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Abstract.

Androshchuk, I., & Kurilyak, M. Global crisis as challenges and threats to the stability of food systems in the world.

The article reflects the impact of global crises on food security through the prism of a hierarchical risk scheme structured into three levels of threats, which allows us to systematize the interconnected challenges of the modern world. The first level covers external crises: economic crises, political instability, and pandemics that destabilize global food supply chains and provoke sharp price increases, inflation, and debt crises in countries of the Global South. Political instability, in particular the full-scale Russian invasion of Ukraine since 2022, blocked the export of key grains (wheat, corn, oilseeds) from two leading suppliers, causing panic in the markets and the threat of famine for dependent countries in Africa and the Middle East. The second level of threats is formed by environmental and climate challenges, including global warming due to greenhouse gas emissions, which cause extreme weather - droughts, floods, heat waves - and resource degradation: soil erosion, salinization, water scarcity, biodiversity loss, and ecosystem transformation. These factors reduce yields by 25% in tropical regions, especially in Africa and South Asia, where the agricultural sector is becoming the basis of the economy and adaptive capacity is limited; this affects the stability of production for 9 billion people by 2050. The third level is demographic factors: population growth, migration from rural to urban areas, and urbanization, which increase demand by 2.5 times in Africa, improve logistics, reduce the labor force in the agricultural sector, and lose land for development, increasing inequality in access to food. The synergistic effects of polycrisis are analyzed, where the interaction of levels (for example, war + climate = grain shortages in different regions) has led to an increase in progressive hunger by 122 million people since 2019 (up to 800 million, or 9% of the world). Strategies for transforming food systems are proposed: market diversification, sustainable resource management, environmentally friendly agriculture, and reducing dependence on imports. Prospects for further research are identified: the role of AI, precision agriculture, and vertical farms in adaptation; models of international cooperation amid reduced humanitarian funding in 2025–2030; regional cases for the Global South.

Keywords: food system, global crises, food security, urbanization, environmental challenges, migration, economic crisis, political instability.

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PERSONNEL MOTIVATION DURING A CRISIS: THEORETICAL FOUNDATIONS, PRACTICAL EXPERIENCE IN UKRAINE, AND GENERATIONAL DIFFERENCES

Andrushchenko A. Personnel motivation during a crisis: theoretical foundations, practical experience in Ukraine, and generational differences.

This article explores the specific features of employee motivation under crisis conditions, particularly in the context of economic instability and martial law. The topic is relevant because organizations need to maintain workforce productivity, engagement, and stability in an environment characterized by uncertainty, risk, and rapid socio-economic changes. The purpose of the study is to identify key factors influencing employee motivation during crisis periods and to determine how motivational strategies should be transformed to support effective operation in extreme conditions. The methodological basis of the research includes a combination of general scientific and specialized methods, such as analysis, synthesis, comparison, and generalization. A systematic approach was applied to examine the transformation of motivational practices, and a comparative method was used to identify differences in motivational priorities across generations of employees. The study also considers employees' behavioral responses to external stress factors. The results demonstrate that traditional motivational approaches become less efficient during crises and require significant adaptation. It was found that employees' needs shift towards security, stability, social protection, and psychological support. At the same time, generational differences play an important role in motivation: older generations tend to value stability and job security, while younger employees emphasize flexibility, development opportunities, and meaningful work. These differences directly affect human resource management practices and require differentiated motivation tools. The practical value of the study lies in developing recommendations for creating adaptive motivational strategies that account for crisis conditions and generational diversity. Managers and HR specialists can use the proposed approaches to increase employee engagement, maintain productivity, and ensure organizational resilience during periods of instability. The findings contribute to improving personnel management systems and support the creation of sustainable organizational behavior in challenging environments.

Keywords: crisis period, employee motivation, generation, human resource management, martial law, work behavior.



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Statement of the problem. In the context of ongoing economic instability and martial law, organizations face significant challenges in maintaining effective employee motivation and ensuring stable work performance. Traditional motivational approaches, which are primarily based on material incentives and standard management practices, are becoming less effective under crisis conditions characterized by uncertainty, psychological stress, and changing employee priorities. At the same time, the workforce is extremely diverse in generational composition, leading to differences in values, expectations, and behavioral patterns among employees.

These factors create a complex problem for human resource management, as organizations must simultaneously respond to external threats, support employees' well-being, and sustain productivity. The lack of adaptive motivational strategies that take into account both crisis conditions and generational differences reduces organizational resilience and efficiency. Therefore, there is a need to rethink and transform existing approaches to employee motivation, focusing on flexibility, individualization, and the integration of both material and non-material incentives. Addressing this problem is essential for ensuring the effective functioning and long-term sustainability of organizations in crisis environments.

Analysis of recent research and publications. Both foreign and Ukrainian scholars have extensively studied the problem of employee motivation. Classical theories of motivation are associated with the works of A. Maslow, F. Herzberg, and D. McGregor [Помилка! Джерело посилання не знайдено., p. 62], who substantiated the role of needs, incentives, and managerial approaches in shaping employee behavior. Modern foreign researchers focus on transforming motivational systems under uncertain conditions, emphasizing the growing importance of non-material factors and employee well-being.

Among Ukrainian scholars, significant contributions to the study of motivation and human resource management have been made by A. Kolot, O. Hrishnova, and V. Libanova [9, p. 47], who analyze labor motivation in the context of socio-economic transformations. Their research highlights the need to adapt motivational mechanisms to national economic conditions. At the same time, contemporary studies address generational differences in motivation, as different age groups demonstrate varying values and expectations regarding work. However, employee motivation during martial law and prolonged crisis conditions remains insufficiently explored, which determines the relevance of further research in this area.

Modern socioeconomic transformations, accompanied by global crises, pandemics, and military conflicts, are having a significant impact on employee behavior and how organizations operate. In an environment of uncertainty and extremely high risks, the issue of employee motivation takes on particular importance [13, p. 25].

Ukraine, amid a full-scale war, has become an example of a profound transformation in human resources management systems [8, p. 27]. Organizations are forced to adapt their motivational strategies to new realities: psychological stress, workforce migration, economic instability, and security threats. The purpose of this article is to conduct a comprehensive study of employee motivation in crises, considering Ukraine's wartime experience and analyzing generational differences among employees.

The purpose of the research. The objective of the article is to examine the peculiarities of employee motivation in crisis conditions, particularly during economic instability and martial law, and to identify effective approaches to adapting motivational strategies in modern organizations. The study aims to analyze the transformation of motivational priorities of employees under crisis influence, to determine the impact of generational differences on work behavior and motivation, and to justify the need for implementing flexible and adaptive human resource management practices. Additionally, the article seeks to develop practical recommendations for improving employee motivation systems

to enhance organizational resilience, maintain productivity, and ensure sustainable development in challenging environments.

Presentation of the main research material. Employee motivation is one of modern management's key categories, determining the effectiveness of an organization's operations and labor productivity level. In general terms, motivation is defined as the combination of internal and external factors that prompt an employee to act and define the direction, intensity, and duration of that action. In times of crisis, during martial law, or amid economic instability, the importance of employee motivation increases significantly, as it is precisely the factor that ensures the preservation of the workforce and the stability of organizational operations.

The theoretical basis of employee motivation was laid in the works of the classics of management theory, among whom the theories of A. Maslow, F. Herzberg and D. McClelland occupy a prominent place [4, p. 343], according to A. Maslow's hierarchy of needs, human needs are structured in the form of a pyramid, with basic physiological and safety needs forming the foundation [3, p. 58]. In times of crisis, there is a regression to the lower levels of this hierarchy, as employees focus primarily on ensuring their own survival, a stable income, and safety.

F. Herzberg's two-factor theory divides motivational factors into hygiene (external) and motivational (internal) factors [2, p. 63]. Hygiene factors include salary, working conditions, social benefits, organizational policies, and interpersonal relationships. Their absence leads to dissatisfaction, but even when present, they do not always ensure a high level of motivation. Motivational factors, such as recognition, professional development, achievement, and responsibility, contribute to increased job satisfaction and productivity. In times of crisis, the role of hygiene factors increases significantly; however, motivational factors do not lose their relevance but rather transform, taking on new forms, particularly through non-material incentives.

D. McClelland's theory of acquired needs focuses on three key motivators: the need for power, the need for achievement and the need for affiliation [4, p. 142]. In an unstable environment, the need for affiliation has particular importance, manifesting itself in employees' need for support, teamwork and a sense of belonging to the organization.

Contemporary approaches to employee motivation also include process theories, in particular V. Vroom's expectancy theory and J. Adams' equity theory. In terms of expectancy theory, motivation depends on the extent to which an employee believes in the relationship between effort, performance, and reward [5, p. 335]. In times of crisis, it is important to ensure transparency in management decisions and a clear understanding of the employees' outlook [1, p. 422]. Equity theory emphasizes the importance of reward equity as a subjective perception, which is critical during periods of resource cuts and cost optimization.

In times of war and post-crisis recovery, intangible motivational tools are particularly important. They include psychological support, flexible working conditions, the option to work remotely, involving staff in decision-making, and fostering trust and corporate culture. Effective communication between management and employees is becoming a key factor for reducing uncertainty and anxiety.

Personnel motivation during a crisis is a multifaceted process that requires adapting classical theoretical approaches to contemporary challenges. Combining material and non-material incentives, considering employees' individual needs, and ensuring the psychological stability of the team contribute to improving the organization's performance, even under challenging social and economic conditions.

Crises in the economy, society, or the political environment have a significant impact on the organization's functioning and staff behavior. In times of instability, traditional approaches to human resource management lose their effectiveness, necessitating a reevaluation of motivational strategies [8, p.23]. Specific conditions determine the

characteristics of employee motivation during a crisis, the key ones being high uncertainty levels, a decline in economic stability, increased psychological stress, and a growing risk of job loss.

A crisis period is characterized by limited resources, cost-cutting, and the need for rapid managerial decision-making. Under such conditions, not only does the external environment in which organizations operate change, but so do employees' internal needs. While in stable conditions the needs for self-actualization, development, and professional growth dominate, during a crisis basic needs, such as physiological survival and safety, come to the forefront. This confirms the hierarchy of needs, according to which an individual's motivational structure is dynamic and depends on external factors.

One of the key motivational aspects during a crisis is the priority of security, both physical and financial. Employees look for stability, a guaranteed income, social protection, and confidence in the future. In this context, the importance of tools such as timely wage payment, ensuring safe working conditions, providing social guarantees, and supporting employment is increasing [9, p. 45]. Organizations that can provide these basic conditions enjoy a more loyal and stable workforce.

At the same time, the role of non-financial motivation is transforming in times of crisis. Limited financial resources are forcing management to look for additional ways to motivate employees. Such tools include moral encouragement, recognition of achievement, management support, improved internal communication, and building trusting relationships within the team. Psychological support is particularly important, as it helps reduce stress levels and increase employees' adaptability to change.

Another important characteristic of motivation during a crisis is management flexibility. Standard approaches to motivation, based on standardized incentive models, prove to be ineffective. Instead, the importance of a personalized approach to employees, such as considering their individual needs, life circumstances, and psychological condition, is growing. Flexible work schedules, the option for remote work, and adapting work processes to unstable conditions are becoming key elements of modern motivation policies.

From a theoretical perspective, the motivation characteristics in crisis conditions can be explained through the lens of both content-based and process-based theories of motivation. Content-based theories focus on changes in the structure of employees' needs, while process-based theories focus on changes in the perception of the relationship between effort, results, and reward. Expectancy theory emphasizes that, in conditions of instability, employees' belief in the predictability of outcomes decreases, which negatively affects their motivation level [7, p. 115]. Regarding this, it is important to ensure transparency in management processes and communication clarity.

In addition, ensuring fairness in resource allocation is important to consider. In times of crisis, it is often necessary to cut costs, which can lead to wage reductions or workforce optimization. In such situations, employees must perceive the decisions made as fair. Unfair treatment can lead to demotivation, decreased productivity, and increased employee turnover.

Personnel motivation in wartime requires special attention, which is particularly relevant to the current situation in Ukraine. Under such conditions, patriotic motives, social responsibility, and a sense of belonging to a common cause take on greater significance. Employees can be motivated not only by financial incentives but also by an awareness of the importance of their work for society and the state [6, p. 238].

Human resources management practices show that an effective motivational policy during a crisis must be comprehensive and adaptable. It should combine financial and non-financial incentives, consider employees' individual needs, ensure open communication, and maintain the psychological stability of the team [18, p. 230]. There is also a

need to foster a corporate culture based on trust, mutual respect, and shared values.

Staff motivation during a crisis takes on new characteristics due to changes in the external and internal environments of organizations. It becomes more flexible, individualized, and focused on meeting employees' basic needs. The transition from standard motivational models to adaptive, people-centered approaches is necessary to ensure organizational effectiveness in complex socioeconomic conditions.

An important approach to improving employee motivation during a crisis is implementing the concept of emotional intelligence in management. Managers with a high level of emotional intelligence can better understand employees' needs, respond to their psychological state, and foster a positive social and psychological climate within the team [17, p. 331]. This, in turn, helps build trust in leadership and strengthen employees' intrinsic motivation.

The development of digital HR management tools is particularly important for maintaining motivation. The use of modern HRM systems, online communication platforms, and remote work solutions helps ensure the continuity of business processes even under challenging conditions. Digitalization also increases the transparency of performance evaluations, which positively impacts employees' perception of fairness and their motivation.

During a crisis, it becomes important to foster a culture of support and mutual assistance within an organization. Teamwork, mutual trust, and a willingness to help reduce stress levels and improve overall performance [17, p. 333]. Teams with a strong corporate culture demonstrate greater resilience in the face of external challenges and adapt more quickly to changes.

Another key factor in motivation is the opportunity for professional development, even under challenging conditions. Training, retraining, and professional development for employees not only maintain their competitiveness but also create a sense of stability and a promising future [3, p. 476]. Organizations that invest in staff development benefit from more engaged and motivated employees.

Another equally important aspect is crisis leadership implementation. In times of instability, leaders must not only make effective decisions but also inspire employees, shape a vision for the future, and maintain faith in success. Charismatic and responsible leadership brings the team together and increases organizational commitment [3, p. 479].

The full-scale invasion has posed an unprecedented challenge to the Ukrainian economy and its human resources management system. The conditions of martial law have radically changed approaches to work organization, human resources management, and the development of motivational strategies. A significant number of companies have lost physical assets, supply chains, or sales markets, forcing businesses to adapt to the new realities through relocation, digitalization, and changes in work formats.

One of the key trends has been the relocation of businesses from areas of active combat to safer regions. This has led to changes in the workforce's composition, disruption of established relationships, and the need for staff to adapt quickly [12, p. 98]. Under these conditions, traditional motivation methods have lost their effectiveness, giving way to flexible and individualized approaches.

The primary shift in employee motivation was a refocus on survival. Employees began to value job stability and regular paychecks more highly, even amid declining income levels. Financial compensation remained an important factor, but its role shifted: it was not so much the amount that came to the fore, but rather the certainty of receiving it. This indicates a shift in emphasis toward basic needs, which is consistent with classical theoretical principles of motivation [4, p. 53].

At the same time, the importance of psychological support for staff has increased. War is accompanied by high levels of stress, anxiety, and emotional exhaustion, which directly affect productivity. In response to these challenges,

Ukrainian companies have begun implementing psychological support programs, including consultations with specialists, stress resilience training, and mental health initiatives [7, p. 112]. Flexible work schedules and the ability to balance professional responsibilities with personal circumstances have become key motivational policies.

A distinctive feature of the Ukrainian experience is the development of patriotic motivation, which takes on a value-based character. Employees are increasingly viewing their work as a contribution to the national cause. The desire to work to support the country's economy, participate in volunteer initiatives, and assist the Armed Forces of Ukraine is becoming a powerful internal motivator. This type of motivation goes beyond traditional economic models and is based on social responsibility and civic consciousness.

Another important aspect is the growing importance of organizational flexibility and adaptability. Companies are forced to respond quickly to changing conditions by implementing remote work, reduced work schedules, or changes in employees' job responsibilities. It helps preserve jobs and ensure business continuity even under challenging circumstances. Flexible management also helps build trust between management and staff.

The digitization of business processes has become another important factor in the transformation of motivation. The use of online platforms, project management systems, and remote communication tools has enabled organizations to maintain effective collaboration among employees regardless of their location. This not only boosts productivity but also creates a sense of stability and control.

The development of a corporate culture based on trust, support, and shared values has become a crucial motivator during wartime. Organizations that have managed to maintain team unity demonstrate a higher level of resilience in the face of crises. Teamwork, open communication, and mutual support become key factors in effectiveness.

The role of leadership within an organization is also undergoing crucial changes. Managers must not only coordinate work processes but also serve as a source of support, confidence, and inspiration for employees. Crisis leadership requires the ability to make quick decisions, adapt to change, and maintain team morale. It is also worth noting that, under martial law, corporate social responsibility takes on greater significance. Companies that actively contribute to helping society earn a higher level of trust from their employees. This, in turn, has a positive impact on their motivation and engagement at work.

An important complement to motivational policies under martial law is the development of social protection programs for employees. Companies are increasingly implementing additional safeguards, such as financial assistance in case of force majeure, support for internally displaced employees, and compensation for housing or transportation costs. Such measures foster a sense of stability and increase trust in the employer.

The shift in the structure of work motivation among young employees deserves special attention. In wartime conditions, young people demonstrate a greater focus on the social significance of their work, flexibility, and the ability to combine their professional activities with volunteer work or education. This requires employers to rethink traditional approaches to human resources management and implement more flexible employment models. In today's environment, internal communications are becoming increasingly important as a motivational tool. Regularly keeping employees informed about the company's status, plans, and challenges helps reduce uncertainty and fosters a sense of belonging to a shared goal. Openness and honesty in communication help build trust and increase employee engagement.

In times of crisis, when it is more difficult to achieve significant results, maintaining motivation through positive feedback, gratitude, and recognition of each employee's contribution becomes extremely important. This creates a positive emotional atmosphere and boosts productivity. Equally

important is implementing programs to build staff resilience. Training sessions on stress management, adapting to change, and emotional regulation help employees better cope with wartime challenges. Resilient employees demonstrate higher performance, recover more quickly from stressful situations, and are more actively engaged in their work.

Looking ahead to postwar recovery, a key challenge will be transforming the motivational practices gained during the war into long-term strategies for workforce development [16, p. 26]. The experience gained during the war can serve as the foundation for developing more resilient, flexible, and people-centered management models that will ensure the competitiveness of Ukrainian companies in the global marketplace.

In the current organizational development context, the issue of effectively motivating a workforce composed of members from different generations has become particularly relevant in recent years. Demographic changes and the labor market transformation have led to the coexistence within a single organization of several age groups that have different values, life priorities, and expectations regarding work. In times of crisis, these differences become more pronounced, requiring a differentiated approach to the development of motivational policies [5, p. 281]. The theoretical basis for studying the motivation of different generations combines classical motivational theories with generational concepts. According to these approaches, employee behavior is determined not only by individual characteristics but also by the sociocultural conditions in which their generation was shaped. This influences their attitudes toward work, their employer, and motivational incentives.

The Baby Boomer generation (1946–1964) is characterized by a high level of loyalty to the organization and a focus on stability. Members of this generation grew up in an environment of relative economic predictability, which explains their preference for long-term employment relationships [8, p. 312]. During a crisis, their key motivators are job security, social benefits, and confidence in the future. They value clarity in management decisions and stability in organizational policy.

Generation X (1965–1980) is characterized by a desire for independence, self-reliance, and a balance between professional and personal life. These employees are more adaptable to change than the previous generation [9, p. 1124]. In times of crisis, they take a pragmatic approach: they value stability but are also willing to change jobs or fields for better opportunities. For them, work results, efficiency, and opportunities for professional growth are important.

Generation Y or millennials (1981–1996) came of age amid globalization and the rapid development of information technology. They are characterized by a focus on self-actualization, a search for meaning in their work, and flexibility [9, p. 1128]. During a crisis, members of this generation need increased attention from leadership, open communication, and support. They strive to combine financial stability with values such as social responsibility and the ability to influence the organization's performance.

Generation Z (born after 1997) is the youngest group in the labor market, characterized by high digital literacy, quick thinking, and a desire for freedom [9, p.1130]. In crisis, they demonstrate less loyalty to a specific employer and a greater willingness to embrace change. For them, the key motivators are flexibility, a comfortable psychological environment, and the ability to work remotely. They also highly value prompt feedback and the opportunity for self-expression.

Crisis conditions significantly transform the motivational priorities of all generations, though the extent and nature of these changes vary. Older generations are more focused on maintaining stability, while younger generations are focused on adapting and seeking new opportunities. This poses challenges for human resources management, as one-size-fits-all motivational tools become inefficient. In modern organizations, individualized motivational strategies are becoming increasingly important. Employers must consider

not only generational differences but also employees' personal needs. This involves flexible employment arrangements, individualized development programs, and personalized compensation systems.

Effectively combining the senior employees' experience with the innovative potential of younger generations helps enhance an organization's competitiveness. To achieve this, it is necessary to create an environment that fosters knowledge sharing, mentoring, and teamwork.

The human resources digitization processes play a special role. Modern technologies make it possible to address the needs of different generations, ensure flexibility, and improve communication effectiveness. For younger employees, this is an important motivational factor, while for older employees, it is a tool for improving work performance. Furthermore, in times of crisis, the importance of managers' emotional intelligence grows. The ability to understand the needs of different generations, manage conflicts, and foster a positive psychological climate is a key prerequisite for effective employee motivation.

An important aspect of modern motivation considers the different attitudes of different generations toward authority and management. Older generations, particularly Baby Boomers, tend to accept a hierarchical management structure and expect clear instructions from leadership. In contrast, Generations Y and Z prefer a democratic management style, collaborative relationships, and the opportunity to express their own opinions [5, p. 293]. This requires a transformation of management approaches toward greater openness and employee engagement.

There is also a significant difference in how career advancement is perceived. For older generations, a career is associated with gradual advancement within a single organization. In contrast, younger generations view a career as a dynamic process that may involve changing companies, professions, and even fields of work. In times of crisis, this manifests as greater mobility among young people and a willingness to adapt quickly to new opportunities.

Differences in attitudes toward learning and development play a distinct role. Generations X and Y are focused on continuous professional learning, skill enhancement, and the development of new competencies. At the same time, Generation Z prefers short, practical, and digital learning formats [13, p. 108]. In a crisis, organizations must adapt their educational programs to these characteristics, ensuring the accessibility and flexibility of the learning process.

It is also important to consider differences in attitudes toward working hours and work organization. Older generations tend to prefer traditional work schedules, while younger employees value flexibility, the ability to work remotely, and autonomy in completing tasks. In times of crisis, this becomes an important tool for maintaining motivation, especially for Generations Y and Z.

In general, effective motivation of different generations requires an integrated approach that combines stability and flexibility, as well as traditional and innovative management methods. Organizations that can harmoniously balance the needs of different generations gain a strategic advantage, as they can make the most effective use of their workforce's potential even in challenging crisis conditions.

Adapting motivational strategies in crisis times is one of the key factors in ensuring stable, effective organizational functioning during periods of uncertainty. Contemporary socioeconomic challenges, including martial law, economic upheavals, and labor market transformations, require corporate leadership to rethink traditional approaches to employee motivation. In such conditions, the role of flexible, individualized, and psychologically oriented tools for influencing employees is growing.

The first key aspect of adapting motivational strategies is different approaches to individual employees. In crisis, employees find themselves in a variety of life situations: some may be internally displaced, while others may be juggling work with family responsibilities or experiencing

emotional exhaustion [12, p. 205]. Therefore, effective motivation requires considering each employee's age, professional experience, psychological state, and personal needs. This approach helps increase staff engagement and fosters a sense of value in every team member.

Another key element is communication. During a crisis, it is especially important to ensure transparency in management decisions and openness of leadership. Regular meetings, updates on the company's status, and explanations of changes and decisions help reduce anxiety among employees. Honest communication builds trust in leadership and reduces the risk of misinformation spreading within the organization.

The third aspect is comprehensive staff support. Psychological support includes providing counseling, creating a positive emotional environment, and preventing burnout. Financial support can be in the form of bonuses, advances, or continued salary payments even under difficult conditions. Social support involves assistance with personal matters, ensuring safe working conditions, and fostering team cohesion.

Another crucial factor is organizational process flexibility. In today's environment, companies are forced to adapt work schedules, implement remote work arrangements, and adjust employees' job responsibilities. Flexibility allows companies to respond quickly to external changes and maintain operational efficiency even in an unstable environment. In addition, it helps increase employee job satisfaction. It is also important to consider the impact of generational differences on motivation. Members of different generations react differently to crisis conditions: older employees value stability and security more, while younger employees value flexibility, professional growth, and a sense of purpose in their work. This requires management to use differentiated motivational approaches that combine material and non-material incentives.

In times of crisis, companies' financial resources are often limited, so recognizing employees' achievements, providing opportunities for professional development, involving employees in decision-making, and fostering a positive corporate culture take on particular importance [10, p. 108]. These tools help maintain motivation even in the absence of significant financial incentives. Managers must not only make effective management decisions but also serve as a source of support and inspiration for employees. Emotional intelligence, the capacity for empathy, and the ability to work in conditions of uncertainty are becoming key competencies for today's leaders.

The implementation of psychological resilience programs, aimed at developing employees' ability to adapt to stressful situations, deserves special attention. Such programs include training in emotion management, developing stress tolerance, and building self-regulation skills [17, p. 336]. This enables employees to better cope with crisis challenges and maintain stable productivity.

Practical recommendations for increasing employee motivation during a crisis are based on the need for a systematic and comprehensive approach to human resources management. In today's unstable environment, organizations must not only respond to current challenges but also develop long-term strategies to maintain staff effectiveness. To do this, it is necessary to integrate crisis management into the company's overall HR policy.

First, crisis-response HR strategies should be developed. Such strategies should consider potential risks, crisis scenarios, and rapid-response mechanisms. Implementing them enables organizations to maintain control over HR processes, ensure business continuity, and keep employees motivated even under challenging conditions [10, p. 112].

Another important area is providing psychological support to employees. In crises, levels of stress, anxiety, and emotional exhaustion rise, which negatively affects productivity. Implementing psychological support programs, providing access to professional counseling, and fostering a supportive emotional environment help preserve

employees' mental health and increase their resilience to external challenges.

The next effective motivational policy component is the use of non-financial incentives. In situations where financial resources are limited, non-financial motivation is particularly important [16, p. 27]. Such incentives include recognition of employees' achievements, opportunities for professional development, participation in decision-making, and the creation of a positive social and psychological climate within the team.

The other recommendation is to rethink generational differences among staff. Different age groups have distinct values, expectations, and motivational factors. Therefore, an effective motivation system must be tailored to address the specific needs of both older and younger employees. Engagement and job satisfaction will increase gradually as a result.

Another important aspect is fostering a corporate culture of trust. Trust between employees and management is the foundation of effective collaboration within an organization. It is built through transparency in management decisions, consistency in leadership actions, and fair treatment of staff. A high level of trust helps reduce employee turnover and increase team stability.

The next element is the development of effective internal communication [15, p. 8]. Regularly keeping employees informed about the organization's status, its goals, and challenges reduces uncertainty and increases their sense of involvement in the common goal. Open communication also helps build trust and prevents conflicts from arising.

Among the practical recommendations, it is important to implement flexible work arrangements. Remote work, flexible schedules, and the ability to adjust job responsibilities allow for better consideration of employees' individual needs. The importance grows during a crisis, when work-life balance becomes a critical factor in motivation.

Overall, implementing these recommendations makes it possible to establish an effective human resources management system capable of functioning in conditions of uncertainty. A comprehensive approach that combines strategic planning, psychological support, flexibility, and corporate culture development is key to ensuring the organization's stability and growth during a crisis.

Conclusions and prospects for further research.

Based on the analysis presented, it can be concluded that employee motivation in today's environment is a

multidimensional and dynamic process that changes significantly under the influence of crisis factors. In crises, employees' motivational priorities shift from the need for self-actualization to the need for security, stability, and the preservation of a basic level of income. This confirms the relevance of classical motivation theories in the new socioeconomic conditions.

An analysis of theoretical approaches has shown that effective motivation cannot be based solely on material incentives. In times of crisis, non-material factors, such as psychological support, trust, recognition, and the quality of internal communication, are becoming crucial. They are the elements that make it possible to compensate for limited financial resources and maintain an adequate level of staff engagement.

The study also showed that generational factors have a significant impact on motivational processes. Representatives of different age groups demonstrate distinct value orientations, which require a differentiated approach to human resources management. Older generations prioritize stability and security, while younger generations value flexibility, professional development, and a sense of purpose in their work, which necessitates customized motivational strategies.

Particular attention should be paid to the experience of organizations under martial law, which has demonstrated a transformation of motivational mechanisms toward a combination of economic, psychological, and value-based incentives. Under such conditions, a new type of motivation is emerging, incorporating patriotic, social, and emotional components that previously did not play such a significant role in human resource management.

The practical component of the study demonstrates that motivational policy efficiency depends largely on organizational flexibility, the level of internal communication, and management's ability to adapt quickly to change. It is also important to foster a corporate culture of trust, which serves as a key stabilizing factor in times of crisis.

Modern approaches to employee motivation must be based on a comprehensive, adaptive, and people-centered approach. Only by integrating material, non-material, psychological, and value-based tools can organizations function effectively in times of crisis and lay the foundation for their future development and recovery.

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Анотація.

Андрущенко А. В. Мотивація персоналу у кризовий період: теоретичні засади, практичний досвід України та відмінності поколінь.

У статті розглянуто особливості мотивації персоналу в умовах кризових явищ, зокрема економічної нестабільності та воєнного стану, що зумовлює високу актуальність цієї теми в сучасних соціально-економічних умовах. Посилення зовнішніх загроз, невизначеність та трансформація ринку праці потребують переосмислення традиційних підходів до управління персоналом і формування ефективних мотиваційних стратегій. Метою дослідження є визначення ключових чинників мотивації працівників у кризовий період та обґрунтування напрямів адаптації мотиваційних підходів до нових умов функціонування організації. Методологічною основою дослідження є сукупність загальнонаукових і спеціальних методів, зокрема аналізу, синтезу, узагальнення та порівняння, що дозволило комплексно дослідити трансформацію мотиваційних підходів. Системний підхід застосовано для виявлення взаємозв'язків між зовнішніми кризовими факторами та внутрішніми процесами управління персоналом. Порівняльний аналіз було використано для дослідження відмінностей у мотиваційних пріоритетах представників різних поколінь. У результаті дослідження встановлено, що в умовах кризи відбувається зміщення мотиваційних орієнтирів працівників у бік безпеки, стабільності, соціального захисту та психологічної підтримки. Виявлено, що традиційні інструменти матеріального стимулювання втрачають ефективність без урахування нематеріальних факторів. Обґрунтовано, що поколіннєві особливості суттєво впливають на трудову поведінку: старші покоління орієнтовані на стабільність і збереження робочого місця, тоді як молодші – на гнучкість, самореалізацію та можливості розвитку. Це потребує диференційованого підходу до мотивації персоналу. Практична цінність отриманих результатів полягає у розробці рекомендацій щодо формування адаптивних мотиваційних стратегій, які враховують специфіку кризового середовища та поколіннєву різноманітність працівників. Запропоновані підходи можуть бути використані керівниками та фахівцями з управління персоналом для підвищення залученості працівників, підтримання продуктивності та забезпечення стійкості організації у період нестабільності.

Ключові слова: воєнний стан, кризовий період, мотивація персоналу, покоління, трудова поведінка, управління персоналом.

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СТРУКТУРНО-ФУНКЦІОНАЛЬНЕ ВДОСКОНАЛЕННЯ ГОСПОДАРСЬКОГО МЕХАНІЗМУ УПРАВЛІННЯ ЗОВНІШНЬОЕКОНОМІЧНОЮ ДІЯЛЬНІСТЮ АГРАРНИХ ПІДПРИЄМСТВ

Бернацький О. Є. Структурно-функціональне вдосконалення господарського механізму управління зовнішньоекономічною діяльністю аграрних підприємств.

У статті обґрунтовано структурно-функціональне вдосконалення господарського механізму управління зовнішньоекономічною діяльністю аграрних підприємств в умовах логістичної волатильності. Встановлено, що традиційна фрагментарна модель, у межах якої експортне планування, логістика, фінанси, маркетинг і ризик-орієнтоване управління функціонують відокремлено, не забезпечує належної швидкості та узгодженості реагування на зміни фрахтових ставок, доступності маршрутів, вартості перевалки, строків доставки й контрактних ризиків. Уточнено сутність господарського механізму управління ЗЕД як інтегрованої системи цілей, функцій, методів, інструментів, ресурсів, інформаційно-аналітичних процедур і контурів зворотного зв'язку, спрямованих на досягнення стійкої експортної результативності. Розроблено структурно-функціональну модель, що поєднує стратегічний, організаційний, економічний, логістичний, маркетинговий, інформаційно-аналітичний, ризик-орієнтований, контрольно-оцінювальний та адаптивно-регуляторний блоки. Обґрунтовано центральну роль адаптивно-регуляторного блоку, який трансформує результати моніторингу й контролю у рішення щодо зміни маршрутів, перегляду контрактних умов, резервування потужностей, коригування експортної ціни та застосування логістичних ф'ючерсів або їх функціональних аналогів. Визначено ключові показники результативності кожного блоку та поетапний порядок упровадження моделі на підприємствах різного масштабу. Наукова новизна полягає в інтеграції логістичної волатильності як самостійного об'єкта управління та формуванні замкненого контуру адаптивного регулювання експортної результативності.

Ключові слова: господарський механізм; зовнішньоекономічна діяльність; аграрне підприємство; структурно-функціональна модель; логістична волатильність; експортна результативність; експортна маржа; ризик-орієнтоване управління; логістичне хеджування; адаптивне регулювання.



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Постановка проблеми у загальному вигляді. Зовнішньоекономічна діяльність аграрних підприємств України здійснюється в умовах трансформації

традиційних експортних маршрутів, нестабільності фрахтових ставок, зростання транспортних і страхових витрат, зміни пропускної спроможності інфраструктури