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PSYCHOLOGICAL FEATURES OF PERSONNEL MOTIVATION

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Abstract. The article describes the psychological features of personnel motivation. In particular, an analysis of internal and external factors that influence employee motivation was carried out. 35 people aged 25 to 40 years participated in the study. To analyze the motivational component, the «Motivation Sources Inventory (MSI)» developed by J. Barbuto and R. Scholl and the «Motivational Profile» by S. Ritchie and P. Marrtina were used. According to the results of the study, the main motivational factor is the financial component. Also, a large number of employees strive for professional fulfillment. Prospects for further research are to conduct a comparative analysis of motivational profiles and levels of job satisfaction depending on the length of service and age of employees, as well as to study the impact of these indicators on productivity.

Key words: motivation, personnel, work, factors, features, influence.

Introduction. The problem of personnel motivation is relevant, as it affects the results of activity. The features of psychological motivation have been studied by many domestic (O. Bilichenko, T. Bondar, A. Krasnonos and others) and foreign (F. Herzberg, A. Maslow) scientists (Bilichenko, 2012; Bondar & Krasnonos, 2023; Herzberg, 1959; Maslow, 1943).

In world practice, great attention has always been paid to the issue of staff motivation in order to obtain maximum overall productivity. This will contribute to achieving goals and ensuring effective operation of the enterprise. In modern conditions of a market economy and rapid changes in the external and internal environment, it is necessary to develop new management mechanisms and maintain the parameters of production processes. Foreign and Ukrainian enterprises practice new approaches to determining methods of staff motivation. This indicates a tendency to significant changes in this area (Bondar & Krasnonos, 2023).

Other researchers also confirm the influence of motivation on professional activity. “The determining factor in increasing labor productivity, as O. Bilichenko writes, remains labor motivation” (Bilichenko, 2012: 119).

The highest value of any organization is the people who work in it. Employee motivation is a component of organizational policy, since the effectiveness of subordinates' work directly ensures the functioning of the institution and the achievement of its goals. Because of this, the issues of labor stimulation remain a priority for enterprises, regardless of their profile. Managing psychological factors of motivation is a necessary condition for optimizing the management system as a whole. Taking into account the needs of employees allows them to be involved in work processes to obtain the necessary results. The role of motivation in modern management models is significant, because it encourages a person to work with full dedication, which determines the overall effectiveness of the organization's activities. (Halynska, 2023: 1).

The importance of motivation within progressive management systems is undoubtedly enormous, because it is a powerful internal incentive that motivates a worker to work diligently to achieve professional goals.

The theory of motivation was described in detail in his works by A. Maslow. Its essence is that the subject of psychology is behavior, not human consciousness. Behavior is based on human needs, which can be divided into five groups: physiological needs – the need for food, water, and rest; needs for security and certainty in the future – protection from physical and other dangers from the outside world and confidence that physiological needs will be satisfied in the future; social needs – the need for a social environment, communication with people, a sense of support; needs for respect, recognition from others, and the desire for personal achievement; the need for self-expression – the need for one's own growth and realization of potential opportunities (Bilichenko, 2012: 122–123; Maslow, 1943: 372–383).

Foreign researchers F. Herzberg, B. Mausner and B. Snyderman describe two groups of factors that influence personnel motivation:

The first group of factors relates to the continuum of satisfaction: recognition, responsibility, opportunity for growth, success in work, the content of the work itself. When these factors cause a feeling of satisfaction, it keeps the individual in a state of equilibrium or increases his motivation and at the same time improves productivity. It is important to note that these factors belong to the very content of the individual's functions.

2) The second group of factors (the continuum of dissatisfaction) primarily contributes to employee dissatisfaction: company policy, administration, quality of supervision, salary, interpersonal relationships, working conditions. These components are related to working conditions and characterize the field of activity. When employees are satisfied with these conditions, they remain in a neutral state, but motivation does not increase. Dissatisfaction can upset the balance, causing negative reactions, for example, a decrease in production (Herzberg, Mausner, & Snyderman, 1959: 276).

That is why the issue of staff motivation requires careful study.

The purpose of the work is to analyze the psychological characteristics of staff motivation and identify the main factors influencing employee motivation.

The main part. To achieve the goal, the following tasks were set:

- 1) theoretical analysis of the scientific basis on the topic of the work;
 - 2) conducting an empirical study of personnel motivation;
- substantiation of scientific results and formation of methods for increasing motivation.

Materials and research methods. The following methods were used to conduct the study:

- 1) theoretical: analysis of psychological literature, generalization of results;
- 2) empirical: testing using the "Questionnaire of sources of motivation (Motivation Sources Inventory – MSI)» developed by J. Barbuto and R. Scholl (1998), "Motivational profile" (Motivational Profile)» S. Ritchie and P. Martina (1999).

The selected methods allow us to investigate the structure and direction of personnel motivational factors from different perspectives. In particular, the "Motivation Sources Inventory (MSI)" by J. Barbuto and R. Scholl (1998) is aimed at diagnosing five main sources of motivation on the following scales: Internal processes, Instrumental motivation, External self-concept, Internal self-concept and Internalization of goals.

The Internal Processes scale allows you to explore the state in which the main incentive for the employee is satisfaction with the work. The employee receives positive emotions from the current activity, regardless of future reward or recognition. If the work process becomes routine or uninteresting, motivation drops rapidly, since for the employee the main thing is the positive emotional coloring of the activity itself.

The Instrumental Motivation scale helps to investigate the impact of work as a means or tool for obtaining specific external benefits. In this case, the employee's behavior is aimed at material gain, receiving bonuses, bonuses or promotion for higher income. A person with a high score on this scale constantly assesses the relationship between the efforts expended and the amount of reward that he will receive as a result, so his activity directly depends on the system of material incentives at the enterprise.

The External Self-Concept scale refers to an employee's orientation to the opinions of others and their desire to achieve high status in the team. Motivation here is based on the desire to meet the expectations of other people, to earn their approval, respect, or public recognition of their achievements. For such a person, feedback from management and colleagues is critically important, and their self-esteem and work enthusiasm directly depend on how valuable and successful they are considered by their social environment.

The Internal Self-Concept scale helps to explore the individual's desire to meet their own internal standards of competence and professionalism. Unlike the previous factor, here the person is guided not by external praise, but by a personal sense of mastery and the quality of the work performed. The employee challenges himself, trying to prove his own ability to solve complex tasks, which allows him to maintain high self-esteem through internal confirmation of his professional strength.

The Internalization of Goals scale represents the highest level of involvement, in which the values and goals of the organization become the employee's personal beliefs. A person works with full dedication not for money or status, but because he sincerely believes in the importance of his company's mission or the social benefit of his activities. This type of motivation is the most stable, since it is based on the moral principles and ideological foundations of the individual, which encourages him to act in the interests of the common cause even in the absence of additional external incentives.

The Motivational Profile methodology by S. Ritchie and P. Martin (1999) allows you to determine the priority of twelve key personnel needs on the following scales: Material reward (the need for a high level of remuneration and financial bonuses), Physical working conditions (the desire for a comfortable, safe and ergonomic working environment). Structured work (the need for clear instructions, rules and minimization of uncertainty), Social contacts (the need to communicate with a wide range of people while performing duties), Relationships (the need to form long-term, trusting and friendly relationships with colleagues), Recognition (the desire to receive public approval, respect and positive assessment of one's achievements), Achievement (the internal need to set ambitious goals and successfully implement them independently), Power and influence (the desire to manage other people, to direct them and take responsibility for the result), Diversity and change (the desire to avoid routine, interest in new tasks and constant change of activities), Creativity (the need to find non-standard solutions, generate innovative ideas and show initiative), Self-development (the need for continuous professional training, broadening of horizons and personal improvement) and Social utility (the desire to perform work that is meaningful and brings real benefits to other people or society as a whole). Such a comprehensive approach helps to identify the most effective incentives for a particular employee in the enterprise's labor potential management system. Let's consider the concept of motivation in more detail. Motivation is a complex process of encouraging a person to action, guiding their behavior, setting their direction and benchmark for achieving certain goals. (Chilikina, 2021: 181).

Ukrainian researcher S. Zaniuk defines motivation as a set of motivating factors that influence the activity of a person, that is, all motives, needs, situational factors that determine human behavior (Zaniuk, 2002: 94).

“Motivation is a type of managerial activity that provides the process of encouraging a person to act effectively, aimed at achieving personal goals or organizational goals,” write V. Evtushenko and D. Dorenskyi. (Evtushenko & Dorenskyi, 2020: 39).

A. Pochtovyuk, V. Semenikhina and M. Komsomolsky describe general motivation and professional. General motivation is a focus on work as a form of human activity in any activity. Professional motivation is a system of motives that characterizes the desire to perform certain professional tasks. According to the ideas about the definition of motives, the specificity of professional motivation is determined by the features of professional goals of activity (Pochtoviuk, Semenikhina, & Komsomolskyi, 2021: 122).

Many scientists describe motivation as a means of increasing labor productivity. But the activity must be organized in such a way as to bring satisfaction to employees with the results of work. As a result of the implementation of the above, high labor productivity, efficiency of activity, and growth of enterprise income will be achieved, which will ensure its competitiveness in market conditions. (Iliash & Kaperiz, 2011: 169).

Also, as O. Ilyash and M. Kaperyz write, the personnel motivation system is implemented through the creation of a competitive workforce and labor efficiency at the enterprise (Iliash & Kaperiz, 2011: 170).

Having considered the above definitions, we can conclude that one part of scientists defines motivation as an internal incentive or desire of employees to satisfy their own needs, and the other – as the process of motivating employees to work effectively. There is an opinion that the process of motivating personnel to productive activity should be understood as stimulation, not motivation. However, the concept of motivation is broader than the concept of stimulation. Stimulation is understood as the use of external factors that force an employee to work productively and improve their performance. Motivation is the process of encouraging a person to a certain activity with the help of both intrapersonal and external factors. Having analyzed the application of the concept of motivation, we can say that its essence will depend on the meaning in which it is used. If we consider motivation from the point of view of employee psychology, then this concept can be interpreted as an internal incentive of an employee to perform his work and achieve established organizational goals. If we consider motivation as a management function, then it will be part of the process implemented by the manager (identifying motives and developing means aimed at achieving the individual goals of the employee and the goals of the organization) (Zos-Kior & Skydan, 2020: 144–145).

The current task of motivation today can be called the combination of the goals of the individual and the organization. As is known, the main goal of any company is to make a profit and achieve its constant increase. Every employee wants to receive a large salary and strives for its increase. If the employee understands that with the increase in profit, the income to the payroll will also increase, then his labor productivity will increase (Zos-Kior & Skydan, 2020: 144–145).

The main functions of motivation are incentive, directing, stimulating and regulatory. The incentive function is manifested in the purposeful activity of the individual. The implementation of this function is associated with the strength of motivation. The directing function of motivation is manifested in the choice of a strategy of behavior, goals, means and methods of activity; its implementation depends on the stability of motives. The stimulating function is associated with maintaining motivation at the required level and overcoming obstacles. It plays an important role in the performance of work activities. The regulatory function of motivation is aimed at ensuring management and control over activities. The implementation of this function depends on the stability, multiplicity of motives (Pochtoviuk, Semenikhina, & Komsomolskyi, 2021: 121).

That is, the concept of motivation is quite broad, it covers a set of internal and external factors that encourage employees to perform professional activities. This is a complex mechanism that not only activates a person's professional potential, but also directs their efforts to achieve specific work goals. As a result, it is the level of motivation that determines how effectively an employee will use their experience and knowledge for the success of the entire enterprise.

Research results. To study the psychological characteristics of personnel motivation, an empirical study was conducted, in which 35 people aged 25 to 40 years participated. The sample is quite justified for the tasks set, since this age category is characterized by the highest level of professional and social activity, an already formed system of life values, as well as a conscious attitude to one's career and material security. At the first stage of the analysis of the obtained data, the primary statistical processing of the results was carried out using both methods. To summarize the quantitative indicators, the arithmetic mean, variance, standard deviation, mode, and median were calculated. These statistical parameters allowed not only to identify motivational priorities typical for the entire group, but also to assess the degree of differences in the views of individual employees. (таблица 1).

Table 1

Descriptive statistics of indicators according to the “MSI Motivation Sources Questionnaire”

Indicator	“MSI Motivation Sources Questionnaire”				
	Internal processes	Instrumental motivation	External concept of “I”	Internal concept of “I”	Internalization of goals
Average value	4,12	5,85	3,95	5,1	3,6
Dispersion	1,45	0,98	1,62	1,15	1,8
Mean squared	1,2	0,99	1,27	1,07	1,34
Fashion	4	6	4	5	3
Median	4	6	4	5	3

Analyzing the data in Table 1, it can be noted that the distribution of responses is close to normal, since the values of the mode, median and arithmetic mean practically coincide on all scales. The highest average score was demonstrated by respondents on the Instrumental Motivation scale (5.85). At the same time, the dispersion indicator (0.98) and the standard deviation (0.99) on this scale are the lowest. This indicates a high unanimity of the sample: the absolute majority of employees consider material incentives (salary, bonuses, bonuses) to be a key factor in their professional activity. The second most significant was Internal Self-Concept (5.1), which indicates the desire of employees to meet their own internal standards and perform work that challenges them intellectually. The least pronounced was Internalization of Goals (3.6), which is characterized by high variability of responses (variance 1.8).

The results of statistical processing using the “Motivational Profile” method by S. Ritchie and P. Martin are presented in Table 2.

The data in Table 2 confirm and expand the results of the previous methodology. The Material Reward scale is the undisputed leader (average value – 42.3). However, it is immediately followed by higher-order needs with a minimal gap: Aspiration for Achievements (39.4) and Self-Development (38.2). The lowest positions were occupied by Structured Work (25.1) and Social Utility (24.3). The greatest dispersion of opinions (variance – 25.3) was recorded on the Power and Influence scale. For one part of the employees, career growth to management positions is extremely important, while the other part shows complete indifference to this, preferring calm executive work. This allows the company to effectively distribute tasks between different specialists.

For a more clear understanding of the motivation structure, the proportion of respondents for whom specific factors are dominant was determined (Table 3). It is worth noting that each respondent could have several clearly expressed dominant motives.

Table 2

Descriptive statistics of indicators according to the “Motivational Profile” method

Показник	«Мотиваційний профіль»											
	Матеріальна винагорода	Фізичні умови праці	Структурованість	Соціальні контакти	Взаємовідносини	Визнання	Прагнення до досягнень	Влада та вплив	Різноманітність і зміни	Креативність	Саморозвиток	Суспільна корисність
Середнє значення	42,3	28,4	25,1	31,2	33,5	36,8	39,4	27,6	30,1	29,5	38,2	24,3
Дисперсія	18,5	22,1	19,8	20,5	17,4	15,2	14,8	25,3	21,6	23	16,5	24,1
Сер. квадрат.	4,3	4,7	4,45	4,52	4,17	3,89	3,84	5,03	4,64	4,79	4,06	4,9
Мода	45	28	24	30	35	38	40	25	30	28	38	22
Медіана	43	28	25	31	34	37	40	27	30	29	39	24

Table 3

Distribution of dominant motivational factors among employees

Motivational factor (areas of need)	Absolute value (number of people)	Relative value (%)
Material reward / Instrumental motivation	28	80
Striving for Achievement / Professional Realization	22	63
Self-development / Internal concept of "I"	19	54
Recognition of work results by others	15	43
Relationships and social contacts in the team	12	34
Comfortable physical working conditions	9	26
The need for power, leadership, and influence	6	17

As the relative indicators show, for 80% of the respondents, the material factor is decisive. However, for many respondents, professional fulfillment and an internal desire to develop are also important factors.

Discussion. The obtained empirical results confirm and significantly deepen classical motivational theories, projecting them onto the modern realities of the domestic labor market. According to F. Herzberg's two-factor theory, salary belongs to the so-called "hygiene factors", which usually only prevent dissatisfaction, but do not motivate to increase efficiency. However, our study clearly demonstrates another trend: in modern socio-economic conditions, instrumental motivation and material reward acquire the status of a powerful, leading motivating factor. This becomes the basic foundation for any professional activity. Such a phenomenon is easily explained by the age characteristics of the studied sample (25–40 years). This life stage is a period of the highest socio-economic activity, when a person forms a family, solves housing issues and strives to ensure a stable level of material well-being. (Herzberg, Mausner, & Snyderman, 1959: 276).

The influence of financial factors on staff motivation is also confirmed by other researchers. In particular, T. Hrynko, T. Gviniashvili, A. Shynkarenko write that economic factors involve material motivation, that is, orientation towards the implementation of certain indicators or tasks, receiving financial rewards for the results of work after their implementation. The incentive system should be simple, understandable and flexible for employees. The amount of reward should be rational both

financially and psychologically. The incentive system should give employees a sense of fairness in material rewards and help increase their interest not only in improving their personal work, but also in improving business relations with other employees. Personnel motivation should be comprehensive and systematic to achieve work efficiency (Hrynko, Hvinashvili, & Shynkarenko 2021: 66).

The study showed a clear dualism of the motivational profile of a modern employee. Along with financial pragmatism, there is an acute need for professional self-realization, achievement of complex goals and personal growth. According to A. Maslow's motivational theory, one can trace the simultaneous actualization of both the basic (physiological) level and the highest level – self-actualization. This proves that for employees not only the financial component is important, but also professional development. If a workplace offers a high salary but does not provide opportunities for learning, creativity, and recognition of achievements, such an employee quickly loses interest in the results of work, which often leads to emotional burnout and staff turnover (Maslow, 1943: 372–383).

Effective personnel management in modern conditions is impossible without the use of complex methods that combine financial incentives and psychological support. Based on our research, which confirmed the dominance of instrumental motivation (80%), the high importance of the needs for professional realization (63%) and self-development (54%), it is possible to form a system of methods that covers four key areas: economic, socio-psychological, developmental and organizational. The main goal of these methods is to create an environment where the employee's personal goals coincide with the company's objectives.

Economic methods are an important component of the management model, but their content must constantly change. Since the financial factor is a priority for most respondents, a regular salary no longer stimulates people to work better, it only ensures their presence in the workplace. To really improve results, it is necessary to implement flexible payment systems, where bonuses clearly correspond to performance indicators (KPI).

The first step is to implement a transparent bonus system. Each employee should understand how his personal contribution affects the amount of compensation. This creates a sense of fairness: a person sees a direct correlation between efforts and money. For example, the use of quarterly bonuses for the implementation of specific projects allows you to maintain a high pace of work throughout the year.

The second important tool is profit-sharing programs. This is a method in which a portion of the company's profits is distributed among employees based on their length of service or performance. This approach turns the employee into a partner who is interested in the financial success of the entire enterprise. This significantly increases the loyalty of the core workforce and reduces staff turnover.

The third component is the benefits package (the “cafeteria of benefits”). Since people's needs are different, the company can offer a choice: health insurance, tuition reimbursement, gym membership, or travel reimbursement. When the employee chooses the benefits they need, the subjective value of such compensation increases.

Social-psychological methods help satisfy the needs for recognition and success, which are very important for professionals aged 25–40. According to the results of the study, the Recognition scale is one of the leading (43% of dominant responses).

Managers should implement a culture of gratitude. It doesn't require financial costs, but it has a huge impact. When an employee sees that their work is appreciated, they are willing to put in more effort in the future.

Another tool is the provision of autonomy. The ability to make decisions independently within the limits of one's duties is the highest form of trust. For ambitious employees, control over every step is demotivating. In contrast, the right to choose the methods of completing tasks allows a person to feel responsible for the result. This directly satisfies the need for power and influence, even if the employee does not hold a management position.

It is also important to work on the psychological climate. Regular informal meetings, joint celebrations of successes and the absence of competition allow people to feel safe. Social support from colleagues helps in difficult times.

Developmental methods respond to the high demand of personnel for self-development. The modern economy is characterized by a rapid pace of development, so training becomes not just a privilege, but a necessity.

Companies are encouraged to create individual career development plans so that employees are more aware of the prospects for their future.

Paying for professional courses, training, and certifications is a powerful form of reward. When an organization invests in an employee's education, it gets a more qualified specialist. At the same time, the employee perceives this as an investment in his personal capitalization. This creates a strong bond between the specialist and the company, as the person feels grateful for the opportunities provided.

Also effective is the method of personnel rotation and "horizontal career". If an employee has achieved career growth in his position, he can be offered new tasks in a related department. This prevents routine and professional burnout, allowing a person to gain new experience without changing his place of work.

Organizational methods aim to create a comfortable space where nothing interferes with work. Research has shown that rigid discipline and bureaucracy are perceived negatively. Modern staff value flexibility.

Flexible schedules and the ability to work remotely are no longer a luxury, but a requirement of time. This allows people to better combine work and personal life. This approach is based on trust: the manager controls the result, not the time spent in the office. As practice shows, employees on a flexible schedule often work more efficiently, because they choose their own working hours.

An important role is played by the ergonomics of the workplace. Comfortable furniture, modern equipment, good lighting and the presence of a relaxation area directly affect the physical condition and mood. If the office is comfortable, a person gets tired less and can maintain concentration longer. For 26% of respondents, working conditions are a dominant factor, so this point cannot be ignored.

Also, organizational methods include optimizing document flow. Minimizing paperwork and implementing digital tools free up time for creative tasks. This reduces irritation from routine and increases the overall speed of business processes.

According to the work of O. Ilyash and M. Kaperyz, the main strategic directions for improving the effectiveness of the applied methods of increasing motivation are: improving the structure of existing material and non-material incentives, reforming wages; social security of employees based on investments in their development; attracting the potential of social partnership, improving the collective bargaining regulation of labor and its payment; introducing an assessment of the effectiveness of the motivational mechanism of personnel use. At the same time, the process of applying progressive forms of motivation at the enterprise should be reduced to systematic planning of the success of motivational activities, studying the positive results obtained, developing new methods aimed at achieving high productivity on the basis of motivational personnel management. The implementation of the proposed measures is possible provided that the enterprise has one or a group of specialists who study the issue of increasing labor productivity on the basis of motivation. It is also important to maintain feedback from management to employees to track changes in their motivational structure, which will further allow for a prompt response to changes in the market environment in which enterprises operate. (Ilyash & Kaperiz, 2011: 170).

In conclusion, it is worth noting that the effectiveness of motivation depends on consistency. No method will give long-term results if it is used separately. It is necessary to combine economic benefits with psychological factors.

As O. Ilyash and M. Kaperiz note, increasing motivation in the labor potential management system should be a constant process. It is impossible to set up the system once and forget about it. The market is changing, people's needs are evolving, so management should regularly review the employee motivation system. (Ilyash & Kaperiz, 2011: 169).

A comprehensive combination of financial compensation, training opportunities, and respect for the individual creates a comfortable working environment. When a company invests in people, people invest their time in the success of the company. This approach promotes long-term cooperation and high work efficiency.

The practical value of the obtained data for modern management is to use the research results to create effective methods for increasing employee motivation. For example, the motivating effect of material incentives can be greatly enhanced if combined with the employee's career growth. Low interest in power (only 17%) and work structure among respondents indicates that classic bureaucratic management models are losing their effectiveness. Modern employees value flexibility, partnership with management, and focus on results rather than processes.

Prospects for further scientific research in this direction consist in conducting a deeper comparative analysis of motivational profiles and levels of job satisfaction, taking into account length of service, gender characteristics, and the specifics of the industry in which the subjects work. In addition, it is considered promising to study the direct impact of the identified dominant motives on the indicators of production productivity of enterprises.

Conclusions. Theoretical and empirical analysis of the psychological features of personnel motivation showed that the system of motivational motives of a modern employee is multicomponent. Solving the tasks set in the study, it was established that the absolute priority in the structure of needs is material reward (instrumental motivation). This factor was identified as dominant for 80% of the studied, which is due to the current socio-economic needs of the age group 25–40 years. The powerful significance of internal driving factors that operate in parallel with financial interests was revealed. In particular, the needs for professional achievements (63%) and personal self-development (54%) form the core of the internal concept of the “I” of a modern specialist. This indicates a high level of professional awareness of the staff, who strive to complicate tasks and improve their own qualifications. Effective management of labor potential in a modern enterprise requires an individual approach from management. The strategy for retaining and stimulating personnel should be based on a combination of competitive wages with wide opportunities for professional realization, recognition of work results and a comfortable microclimate in the team. A comprehensive combination of material and psychological incentives will help ensure maximum employee engagement and stable development of the enterprise in a competitive environment.

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