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PROBLEMS OF STAFF MOTIVATION IN THE UKRAINIAN LABOR MARKET DURING THE WAR

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Abstract

The economic crisis and war have led to significant changes in the labour market, including mass emigration, job losses, and an outflow of workers to serve in the Armed Forces.

The number of registered unemployed has decreased, but new motivation problems have arisen due to the crisis.

Motivation for quality work is a key management issue. Understanding the motivation mechanism allows managers to use various forms of recognition and evaluation effectively.

Keywords: Strategic management, personnel motivation, personnel policy, welfare

1 Introduction

This is particularly important in the context of the Ukrainian labour market, which has faced serious challenges since the start of the Russian invasion in 2014, and its subsequent full-scale version in 2022.

The Ukrainian labour market has faced significant challenges during 2022-2023, including a decrease in the number of registered unemployed in certain economic activities and changes in the professional structure of the unemployed. These trends reflect the broader socio-economic impacts of the ongoing crisis.

Personnel motivation is a critical aspect of management, especially in crisis conditions. Ukrainian businesses are adapting to modern realities by introducing flexible and innovative motivation systems aimed at enhancing the psychological resilience of employees.

Effective motivation management requires a balanced approach, combining material and non-material methods to address the diverse needs of employees.

Overview

The effectiveness and prosperity of any enterprise largely depend on the cohesive and high-quality work of its personnel, which cannot be achieved without proper motivation. Personnel motivation combines various incentives to boost employee efficiency and achieve better results. Research indicates that only a small percentage of employees work effectively without additional incentives, highlighting the importance of a well-structured motivation system.

Effective motivation systems not only enhance individual performance but also improve team dynamics, departmental efficiency, and overall company competitiveness. Modern personnel management practices emphasize the need for evolving motivation strategies to maintain a stable and productive workforce.

Personnel policy is a comprehensive strategy and set of tactics that guide how an organization manages its workforce. It encompasses various aspects such as employment, training, remuneration, welfare, and industrial relations, aiming to align personnel management with the organization's long-term goals and strategies.

Personnel policy is implemented based on provisions related to employment, training, remuneration, welfare, and industrial relations. It is a holistic approach that combines different forms of work with personnel, the organization's behaviour style, and plans for labour force utilization. The effectiveness of personnel policy is determined by its alignment with the organization's strategy, long-term planning orientation, and the importance placed on personnel.

Personnel motivation is a crucial aspect of personnel policy, as it significantly impacts the success of the enterprise. Modern personnel policy should be directed towards market conditions, ensuring each position is filled with qualified personnel. Effective personnel work involves planning, scientific approaches, and comprehensiveness, aiming to enhance the creative initiative and development of each employee.

Effective labour motivation is essential for addressing socio-economic challenges and enhancing organizational culture. The methods of motivation vary depending on the enterprise's incentive system, management style, and specific characteristics. The goal is to maximize employee involvement and leverage their knowledge for the organization's success.

The Ukrainian labour market has been characterized by constant changes and challenges, exacerbated by the Russian invasion in 2014. This crisis led to mass emigration, internal displacement, destruction and relocation of enterprises, job losses, and an outflow of workers to serve in the Armed Forces

of Ukraine. These factors have contributed to a decline in socio-economic well-being and a decrease in workers' interest in productive work.

The primary stimulus for motivating workers has traditionally been wages. However, the current economic conditions have diminished the effectiveness of wages as a motivating factor. The lack of real opportunities to improve socio-economic status has highlighted the importance of non-material motivation methods

In 2022, Ukraine's population was 43.82 million, with an employed population of 15.6 million, including 7.4 million women and 8.2 million men. About 19% of the employed population worked in the informal sector, and the overall employment rate was 55.7%. The unemployment rate at the end of 2021 was 10.3%.

To address these challenges, it is essential to use a combination of material and non-material motivation methods. Material motivations include wages, bonuses, and other monetary incentives, while non-material motivations encompass social incentives, moral incentives, and opportunities for self-improvement and professional growth.

Effective communication with employees in a safe atmosphere is crucial. Managers should engage in one-on-one or small group discussions, listen to verbal and non-verbal messages, provide encouragement, explain work purposes, and offer moral support.

Motivation for quality work is a key management issue. Understanding the motivation mechanism allows managers to use various forms of recognition and evaluation effectively. Studying foreign companies' experiences and analysing Ukrainian enterprises' incentive systems can help develop new approaches to managing motivational processes. These approaches include material and non-material forms of stimulation, such as wages, profit-sharing systems, collective bonuses, individualized wages, moral incentives, flexible work schedules, career growth, and social benefits.

Conclusion

Personnel motivation is a crucial aspect of management that significantly impacts the productivity and success of an organization. Effective motivation systems must balance material and non-material incentives to address the diverse needs of employees, especially in crisis conditions. The ongoing war in Ukraine has introduced new challenges, requiring flexible and innovative approaches to maintain employee morale and resilience.

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