

Developing a staff motivation system for construction companies: Algorithms for encouraging high productivity

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Abstract. This study aimed to provide practical recommendations for enhancing staff productivity in construction companies. The activities of Ukrainian construction companies, specifically Limited Liability Company “PC Regional Construction Company”, Limited Liability Company “Interbud”, and Private Joint-Stock Company Holding Company “Kyivmiskbud”, were analysed, along with the algorithm for improving motivation within these companies. A comparative analysis of motivation systems in Ukraine and internationally, using Germany, the United Kingdom, and the USA as examples, was conducted. Based on the findings, a mechanism for increasing staff motivation in Ukrainian construction companies was developed. Motivation was identified as a key factor in improving labour productivity. In particular, the use of a combination of material and non-material incentives proved effective in enhancing work efficiency. Company performance confirmed the effectiveness of strategies that contributed to increased productivity and employee loyalty. Limited Liability Company “PC Regional Construction Company” achieved a 15% increase in labour productivity through a bonus system and improved working conditions. At Limited Liability Company “Interbud”, employee engagement increased to 80%, while Private Joint-Stock Company Holding Company “Kyivmiskbud” achieved a 70% rise in employee loyalty through non-material incentives. A crucial aspect was the introduction of flexible bonus systems that considered both individual and collective achievements. The study confirmed that professional growth, training, and employee development contributed not only to skill enhancement but also to increased company loyalty. Non-material incentives, such as recognition of achievements and team-building activities, significantly improved workplace morale and strengthened team cohesion. The implementation of feedback systems and employee participation in decision-making fostered closer ties between management and staff, positively impacting company performance. The practical significance of this study lay in optimising motivational strategies to enhance productivity and employee loyalty in construction companies. These improvements facilitate high performance, reduce staff turnover, and foster an effective working environment

Keywords: professional development; work efficiency; incentive system; management strategies; knowledge sharing

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INTRODUCTION

Creating an effective staff motivation system is a crucial aspect of management that directly impacts the efficiency of construction companies. High productivity is a key factor for success in a competitive market, making it essential to develop incentive strategies that ensure the achievement of high-performance levels. Construction sector employees often face various challenges, including demanding working conditions, heavy physical labour, and the need to meet

strict deadlines. Therefore, developing an effective system of rewards and motivational strategies aimed at enhancing work efficiency is a priority for company management. A well-designed motivation system not only increases productivity but also reduces staff turnover, contributing to the stability and development of the company. However, it is worth noting that research in this field often focuses on general principles of motivation without clear links to the

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specific characteristics of the construction sector, creating gaps in scientific approaches.

Researchers have highlighted various aspects of creating a staff motivation system for construction companies, specifically strategies for boosting high productivity. W. Alaghbari *et al.* (2021) examined the impact of motivational factors on the effectiveness of public construction projects in Yemen. They found that employee motivation directly affects project performance, including timeliness and quality of work. In their conclusions, the authors recommended that governments and companies focus on creating motivational programs that enhance the performance of construction projects. C. Amoah & L. van Niekerk (2023) focused on the motivational factors for workers in the construction industry, particularly the need to consider individual needs and working conditions. The authors emphasised that work motivation directly impacts productivity and the quality of construction projects, and they proposed various motivational tools to maximise the efficiency of construction work. S.K. Ansah & E. Tekpe (2022) examined the influence of motivational factors on the implementation of quality management systems in the construction sector. They noted that the successful implementation of total quality management (TQM) requires consideration of both external and internal employee motivation factors.

P.T. Phan *et al.* (2020), Y. Bayır & S. Gundes (2024), and R.A. Kubanov *et al.* (2024) studied the impact of motivational factors on employees of construction companies. The authors' recommendations included an emphasis on the flexibility of motivational strategies, taking into account new working conditions. D.V. Bondarenko (2024) highlighted the importance of using building information modelling (BIM) to optimise construction processes and project management. In research, the author emphasised the technology's potential to reduce costs, improve coordination between project participants, and increase planning accuracy. They also stressed the need to adapt BIM to the requirements of sustainable construction regarding energy efficiency, carbon emission reduction, resource efficiency, and the integration of renewable energy sources.

An important aspect of the research by O. Gibadullin *et al.* (2024) was the problem of Ukraine's post-war reconstruction. The authors noted that to attract digital nomads to this effort, the state needs to create innovative and adaptable motivational strategies that consider the specific challenges of industrial and construction reconstruction. At the same time, to attract highly qualified workers, they recommended adhering to principles of rationality and mutual respect, avoiding displays of authoritarianism and empty promises in relationships, and allowing for reasonable levels of creativity. Z. Mustapha *et al.* (2024) analysed the impact of motivational factors on the productivity of construction industry employees. The authors found that the main incentives for increasing productivity were fair wages, opportunities for professional growth, and effective communication between management and staff. Their findings highlighted the importance of cultivating a positive work environment to ensure long-term employee effectiveness. Accordingly, the purpose of this study was to develop an algorithm for incentivising employees, taking into account their specific needs and motivations.

● MATERIALS AND METHODS

An evaluation of Ukrainian construction companies and their motivation systems was conducted. The criteria for selecting these companies included their experience in implementing innovative motivational strategies, the scale of their operations within the construction sector, and the currency of information available. As part of the research, a detailed analysis of motivation strategies was carried out in three construction companies: Limited Liability Company (LLC) "PC Regional Construction Company", LLC "Interbud", and Private Joint-Stock Company (PrJSC) Holding Company (HC) "Kyivmiskbud". Each strategy was examined using data from company reports and corporate statistics. This analysis allowed for the identification of key approaches that have been applied and adapted for Ukrainian construction companies.

The primary focus was on strategies involving financial incentives, professional development, non-financial rewards, and employee participation in management. All of these strategies were evaluated based on their effectiveness in achieving desired outcomes, the level of employee engagement, satisfaction with working conditions, and the impact on long-term employee loyalty to the companies. The motivation enhancement strategies of LLC "PC Regional Construction Company", LLC "Interbud", and PrJSC HC "Kyivmiskbud" were analysed, specifically:

1. The material incentives strategy and the employee participation strategy at LLC "PC Regional Construction Company". The material incentives strategy examined the use of financial rewards, such as bonuses, salary increases, and performance-based payments. This strategy was evaluated based on the effectiveness of financial incentives, the relationship between motivation and reward size, and the impact on employee satisfaction. The employee participation strategy assessed the level of staff involvement in decision-making, satisfaction with opportunities to express opinions, and the extent of organisational support.

2. The professional development strategy at LLC "Interbud", focused on providing learning and career advancement opportunities. This included training programmes, professional development courses, and structured career progression initiatives. The strategy was assessed based on employee participation rates in these programmes, improvements in professional competence, and the impact on motivation through career prospects.

3. The non-financial incentives strategy at PrJSC HC "Kyivmiskbud", is aimed at motivation through employee recognition, strengthening their role within the team, organising team-building activities, and fostering a supportive environment for personal development. The strategy was evaluated using criteria such as employee satisfaction with managerial support, corporate culture, and the company's commitment to social responsibility.

The potential applications of project management software such as Trello, Asana and Slack were analysed. Company documentation was also reviewed, including news reports on the increasing construction costs of a police office by LLC "Interbud" (The construction of a new police..., 2023), a press release regarding the decision on the recapitalisation of PrJSC HC "Kyivmiskbud" (Decision on recapitalization..., 2024), and a press release on the financing mechanism for completing construction projects of

PrJSC HC “Kyivmiskbud” and “Ukrbud” (The financing mechanism..., 2024). A comparative analysis of motivational systems was conducted, comparing those in Ukraine with three other countries with developed construction sectors (Germany, the United Kingdom, and the USA). Comparative analysis methods were employed for this purpose. The motivational tools used in these countries and their impact on the efficiency of construction companies were studied. The adaptation of these international standards to the specific conditions of each country was examined. Based on this analysis, an algorithm was developed to stimulate high productivity in the Ukrainian construction sector. This algorithm included a system of financial and non-financial incentives, professional training and development, and improvements to corporate culture. The algorithm was adapted for the analysed companies, taking into account their size, structure, staffing needs, and specific work processes.

● RESULTS

The role, methods, and factors of staff motivation in construction

Motivation is an internal process that drives a person to action, to achieve specific goals, and to satisfy their needs. It encompasses various factors that can be both external (e.g., financial rewards, and social recognition) and internal (a sense of self-fulfilment, personal beliefs, and interest in the work). Motivation is a crucial factor in ensuring high productivity, effective teamwork, and the achievement of organisational goals, especially in construction, where tasks are often complex and require maximum professionalism. In construction companies, employee motivation plays a key role in ensuring the successful completion of projects. This is because success depends on the direct work of many individuals, from the organisation of processes to the execution of technical tasks. If motivation is absent or insufficient, it can lead to decreased productivity, an increase in errors, delays in work completion, and consequently, financial losses and a decrease in the company's competitiveness.

Effective motivation allows employees to feel valued, increases their engagement, and reduces staff turnover. This is particularly important in construction companies, where frequent employee turnover can lead to additional costs for training new staff and a decline in the quality of work performed. If employees are interested in their work and derive satisfaction from completing their tasks, they are willing to put more effort into achieving results. Various methods exist for motivating employees in construction companies. One of the most common is the use of financial incentives: bonuses, pay rises, and performance-based payments. These methods are directly linked to the achievement of specific results and are often used to encourage the completion of urgent tasks or the attainment of defined goals. However, while financial rewards can be effective in the short term, they are not always capable of providing longterm motivation. This is because employees may become accustomed to a certain level of financial payment and begin to take it for granted, which reduces their incentive for even greater achievements.

Opportunities for professional development are also an important motivating factor. Training programs, workshops, and advanced training courses not only contribute to the development of employee skills but also to their

loyalty to the company. If an employee sees that the company is investing in their development, it motivates them to stay with the company and demonstrate a high level of productivity. This is particularly important in construction companies, as the rapid development of new technologies and standards requires continuous learning and improvement from employees.

Creating a system for employee participation in management is also an important motivating factor in construction companies. Including employees in decision-making processes, discussions about work processes, or participation in corporate initiatives allows employees to feel valued and recognise the importance of their contribution to the overall result. This approach helps to increase employee engagement and improve their attitude towards work. Employee motivation in construction companies is a crucial element for achieving high performance. It can be both financial and non-financial, and it depends on the company's needs, the level of employee development, and specific working conditions. The correct combination of various motivational strategies allows companies to maintain a high level of productivity, reduce staff turnover, and ensure the successful completion of projects.

Analysis of motivation strategies in Ukrainian construction companies

LLC “PC Regional Construction Company” operates actively in the Ukrainian construction market, implementing both commercial and public sector projects. The company actively introduces innovative methods of employee motivation, ensuring high productivity and efficiency at all stages of construction. LLC “PC Regional Construction Company” has implemented a system of financial incentives that includes regular bonuses for completing projects within specified deadlines, allowances for exceeding planned performance indicators, and bonuses for saving material resources. This strategy has demonstrated high effectiveness in increasing labour productivity, as employees are directly motivated to achieve specific results. For example, the regular payment of bonuses for the quality completion of projects has motivated over 80% of employees to exceed their work targets. In addition, qualification allowances have helped to attract more experienced employees, which has positively impacted the overall efficiency of the company.

LLC “PC Regional Construction Company” also implements a strategy of involving employees in the managerial decision-making process. Employees regularly participate in project development and submit proposals for optimising work processes. Such mechanisms increase the level of trust between management and staff, which contributes to a better understanding of company goals and enhances employee productivity. Research has shown that over 60% of employees who participated in such programs reported an increase in satisfaction with working conditions.

LLC “Interbud” also occupies an important position in the Ukrainian construction market and is actively developing, and completing major infrastructure projects, including the construction of police offices. At the same time, the company continues to maintain a high level of motivation among employees through a system of bonuses, opportunities for professional development, and comfortable working conditions, which contributes to maintaining work

efficiency and improving the quality of services provided. LLC “Interbud” actively develops a system of professional training for its employees, offering advanced training courses in modern construction technologies. The implementation of a continuous learning program has allowed employees not only to update their knowledge but also to feel supported by their employers. For example, about 70% of employees noted that participation in training programs increased their job satisfaction. At the same time, the company notes that this contributes to long-term staff loyalty, as such initiatives strengthen the feeling of stability and career prospects.

PrJSC HC “Kyivmiskbud”, one of the largest construction companies in Ukraine, is also facing the economic challenges confronting the construction industry. In 2024, the Kyiv City Council supported a decision to increase the company’s authorised capital by 2.56 billion UAH to stabilise its financial position (Moroz, 2024). PrJSC HC “Kyivmiskbud” implements non-financial forms of incentives, including recognition of employee achievements, organisation of corporate events, and public praise. For example, employees who achieve high-performance results are recognised at annual staff meetings. This increases employee engagement, fosters a cohesive team, and improves morale within the company. In addition, employee involvement in such initiatives contributes to their long-term loyalty and reduces staff turnover. Specifically, for PrJSC HC “Kyivmiskbud”, the financial incentive system is implemented through bonuses for plan completion. Productivity is assessed by the number of completed projects and adherence to work deadlines.

A significant problem identified was the lack of professional training and advanced training programs. At PrJSC HC “Kyivmiskbud”, employees reported that only a small portion of the staff had access to specialised training or educational programs. This led to professional burnout and job dissatisfaction among employees. The absence of regular feedback mechanisms was also a common issue. However, at LLC “Interbud”, although a staff training system was in place, employees rarely had the opportunity to express their suggestions for improving work processes or working conditions. This reduced employee engagement and created barriers to communication between management and staff. Flexible bonus systems that consider the individual contributions of employees can significantly increase motivation levels. Organising internal training sessions, advanced training courses, and internship programs are effective motivational tools. The implementation of an individual bonus program for the early completion of projects at PrJSC HC “Kyivmiskbud” led to an increase in

labour productivity, improved work quality, and a rise in employee satisfaction.

LLC “PC Regional Construction Company” has introduced regular training sessions for staff, particularly in the use of the latest construction technologies. Companies like LLC “Interbud” and others can improve employee motivation through the regular recognition of their achievements, the organisation of corporate events, and the creation of a favourable working environment. Such changes will help to strengthen employee trust in management and increase their loyalty to the company. Regular meetings between management and employees, as well as the creation of platforms for exchanging ideas, can contribute to improving work processes. For example, PrJSC HC “Kyivmiskbud” plans to organise quarterly discussions to gather suggestions from staff. LLC “Interbud” regularly holds meetings with employees to discuss project outcomes and improve work processes, which contributes to increased productivity and team efficiency. LLC “PC Regional Construction Company” has created an online platform for exchanging ideas between employees from different departments, allowing for the implementation of innovative solutions and improved teamwork.

Creating an effective employee motivation system for construction companies is a complex but necessary task to ensure their competitiveness. The use of financial and non-financial incentives, the development of professional programs, and the implementation of feedback mechanisms can significantly improve the situation. The implementation of these opportunities in companies such as LLC “PC Regional Construction Company”, LLC “Interbud”, and PrJSC HC “Kyivmiskbud” can serve as an example for other enterprises in the industry. A distinctive feature of LLC “PC Regional Construction Company”, LLC “Interbud”, and PrJSC HC “Kyivmiskbud” is their ability to adapt to changes in the market and effectively implement innovative solutions in their operations. These enterprises adhere to the principles of energy-efficient construction and focus on customer needs even in times of crisis. Their experience in developing new business areas, optimising processes, and implementing socially responsible projects demonstrates how existing opportunities can be successfully used to achieve competitive advantages. This implementation can serve as a useful example for other companies in the construction industry, contributing to increasing their resilience to external challenges and the implementation of effective management and production process organisation practices. It is important to consider in more detail the motivational strategies used by the aforementioned companies in Ukraine (Table 1).

Table 1. Types of motivational strategies in Ukraine

Strategy	Description	Effectiveness criteria	Analysis results
Financial incentives	Use of financial rewards such as bonuses, pay rises, and performance-based payments	Effectiveness of financial rewards, dependence of motivation on the size of the reward, impact on satisfaction	Increase productivity in the short term, especially for tasks with clear goals. Loyalty depends on the consistency and size of the reward
Professional development	Providing opportunities for training, career growth, participation in workshops and courses	Level of employee participation, increase in professional competence, impact on career prospects	Improves employee competence and engagement. Long-term loyalty depends on real career growth prospects. Requires financial and time investments

Table 1, Continued

Strategy	Description	Effectiveness criteria	Analysis results
Nonfinancial incentives	Recognition of achievements, organisation of teambuilding activities, favourable environment for personal development	Level of satisfaction with management support, corporate culture, social responsibility	Stimulates a positive atmosphere and team spirit. Effective in the absence of significant financial resources. Impact on productivity is indirect, through motivation
Participation in management	Involving employees in decision-making, and suggestions for improving work	Level of engagement, satisfaction with the opportunity to express opinions, organisational support	Promotes a sense of importance among employees, and improves mutual understanding between management and staff. Impact on productivity depends on the effectiveness of idea implementation

Source: created by the author

The use of effective motivational strategies in personnel management is a critical aspect that directly impacts employee productivity, satisfaction, and loyalty to the company. Various incentive strategies can significantly improve business performance by fostering a positive work environment, stimulating the development and growth of employee professionalism, and ensuring a harmonious balance of personal and corporate interests. However, to further refine these strategies, it is worth evaluating the impact of bonuses on different categories of employees: for department managers, this could be the percentage of tasks completed relative to the total volume, and for fitters, the number of installed structures.

Recognition of achievements and the support of corporate culture are also important motivational factors. LLC "PC Regional Construction Company" implements a similar system of financial incentives, but the main difference is that bonuses are awarded for the quality of work performed. Professional development in the company is focused on improving the skills of technical staff, which allows for increased productivity after training. Recognition of achievements is also actively used through awards at corporate events, which enhances team spirit and motivation. Therefore, the effectiveness of motivational strategies in these companies can be measured through productivity indicators, employee satisfaction levels, and changes in staff turnover after the application of specific incentives. Defining these indicators helps to more accurately assess the impact of each strategy on the performance of construction companies.

Investments made by construction companies often relate to various aspects, such as equipment modernisation, the introduction of new technologies, staff development, and infrastructure improvement. For example, LLC "PC Regional Construction Company" invests in the purchase of high-quality building materials and equipment, and in the implementation of automated construction process management systems. The volume of investments in the purchase of building materials and equipment has increased significantly in recent years, which allows companies to improve the efficiency and quality of work performed. In addition, significant funds are directed towards the implementation of automated construction process

management systems, which optimise operating costs and facilitate project execution control.

To analyse the strategy of participation in management, it is necessary to evaluate several key indicators, including the effectiveness of achieving desired results, the level of employee engagement, satisfaction with working conditions, and the impact on long-term employee loyalty. The effectiveness of increasing labour productivity can be assessed by comparing performance indicators before and after the implementation of the strategy. The level of employee engagement can be assessed through an engagement index, which is determined by the number of employees who actively participate in decision-making, as well as those who have a high level of motivation. Satisfaction with working conditions is assessed through surveys where employees rate their work conditions on a scale of 1 to 5. If the average satisfaction rating for working conditions is 4.2, this indicates a high level of satisfaction among employees, which is a positive result for the company. The impact on long-term employee loyalty can be assessed through a loyalty index, which is measured by the number of employees who plan to stay with the company for an extended period. If 80% of employees plan to remain with the company for several years, this indicates a high level of loyalty to the company, which is an important factor for the stability and development of the organisation in the future.

Comparison of motivational systems in different countries

To create an effective algorithm for stimulating high labour productivity in the Ukrainian construction industry, a comparative analysis of motivational systems was conducted in three countries with developed construction sectors: Germany, the United Kingdom, and the USA (Table 2). The focus was on the motivational tools used in these countries and their impact on the efficiency of construction companies. Among the mechanisms studied, particular attention was paid to flexible bonus systems, professional development programs, training, feedback, gamification, corporate volunteering, electronic platforms for task management, performance evaluation systems, and programs for employee health and well-being.

Table 2. Comparative analysis of motivational systems

Country	Motivational tools	Results
Germany	Flexible bonus systems, professional development programs, feedback systems, corporate volunteering	Increased productivity, minimised staff turnover, creation of a favourable environment
United Kingdom	Gamification, electronic platforms, health support programs, modern technology training	Employee engagement, process transparency, job satisfaction
USA	Performance evaluation systems, flexible bonuses, corporate volunteering, health support programs	High motivation, performance, and development of social responsibility
Ukraine	The motivation of companies is primarily based on wages and bonuses, while training programs and gamification are only beginning to gain popularity. Corporate volunteering and psychological support programs for employees, which are observed in other analysed countries, are insufficiently implemented	Increased productivity, creation of a favourable working environment, employee loyalty

Source: compiled by the author based on O. Pavelko *et al.* (2023), Z. Mustapha *et al.* (2024), Motivation and leadership practices around the world research paper (2024)

In Germany, motivational systems are characterised by clear structure and discipline. The main tools are flexible bonus systems, which provide bonuses to employees for achieving key performance indicators, such as completing projects on time or reducing costs. Flexible working arrangements in Germany are generally characterised by a clearer balance between professional and personal life, where employees have significant freedom in choosing their working hours and place of work, promoting their greater independence and autonomy. Construction companies in the country typically set fixed working hours and workplaces for their employees. However, some companies may offer flexible working conditions, including the ability to choose working hours or place of work, depending on the specifics of the project and business needs. For example, the report by International Labour Organization (2013) stated that flexible working conditions can be implemented to increase employee efficiency and engagement. However, such flexible working conditions are not standard practice in German construction and may be limited by certain conditions or projects. In general, most construction companies in Germany adhere to traditional working hours and workplaces, which align with industry requirements and legislation. In Ukraine, despite progress, work flexibility is often limited by corporate culture and traditions, which can lead to less flexibility in organising work time and place.

Professional development programs play a significant role, including training in energyefficient construction methods and the use of digital technologies such as BIM. A feedback system helps management to constantly interact with employees, discussing their achievements and future prospects. In Germany, the feedback system in construction companies often includes regular employee surveys, interviews, and meetings with management to discuss work efficiency and corporate culture. Additionally, many companies use feedback tools through specialised platforms or anonymous channels so that employees can express their opinions and suggestions without fear of being identified. This promotes transparency and interaction between employees and management, improving motivation and work efficiency. In Germany, many construction companies use specialised platforms or anonymous channels to collect feedback from employees. However, this process is often accompanied by bureaucratic barriers that can slow down the efficiency of collecting and processing information.

Corporate volunteering contributes to team cohesion and the development of social responsibility. Through such initiatives, German companies achieve high productivity, minimise staff turnover, and create comfortable working conditions. Corporate volunteering in Germany is gaining popularity as companies recognise its positive impact on labour productivity. Involving employees in social initiatives helps to increase their engagement and job satisfaction. Engaging employees in volunteer programs can increase their motivation and effectiveness, as they feel a greater sense of belonging to the company's social initiatives. Such activities contribute to the development of corporate culture and strengthen team spirit among employees. The implementation of corporate volunteering programs in Germany is part of a broader corporate social responsibility strategy, which includes supporting local communities and promoting sustainable development. These initiatives help companies not only improve their image but also achieve high levels of productivity through employee engagement and motivation.

Corporate volunteering in Ukraine is not as widespread as in many Western countries, particularly the USA or the United Kingdom. Reasons for this include the absence of a tradition of corporate social responsibility, the underdevelopment of volunteer programs in companies, and often limited resources for implementing such initiatives. Many companies, especially in the construction industry, focus on short-term economic results rather than social projects, which may reduce interest in developing corporate volunteering. However, with the development of corporate social responsibility and the integration of such initiatives into the strategic goals of companies, the situation may change.

In addition to bonuses, Germany employs professional development programs, training, and corporate volunteering, which ensures a high level of employee engagement and motivation through opportunities for the development of new projects and the study of cutting-edge technologies. In the USA, gamification methods, loyalty programs, bonuses for achieving results, and the provision of flexible working conditions and insurance are widely used to motivate employees (All you need..., 2022). Gamification in the construction industry in the USA includes the integration of game elements to motivate employees to complete tasks on time and with high quality. Specifically, it involves integrating game elements such as points, leaderboards, and

achievements to motivate employees to complete tasks on time and with high quality. These tools allow for healthy competition and increase employee engagement, improving their productivity and efficiency on projects.

In the United Kingdom, the emphasis is on innovation and digital technologies. However, gamification is also common and is implemented through the integration of game elements into project management processes and the enhancement of labour productivity. In construction companies, applications such as BIM 360 may be used, which allow for the integration of gamified tasks where employees receive points and rewards for completing project stages or adhering to schedules. The mechanism of influence on motivation consists of increasing employee engagement by creating competition, where everyone can “compete” for status or bonuses, which positively affects their interest in work and final results (Gamification in construction, n.d.). Also, in the United Kingdom, an important aspect is the support of employee health through medical insurance, and the provision of corporate benefits such as sports club memberships. Electronic platforms for task management increase transparency and simplify communication between employees and management. These platforms include paid and free resources. For example, Trello and Asana are paid online project management platforms that allow for task management and real-time progress monitoring. On the other hand, Google Docs, Google Sheets, and other similar tools are free software that can also be used for task planning, reporting, and realtime collaboration.

Significant attention is paid to health support, including psychological assistance programs, access to medical services, and fitness centres. In the United Kingdom, some construction companies provide annual gym memberships to their employees as part of a well-being program. Most companies also provide mandatory employee insurance in case of accidents. Regarding psychological assistance programs, many companies in the USA offer access to employee support services, including consultations with psychologists, mental health support, and stress management programs (Employee assistance programs, n.d.). Training programs are also actively implemented, including leadership and modern construction technology training. These tools allow United Kingdom companies to ensure employee engagement and satisfaction.

Motivational systems in the USA are focused on performance and individualised approaches. The main mechanisms are performance evaluation systems, which allow for a clear definition of each employee’s contribution. Flexible bonus systems stimulate both individual and team achievements. Corporate volunteering is used to develop social responsibility, and health support programs cover mental health, stress reduction, and sports activities. Gamification promotes employee engagement by creating friendly competition. Such systems allow American companies to maintain a high level of motivation and productivity.

Gamification in the USA and the United Kingdom shares similarities, as both countries actively use it in the education and business sectors to increase engagement and motivation. However, in the USA, gamification is more focused on technological innovation and international platforms, such as mobile apps and online games, where incentives often include competitions and rewards, linking

participants to dynamic processes and outcomes. In the United Kingdom, while gamification is also applied, more attention is paid to its use in educational programs and organisations to support teamwork, particularly through learning platforms and challenges, where not only individual motivation but also team collaboration is important.

Corporate volunteering in the USA and Germany also has its own characteristics. In the USA, corporate volunteering is an important element of corporate culture, often supported at the level of large companies that create programs for employees that promote social responsibility through active participation in volunteer projects. In Germany, corporate volunteering is more focused on local initiatives, and even at the legislative level, there are programs that support volunteering among employees by encouraging their participation in community projects. German companies place more emphasis on corporate social responsibility through long-term volunteer projects that include ethical and social goals, while in the USA, much of volunteering is seen as a way to enhance image and interact with the public. The basis of motivation in Ukrainian companies consists of wages and bonuses, while training programs and gamification are only beginning to gain popularity. Corporate volunteering and psychological support programs for employees, which are observed in other analysed countries, are insufficiently implemented. For Ukrainian construction companies, organising training and educational programs is an important part of the staff development strategy, increasing their motivation and productivity.

One possible training option is a project management training course in construction. Training topics may include the fundamentals of project management, the Agile methodology, and the use of project management software such as Asana and Trello (What is Agile..., 2024). Such training can last 24 academic hours. Evaluation of results is carried out through knowledge testing after training, assessment of the ability to plan and implement a project, and analysis of real-world case studies. This training has a positive impact on employee productivity and motivation, increasing project execution efficiency, improving work process organisation, and reducing time costs.

Another important area is training in the implementation of BIM technologies in construction. It covers an introduction to BIM, the benefits of using BIM in construction and working with software such as Revit and AutoCAD. The duration of the training can be 30 academic hours. Evaluation of results includes practical work with BIM systems and the completion of a project using them. The impact of this training on productivity and motivation is expressed in improved project accuracy, reduced errors, and improved coordination between different stages of construction, which positively affects the final results.

In addition, safety training at construction sites is an essential training area. It covers safety standards, rules of conduct at construction sites, and first aid in emergency situations. This training is important for reducing injuries and accidents at construction sites, which directly affects employee motivation by creating a safe working environment. In Ukraine, companies, including PrJSC HC “Kyivmiskbud”, are actively implementing flexible bonus systems, where bonuses depend on the results of completed projects and their completion deadlines. Professional development

programs, which contribute to improving employee qualifications and adapting to new technologies, play a crucial role. Feedback systems allow for the effective adjustment of motivation strategies in real time. Overall, the research has shown that the application of international standards and innovative motivational tools in construction companies in different countries allows for the achievement of high work efficiency, increases employee engagement, and promotes the sustainable development of the industry.

Mechanism for enhancing staff motivation in Ukrainian construction companies

A system of financial and non-financial incentives, which includes a combination of both. Financial incentives involve a flexible bonus system depending on the completion of individual or team tasks, such as completing a project by a specified deadline or reducing material costs; allowances for advanced qualifications, particularly for employees who have successfully completed courses in modern construction technologies; and the introduction of a program for partial reimbursement of medical insurance or transportation costs. Non-financial incentives include recognising employee achievements through monthly “Best Employee” nominations, public announcements of appreciation, or the organisation of events to celebrate professional successes. A system of additional days off for employees with high productivity indicators has also been developed.

In construction companies, the motivation and bonus systems are adapted to different categories of employees, considering their functional responsibilities and level of qualification. For directors and site managers, individual bonuses are established for achieving strategic goals, such as completing large projects within established deadlines and with budget savings. Bonuses for this category can be significant, depending on the tasks performed and the results achieved. For department heads, incentives are developed for managerial achievements, such as process optimisation and ensuring compliance with safety standards at sites, which can contribute to salary increases. For generally skilled workers, bonuses are awarded for individual achievements, such as completing tasks within set deadlines or high-quality work. For unskilled workers, bonuses may be small and depend on participation in training programs or improved productivity.

Employees whose duties involve physical exertion are provided with additional payments for performing hazardous or heavy work. Office staff bonuses often include achievements in project organisation, communication, or document management efficiency. The bonus system provides for salary increases for completing individual tasks, such as accurate adherence to schedules, minimising errors, or achieving defined standards. Team tasks, such as the successful completion of projects within deadlines, can stimulate a general bonus for the entire team. Regarding advanced qualifications, for employees who complete advanced training courses or certification, the salary may be increased. If it concerns specialised and highly skilled courses, such as BIM technologies or project management, the additional payment may be significant. Reimbursement for travel to remote sites is usually provided through compensation for transportation costs or additional payments, which may form part of the base salary. If sites are located

in hard-to-reach areas, the compensation may be significantly higher.

Regarding the monthly “Best Employee” nomination, this can be organised through corporate meetings or internal team meetings. Nominations are often accompanied by the presentation of certificates, awards, or additional bonuses, which motivates employees to achieve high results. Appreciations can be announced at general company meetings or during festive corporate events, creating an atmosphere of gratitude and support within the team. Additional days off can be granted according to the work schedule or the specifics of the sites. For example, if employees work in remote areas, additional days off may be granted for difficult working conditions. This can be stipulated in the contract or through the company’s internal rules system.

In the process of employee motivation in construction, it is important to clearly define the responsibilities of each individual, starting with the evaluation of work performance. For workers performing physically demanding tasks, such as fitters driving piles, establish specific requirements for the volume of work performed, for example, the number of piles to be installed per shift. Then, evaluate the effectiveness of their task performance, in particular, compare the planned performance with actual indicators. After that, determine the financial reward: for each additional task performed or overtime work, employees can receive bonuses or bonuses, which stimulate them to more productive work.

Specifically, internal training sessions are organised to teach the latest construction methods, such as working with energy-efficient materials or using BIM technologies. These courses are relevant for design engineers, site managers, architects, project managers, and economists. To conduct them, it is advisable to involve lecturers with practical experience, including representatives of leading construction companies, consulting engineers, and technical university lecturers. Courses should be organised in several stages: first, theoretical lectures where participants can learn the basic principles of new technologies, followed by practical sessions where participants will model real projects using BIM technologies and analyse the energy efficiency of buildings. At the end of the courses, it is necessary to conduct testing to check the level of material absorption and issue certificates to participants.

In parallel with the courses, it is worth organising workshops for construction company managers, as the success of innovation implementation depends on their understanding of modern approaches. Workshops can cover topics related to energy efficiency, digital technologies in project management, and the use of BIM platforms to optimise construction processes. Topics such as: “Energy Efficiency in Construction: Modern Materials and Solutions” (8 academic hours), “BIM Technologies: Optimising Design and Construction” (10 academic hours), and “Digital Technologies in Construction Project Management” (6 academic hours) can be offered. Workshops can be held in company conference rooms or technical universities where the necessary infrastructure for practical sessions is available.

Additionally, external experts are involved in conducting workshops on project management or management in construction, and internship programs are implemented in foreign companies with subsequent knowledge sharing.

These activities contribute not only to improving employee qualifications but also to strengthening their loyalty to the company, as they receive opportunities for professional growth (Mantur-Chubata *et al.*, 2022). An important aspect is the improvement of corporate culture by creating a favourable internal environment that stimulates employee motivation. It is proposed to regularly hold team-building activities, such as corporate meetings, sports competitions, or family days at construction sites. For example, organising a volleyball tournament between teams helped to unite the workforce. Other measures included establishing an open communication system between management and ordinary employees through regular feedback, discussions of working conditions and suggestions for improvement, and creating conditions for social support of employees,

particularly through mutual aid funds to address financial or social problems.

Communication between construction company employees can be maintained through groups in messaging applications such as Telegram, where important issues are regularly discussed and operational problems are resolved. Specialised project management applications such as Trello or Slack, where employees can exchange information and report on completed work, can also be used. Regarding social support, aid funds are usually created by the company or employee initiative groups and are funded through contributions from the employees themselves or partially by the company. In some cases, such funds may be supported through company lending, particularly through partnerships with banks or other financial institutions (Fig. 1).

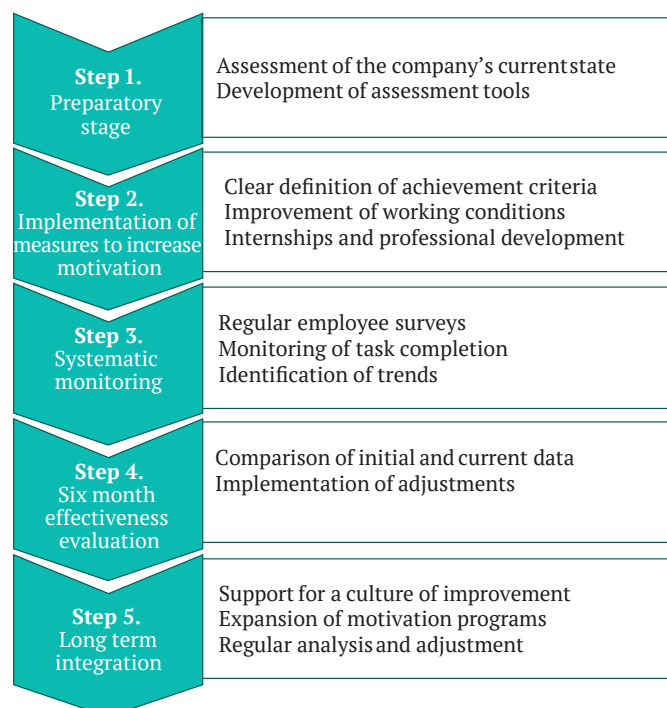


Figure 1. Algorithm for stimulating high productivity

Source: compiled by the author

The developed algorithm involved systematic monitoring of the effectiveness of motivational measures using indicators such as employee satisfaction ratings, the number of tasks completed within specified deadlines, and staff turnover rates. Six months after the mechanism's implementation, it was planned to evaluate these changes and analyse production data. In addition, the algorithm for monitoring employee satisfaction with working conditions within the theoretical study included analysis of scientific literature, available case studies, and reports on similar topics. The monitoring frequency was determined by analysing available data for a year or several years to identify long-term trends.

Types of monitoring covered the analysis of theoretical models of job satisfaction, metaanalysis of previous empirical research results, and systematisation of data from various industries. Methods included qualitative analysis of scientific articles, comparison of key concepts

within selected theories, and consideration of existing satisfaction rating scales such as the job satisfaction survey or the Minnesota satisfaction questionnaire. Satisfaction was measured by interpreting the results collected in previous studies and adapting approaches to model the impact of working conditions on overall employee productivity and loyalty.

To improve the motivation of construction company employees, it is necessary to apply a mechanism that considers individual and team tasks, clearly defines achievement criteria, and offers appropriate rewards. For example, providing employees with the opportunity to undertake internships at international companies or other major sites enhances their professionalism and brings new approaches and ideas to the company. In the Ukrainian construction industry, internship programs exist that provide employees with the opportunity to increase their professionalism and implement new approaches within the company.

For example, CEMARK offers internships for engineers, economists, accountants, and other specialists. Requirements for candidates include English language proficiency at an Intermediate level or higher, willingness to relocate within Ukraine, and the ability to work in a team (CEMARK internship programme, n.d.). Selection takes place in two stages: an online interview with an HR manager and a direct supervisor. Also, the international company GIZ offers a program for specialists in the construction industry, which includes online training and a 3-week business session in Germany (Offers from the partnering..., 2024). The program is aimed at developing skills related to construction, architecture, and the implementation of innovative solutions, particularly green technologies, in the process of restoring Ukraine's infrastructure.

Companies arrange internships through announcements on their official websites, social media, and collaborations with educational institutions. They develop internship programs that include theoretical training and practical sessions under the guidance of experienced mentors. After completing the internship, an evaluation of the results is conducted, and the best interns may be invited to permanent employment with the company. Such initiatives contribute to improving employee qualifications and introducing new ideas into the construction process, which positively impacts the development of the industry in Ukraine.

Regular surveys, questionnaires, and discussions of workplace issues allow management not only to understand the needs of their employees but also to identify problems that may negatively impact productivity promptly. This approach allows for the creation of an atmosphere of trust and mutual respect between employees and management, which positively affects productivity. Regular surveys, questionnaires, and discussions of workplace issues should take place at least once every six months to allow management to promptly identify employee needs and address issues that may affect productivity.

Furthermore, in the construction industry in Ukraine, the ability for employees to independently plan their working hours could be a significant change in approaches to work organisation, particularly at construction sites. In some companies, especially smaller ones, employees often remain on-site until the end of the working day, even if everything planned for the day has been completed, due to tradition or management requirements that they are present until the end of working hours. This can lead to a loss of motivation and a decrease in productivity, as employees lack the flexibility and opportunity to finish the day when the work is done. In larger companies, where there is a clearer organisation of processes, there is sometimes more freedom in planning working hours, but this depends on specific conditions and the construction site.

To change this situation and improve motivation, companies can implement a system in which employees have a clear understanding of the scope of work for the day and can finish work after completing all tasks. It is important to maintain a balance and prevent a decrease in the quality of work, so a system for monitoring completed tasks, for example, through specialised programs or reports, may be useful for such companies. In addition, in large companies, a flexible work schedule can be applied, which allows employees to finish work, when possible, which positively

affects their motivation and satisfaction. In small companies, this approach can also be useful but will require significant changes in internal organisation and management culture.

● DISCUSSION

The conducted research, aimed at creating an effective staff motivation system for construction companies, has demonstrated the significance of both financial and non-financial incentives in ensuring high labour productivity. A motivation system that combined financial and non-financial factors contributed to the development and maintenance of effective work. Financial incentives, including salaries, bonuses, and performance-based rewards, remained the foundation of motivation. At the same time, non-financial incentives, such as social recognition, professional development opportunities, and participation in important projects, became particularly significant as they created additional motivational factors that increased employee loyalty and contributed to the growth of their productivity.

A significant portion of research confirmed that a comprehensive approach to employee motivation, which considers financial incentives, professional growth, and social recognition, contributes to achieving high efficiency. For example, N. Saloid (2021) emphasised the importance of a harmonious combination of financial and non-financial factors in Ukrainian construction companies, which fully aligned with current findings. E. Soliman & H. Altabai (2021) and R. Taiwo *et al.* (2022) studied motivation systems in construction companies and noted that employees responded better to individualised approaches to motivation that considered cultural characteristics. Similarly, this research showed that adapting motivational practices to national conditions is an important factor in increasing productivity. S. Ivanytska *et al.* (2018) studied the implementation of innovative remuneration systems for construction companies in Ukraine. They emphasised the need to create a comprehensive motivational system that would combine both financial and non-financial incentive tools.

The study by R. Skrynkovskyy *et al.* (2022) explored the role of construction companies in the reconstruction of Ukraine's infrastructure in wartime. The authors emphasised that employees involved in socially significant projects demonstrated increased motivation. Similar results were obtained in current research, where socially significant tasks served as an important motivational factor. O. Redkin *et al.* (2019) and V. Shvedun & L. Hren (2020) focused on the importance of innovation policy and state support for motivating construction industry employees. Similar conclusions were made by N.V. Plys (2024), who studied the involvement of construction companies in post-war reconstruction projects in Ukraine, which has a significant impact on increasing employee loyalty. Despite the general consistency of conclusions about the importance of a comprehensive approach to employee motivation, certain differences between the results of the conducted study and the articles of other authors were identified.

In the study by K. Saddiya & F.A. Aziz (2022), which concerns motivation systems in construction companies in Saudi Arabia, it was found that financial rewards and fear of job loss contribute more to job satisfaction than they directly affect employee productivity. Data analysis, conducted using the Statistical Package for the Social Sciences 21,

showed that to increase employee productivity, managers should use methods such as recognition, praise, and public compliments. These non-financial tools proved effective in stimulating employees to productive activity. At the same time, this study, conducted on the example of Ukrainian construction companies, showed that in conditions of economic instability and constant challenges, such as war or post-war reconstruction, the importance of non-financial incentives significantly increases. Social recognition, involvement in projects that have national or public significance, and the opportunity to demonstrate their professional qualities influenced employee motivation even more strongly than financial incentives.

A similar discrepancy was observed in the research of M.B. Zailani *et al.* (2020), who studied motivational factors in construction companies in Nigeria. In this study, the main emphasis was also placed on financial factors such as competitive salaries, favourable working conditions, and financial rewards for achieving high results. The authors concluded that non-financial factors, such as job security, reward and recognition, a sense of belonging, the opportunity to develop skills, and challenging work, had a significantly smaller impact on labour productivity. In contrast, this study noted that the effectiveness of Ukrainian construction companies largely depended on the ability of management to integrate financial and non-financial incentives into a unified motivation system. It is worth noting that these discrepancies can be explained by cultural, economic, and social differences between countries.

In Saudi Arabia and Nigeria, the level of employee well-being is often determined by financial indicators, which makes financial incentives dominant. At the same time, in Ukraine, especially in the context of an economic crisis, employees may seek additional motivation in forms that go beyond financial rewards. In particular, a sense of belonging to important social projects, the possibility of professional and career growth, and the creation of a favourable corporate culture play a crucial role. These differences highlighted the need to consider national and cultural characteristics when forming motivational strategies for construction companies. At the same time, they confirmed that there is no universal motivation system, and each model requires adaptation to the conditions of a specific market. The research showed that the implementation of innovative approaches in staff motivation systems has a significant impact on the labour efficiency of construction companies. In particular, the use of digital platforms for managing task execution and exchanging ideas allows for ensuring process transparency, increasing objectivity in the calculation of rewards, and creating additional incentives for employees.

Another aspect of innovative motivation was considered in the articles of Y.V. Pynda (2020), L. Shumak (2020), and O. Taranych & A. Vyshnivska (2023), which explored the peculiarities of the engineering labour market in construction in Ukraine and abroad. In particular, L. Shumak (2020) analysed the features of engineering work in the construction industry, focusing on the impact of digital technologies on work organisation. The researcher emphasised that the use of digital project management tools, such as BIM systems, significantly increases the efficiency of engineers' work. The researcher also stressed the need to integrate

modern motivational mechanisms, including financial bonuses for the use of innovative solutions. Y.V. Pynda (2020) explored the international experience of organising the work of engineers in construction, focusing on flexible work schedules and the balance between professional and personal life. The author noted that in countries with a developed construction sector, individualised approaches to employee motivation are widely used, considering their professional achievements. In addition, Y.V. Pynda (2020) drew attention to the prospects of implementing gamification systems to increase team productivity.

O. Taranych & A. Vyshnivska (2023) focused on researching modern requirements for the motivation of construction engineers in Ukraine, emphasising the importance of adapting to international standards. In their research, they proposed the introduction of new forms of motivation, such as recognising professional achievements through rating systems and organising educational training. The researchers also noted that the further development of engineering work depends on creating a comfortable working environment and opportunities for professional development. The current study partially confirmed these findings, emphasising the importance of creating conditions for continuous learning, professional development, and participation in largescale infrastructure projects that provide employees with the opportunity to develop professional skills and gain recognition for their achievements.

Additionally, the research results aligned with the conclusions of V. Vasiuta *et al.* (2021), who explored the role of "green" construction in the development of small businesses in Ukraine. The authors emphasised that participation in projects involving the implementation of environmentally friendly technologies stimulates employees to greater engagement due to a sense of belonging to socially important initiatives. The results obtained are consistent with the conclusions of this study, namely, that an effective staff motivation system should be based on a comprehensive approach. In particular, it should include both financial incentives and non-financial factors, among which innovative technologies occupy a special place. Comparing the results with the conclusions of other researchers confirmed that the proposed motivation algorithms are relevant both in a national and international context.

● CONCLUSIONS

Most Ukrainian construction companies use traditional motivation methods, such as financial rewards and bonuses, which provide short-term productivity gains. However, it was found that to achieve sustainable results, it is necessary to combine these strategies with professional development, non-financial incentives, and employee involvement in decision-making processes. A comparative analysis of motivation systems in Ukraine and other countries showed that companies actively used professional development programs and flexible bonus systems, which significantly increased employee loyalty and work efficiency.

In the course of the research, the strategies of three construction companies, LLC "PC Regional Construction Company", LLC "Interbud", and PrJSC HC "Kyivmiskbud", were analysed. Key performance indicators related to the effectiveness of achieving desired results, the level of em-

ployee engagement, satisfaction with working conditions, and the impact on long-term employee loyalty to the companies were calculated and analysed. In particular, for LLC “PC Regional Construction Company”, the participation in management strategy was evaluated, for LLC “Interbud”, the professional development strategy, and for PrJSC HC “Kyivmiskbud”, the nonfinancial incentives strategy. Each of these strategies was evaluated through established indicators, such as the growth of labour productivity, active employee participation in internal processes, the level of satisfaction with working conditions, and loyalty planning to the company.

An algorithm was constructed that allowed for the calculation of these indicators based on data on labour productivity, employee engagement, and satisfaction. A comparative analysis of motivation systems in Ukraine and other countries, particularly in Germany, the United Kingdom, and the USA, showed that these countries employed more developed approaches to staff motivation. For example, in Germany, flexible bonus systems, corporate volunteering programs, and electronic platforms for managing task execution were actively used, which allowed employees to feel their importance and involvement in the decision-making process. In the United Kingdom, the focus was on developing corporate culture and creating a favourable climate for the personal development of employees, and in the USA, gamification was actively used to improve results, which contributed to achieving high motivation and increasing the efficiency of company operations.

Based on these results, a mechanism for increasing motivation for Ukrainian construction companies was developed, which included a flexible system of financial and non-financial incentives, professional development programs, and the creation of a favourable corporate culture. It was found that the most effective are comprehensive strategies that combine financial and nonfinancial incentives, with a particular emphasis on the development of corporate culture and the professional growth of employees. The conducted research showed that for effective stimulation of productivity in construction companies in Ukraine, it is necessary to integrate innovative motivational strategies, including gamification, which will ensure long-term motivation and growth in efficiency. The limitations of the study were the small number of companies analysed in Ukraine and the limited access to accounting data for these companies. Directions for further research should focus on the impact of the following new technologies on motivational strategies: digital platforms for training and professional development, tools for automating routine tasks, virtual platforms for teamwork, chatbots for communication and employee support, and cloud services for organising remote work.

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● CONFLICT OF INTEREST

None.

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Створення системи мотивації персоналу будівельних компаній: алгоритми стимулювання високої продуктивності

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Анотація. Метою дослідження було надати практичні рекомендації для стимулювання продуктивності персоналу будівельних компаній. Проаналізовано діяльність українських будівельних компаній, а саме Товариство з обмеженою відповідальністю «ПК Регіональна будівельна компанія», Товариство з обмеженою відповідальністю «Інтербуд», Приватне акціонерне товариство Холдингова компанія «Київміськбуд» та алгоритм підвищення мотивації даних компаній. Здійснено порівняльний аналіз мотиваційних систем в Україні та у світі на прикладі Німеччини, Великобританії, США, за результатами якого розроблено механізм підвищення мотивації персоналу для будівельних компаній в Україні. Мотивація виявилася ключовим фактором підвищення продуктивності праці. Зокрема, використання комбінованих матеріальних та нематеріальних стимулів дозволило покращити ефективність роботи. Діяльність компаній підтвердила ефективність стратегій, що сприяли підвищенню продуктивності та лояльності працівників. Товариство з обмеженою відповідальністю «ПК Регіональна будівельна компанія» досягла підвищення продуктивності праці на 15 % завдяки системі бонусів і покращенню робочих умов. В Товаристві з обмеженою відповідальністю «Інтербуд» зросла залученість працівників до 80 %, Приватне акціонерне товариство Холдингова компанія «Київміськбуд» збільшило лояльність співробітників на 70 % завдяки нематеріальним заохоченням. Важливим аспектом стало впровадження гнучких бонусних систем, що враховували індивідуальні та колективні досягнення працівників. Дослідження підтвердило, що професійне зростання, навчання та розвиток працівників сприяли не лише підвищенню їхньої кваліфікації, але й зміцненню лояльності до компанії. Нематеріальні заохочення, такі як визнання досягнень та організація командних заходів, значно підвищували моральний клімат і сприяли згуртованості колективу. Впровадження системи зворотного зв'язку та участь працівників у прийнятті рішень забезпечували більш тісний зв'язок між керівництвом та персоналом, що позитивно впливало на результативність компанії. Практичне значення роботи полягає в оптимізації мотиваційних стратегій для підвищення продуктивності та лояльності працівників будівельних компаній, що дозволить досягти високих результатів, знизити плинність кадрів і створити ефективну робочу атмосферу.

Ключові слова: професійний розвиток; ефективність праці; система заохочення; стратегії в управлінні; обмін досвідом