportunities to participate in international projects, enhancing professionalism and motivation	Favourable social benefits and corporate care (health insurance, organisation of events); support for employees' families, which creates loyalty to the company	Flexible working hours and opportunities for professional development through trainings; creation of a comfortable working environment that promotes job satisfaction
Weaknesses	High competition for talent in the IT sector, requiring continuous improvement of incentive programmes; high costs of incentive programmes due to international projects	Resistance of older employees to the introduction of new methods of motivation; limited flexibility in approaches to motivation due to certain traditions in the company	Insufficient attention to non-material incentives compared to material incentives; potential for problems in maintaining high motivation in the event of significant changes in the external environment
Opportunities	Expanding professional development programmes, including new mentoring methods and online courses; adapting to changes in the labour market and new motivation technologies (e.g. gamification)	Introducing new motivational tools, such as programmes for young professionals; increasing social bonuses, such as support for employees' children, additional days off	Developing internal training and career development for young employees; implementing work-life balance programmes to increase loyalty
Threats	Changes in the economic situation may lead to a reduction in motivation budgets; loss of employees to other companies offering better conditions	Mismatch between traditional approaches and new trends in HR management; labour market instability may lead to a decrease in the effectiveness of existing motivational measures	Changes in the economic environment that may reduce opportunities for developing incentive programmes; deterioration in working conditions due to the unstable labour market

Source: compiled by the authors

It was found that the most effective programmes were those focusing on professional development and employee support through various social benefits and career growth. At the same time, it was revealed that some companies struggle to adapt to labour market changes, which may reduce the effectiveness of their motivation initiatives. Considering the data, external factors such as economic instability and new technological developments were also identified as potential influences on employee motivation. Enterprises need to adjust their strategies, particularly by increasing the flexibility of motivation programmes, to successfully adapt to new conditions. Based on the SWOT analysis, several barriers and problems were identified that may hinder the successful development of motivation programmes and require careful resolution. At SoftServe, one of the main challenges is the difficulty of adapting motivation programmes to rapid labour market changes and technological innovations. To address this, the company should regularly train managers to increase their awareness of the latest trends in HR management and motivational practices.

Another important step is adapting motivation programmes to digital technologies, particularly through gamification, mobile apps for employee interaction, and performance monitoring. Additionally, strategic partnerships with educational platforms offering online courses and certification programmes should be established to expand professional development opportunities. For SoftServe, particularly for young employees, a challenge may be the lack of transparency and clarity in career progression paths, which could reduce motivation. Although the company has a well-developed career growth system, young professionals may not always understand the specific steps needed for advancement. In this case, it would be advisable to strengthen mentorship and career counselling programmes, providing personalised guidance on competency development and career opportunities. Regarding talent development investments, funding for internal training programmes should be increased, offering grants for international certifications or supporting participation in industry conferences. A fast-track career growth programme for high-performing employees could also be introduced, featuring accelerated job rotation, specialised training, and early promotions based on performance and leadership assessments. Ensuring employees can participate in key projects and leadership roles will help them feel part of the company's significant initiatives. Implementing a clear evaluation and feedback system on career achievements will help employees better understand the steps needed for advancement.

At JSC LKF "Svitoch", one of the main issues remains the low flexibility in motivation policies, negatively affecting employee motivation. To resolve this, the company should create programmes ensuring an optimal work-life balance, such as additional leave or reduced working hours during high-stress periods, implemented through flexible schedules or extra paid leave based on stress-level assessments. In addition, it is necessary to involve employees in decision-making on improving working conditions and company policies to create personalised incentive programmes that meet the needs of different groups of employees. Retention challenges, driven by economic instability, should be addressed by improving communication

transparency, informing employees about the company's financial status and strategic direction. Regular management-employee meetings, an internal information portal, and financial reports can enhance transparency. Programmes for financial stability, such as preferential loans or loyalty bonuses, could also be introduced. Funding may come from internal reserves or partnerships with financial institutions offering favourable loan terms. The percentage of funding would depend on the company's financial capacity, but a possible model could cover 50-70% of loan interest rates or offer 5-10% annual salary bonuses for highly loyal employees. Intangible motivational factors, such as professional development, can also be emphasised to improve motivation in times of economic instability.

At LLC "Enzym", one of the biggest challenges is limited financial resources, complicating the implementation of complex motivation programmes, including bonuses and social benefits. To overcome this, existing motivation measures should be optimised, considering the current bonus system. Currently, employees only receive additional payments for exceeding production targets (10-15% of monthly salary). More affordable options, such as extra leave days or corporate training programmes, could be introduced. Partnering with training providers or knowledge-sharing with other companies could reduce costs. Loyalty programmes offering small but regular rewards, such as additional leave days, could also be developed. For example, employees could earn extra paid leave days (up to five per year) for every two years of continuous service. Unused bonus leave could be exchanged for financial compensation (equivalent to average daily earnings). These measures would enhance motivation and retention without significantly increasing company costs. Implementing the above approaches will enable companies to overcome key barriers hindering motivation programme development, improve employee motivation, and ensure long-term loyalty and work efficiency.

● DISCUSSION

The results of this study demonstrated that the effectiveness of personnel management largely depends on the implementation of a system of motivational factors that enhance labour productivity and employee satisfaction. These findings align with the conclusions of other studies, particularly M. Garai-Fodor & K. Jäckel (2022), who proved that an individualised approach to employee incentives increases job satisfaction and productivity. This study showed that the use of both material and non-material incentives positively impacts labour productivity. It was found that employees who receive fair wages and have opportunities for professional growth exhibit high levels of engagement. Similar conclusions were drawn in the study by C. Mbachu *et al.* (2022), who found that motivating rural healthcare workers in Nigeria improves their productivity and ensures high-quality maternal and child health services. This study also emphasised that material incentives, such as bonuses and additional rewards, significantly enhance employee performance.

Meanwhile, the study by A. Melnyk *et al.* (2021) highlighted the importance of integrating motivational approaches into organisational culture. According to their results, companies that embed motivational strategies into

their organisational culture achieve higher personnel management efficiency. These findings support this approach, as implementing a comprehensive motivational system improved the internal organisational climate and increased employee satisfaction. This study established that effective leadership plays a key role in shaping a motivational environment. Leaders who actively support employees, encourage initiative, and ensure open communication create conditions for improved workforce efficiency. This aligns with the research by S. Khawaja & H. Karimi (2024), who found that labour productivity significantly increases when employees feel supported by management. Their conclusions underscore the importance of developing leadership skills as part of personnel management strategies. The study revealed that integrating digital tools into personnel management systems significantly enhances the effectiveness of motivational mechanisms. In particular, digital platforms enable transparent employee evaluation and reward systems. This corresponds with the findings of M. Kopytko *et al.* (2024), who noted that digitising personal management boosts enterprise competitiveness. They emphasised that new technologies allow motivational mechanisms to be tailored to individual employee needs. This work examined motivation specifics across different economic sectors. It found that employees require tailored motivational approaches, such as seasonal bonuses and comfortable working conditions. These results align with the conclusions of S. Cenolli *et al.* (2023), who indicated that effective personnel management in agricultural enterprises significantly impacts productivity.

The study also showed that non-material motivation – such as recognition of achievements, corporate culture development, and opportunities for self-realisation – is equally important as financial incentives. These conclusions correlate with the work of C. Baumeler & N. Lamarra (2024), who explored motivational factors in Swiss small businesses. They found that a supportive and respectful atmosphere helps retain staff and improve efficiency. This study also highlighted challenges in implementing motivational mechanisms, such as resistance to change and insufficient managerial training in personnel management. These issues often arise due to inadequate attention to manager training and upskilling. Similar problems were described by V. Korolkov & D. Babenko (2020), who noted that refining motivational mechanisms requires a comprehensive approach, including manager training and adapting motivational tools to company specifics. Implementing personalised digital solutions based on motivational factors – such as financial incentives, recognition of achievements, and automated task monitoring – optimises management and reduces job dissatisfaction. These conclusions align with the study by O. Krasivskyy *et al.* (2023), who proposed a digital personnel management model for engineering firms, facilitating process automation, reducing human error, and improving safety and productivity.

The study found that motivational systems should focus on long-term prospects and professional skill development. O. Ponisciakova *et al.* (2023) emphasised the role of motivation in managerial decisions within Slovak manufacturing companies. They highlighted that proper motivational approaches enhance productivity and competitiveness. The findings of N. Okorie *et al.* (2019) also

align with these conclusions, demonstrating that external motivational factors improve productivity among Nigerian library staff. Systematic use of motivational factors enables companies not only to achieve better efficiency but also retain key employees.

According to the study by J.G. Somerville *et al.* (2024a), motivating employees in remote areas of Ghana and Scotland depends on career development opportunities and employer support. This study also found that access to professional development and training significantly enhances personnel management effectiveness. This is particularly important for employees seeking to fulfil their professional ambitions within an organisation. Similar conclusions were drawn by Z.E. Kootahi *et al.* (2023), who analysed professional values and job satisfaction among nurses. The results showed that nurses who value high patient care standards, ethical behaviour, and professional growth opportunities exhibit high job satisfaction. Key influencing factors include working conditions, team and managerial support, training opportunities, and emotional exhaustion. This study also stressed the importance of creating favourable conditions for employees to realise their professional values, enhancing job satisfaction and service quality. M. Hitka *et al.* (2019) also noted that flexible schedules, career growth opportunities, and tailored incentive systems can effectively boost organisational loyalty and reduce turnover.

Additionally, the study by P. Otřisal & D.R. Ralbovská (2024) highlighted the importance of developing employee resilience through continuous education. These results confirm that training and development are significant non-material motivational factors, fostering both professional growth and company loyalty. The study by B. Phuong *et al.* (2024) also confirmed the role of motivational factors for educators. Their research showed that material and non-material incentives positively impact teaching effectiveness at Vietnam National University. This study identified a similar trend, where financial and non-financial rewards stimulated higher employee performance.

The study by S. Rahi *et al.* (2023) focused on user intentions to continue using e-banking. Although contextually different, their conclusions on the importance of expected benefits and user satisfaction can be applied to employee motivation. This work also showed that employees who perceive personal benefits from their work exhibit higher engagement and loyalty. This aligns with the findings of L.D. Harmider & L.A. Gonchar (2019), who studied factors influencing staff productivity and concluded that key drivers remain financial motivation, work environment, and professional growth opportunities. Thus, financial incentives, organisational culture, professional development, and career growth all play crucial roles in enhancing employee productivity and strengthening company competitiveness. The consistency of these results with the aforementioned researchers confirms that motivational factors are decisive for effective personnel management.

● CONCLUSIONS

Employee motivation is a key management tool that directly affects labour productivity, staff engagement and reduction of staff turnover. Financial incentives, such as salaries, bonuses and bonuses, are a key driver of motivation, as competitive remuneration increases employee

satisfaction. Ensuring transparency in remuneration helps to avoid conflicts and fosters an atmosphere of trust. Professional development opportunities, such as advanced training, participation in trainings and career prospects, also have an impact on employee motivation, as employees prefer organisations that invest in their development. Lack of attention to the above aspects can lead to the loss of talented personal. An analysis of the motivation policy at JSC LCF “Svitoch”, LLC “Enzym” and SoftServe shows a variety of approaches to HR Management. While “Svitoch” focuses on social benefits and professional development programmes, “Enzym” focuses on financial incentives and comfortable working conditions. SoftServe, on the other hand, focuses on innovation, developing the creative potential of its employees and supporting their mental health. This policy allows these companies not only to increase the efficiency of their staff, but also to strengthen their competitiveness in the market.

Based on SWOT analysis, surveys, interviews, and an assessment of motivational policies at SoftServe, LLC “Enzym”, and JSC LCF “Svitoch”, it was found that all companies face barriers reducing the effectiveness of their motivational programmes. Key challenges include limited financial resources, difficulties adapting motivational programmes to labour market changes, and evaluating programme effectiveness. However, specific solutions were identified for each company, such as implementing flexible motivational forms, using digital tools for employee

interaction, and optimising internal processes. All companies have significant strengths in their motivational policies, such as clear career prospects and robust training programmes. However, to enhance effectiveness, companies should improve internal communications, integrate more personalised motivational approaches, and increase transparency in goal-setting and success criteria. For SoftServe, developing mentorship and career counselling programmes would help young specialists understand growth opportunities. LLC “Enzym” could adjust its incentives by introducing more accessible rewards, such as flexible schedules and remote work options. JSC LCF “Svitoch” should focus on adapting motivational programmes to economic changes and creating non-material incentives. Overall, improving motivational programmes requires continuous adaptation to new conditions and employee demands. Success depends not only on financial incentives but also on fostering a corporate culture that attracts, supports, and develops talent. Future research should expand the company sample and further analyse the impact of external factors – such as economic changes – on organisational motivational practices.

● ACKNOWLEDGEMENTS

None.

● CONFLICT OF INTEREST

None.

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Стратегія управління персоналом: роль мотиваційних чинників у підвищенні ефективності

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Анотація. Метою дослідження було визначення впливу мотиваційних чинників на успішність в управлінні персоналом різних підприємств. Методологія дослідження включала анкетування 900 працівників трьох компаній: АТ ЛКФ «Світоч», ТОВ «Ензим» і SoftServe, проведення напівструктурованих інтерв'ю з 30 менеджерами та SWOT-аналіз. Результати дослідження показали, що ефективність управління персоналом значною мірою залежить від збалансованості матеріальних і нематеріальних мотиваційних чинників. У SoftServe наголошено на інноваціях, творчому розвитку та ментальному здоров'ї, у «Світоч» – на соціальних пільгах і навчальних програмах, в «Ензим» – на комфортних умовах праці й фінансових стимулах. Результати анкетування показали, що 70 % працівників SoftServe вважають основними мотиваційними факторами можливості для кар'єрного зростання та професійного розвитку, а також гнучкі умови праці. У компанії «Світоч» 65 % респондентів відзначили, що соціальні пільги, як-от медичне страхування та програми для дітей співробітників, є ключовими мотиваційними елементами. Для працівників компанії «Ензим» 78 % опитаних зазначили, що комфортні умови праці та конкурентоспроможна заробітна плата є основними рушіями їхньої ефективності. Напівструктуровані інтерв'ю з менеджерами підтвердили, що мотиваційні програми зосереджені на інноваціях і ментальному здоров'ї працівників, що дозволяють зберігати лояльність і залученість команди. Результат SWOT-аналізу показав, що основними перешкодами для підвищення ефективності мотиваційної політики є обмежені фінансові ресурси, адаптація до ринкових змін і оцінка результативності програм. Водночас сильні сторони компаній включають розвинені програми навчання, кар'єрний розвиток і підтримку співробітників. Дослідження підтвердило, що оптимізація мотиваційної політики можлива через впровадження гнучких форм мотивації, використання цифрових інструментів і вдосконалення внутрішніх комунікацій.

Ключові слова: задоволеність роботою; кар'єрні перспективи; заходи заохочення; продуктивність праці; менеджмент