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**FEATURES OF THE MOTIVATION OF THE STAFF OF INNOVATIVE  
ENTREPRENEURSHIP UNDER THE CONDITIONS OF THE MARTIAL STATE  
IN THE TERRITORY OF UKRAINE**

**Abstract.** *The article examines the peculiarities of the motivation of the company's personnel in the conditions of martial law on the territory of Ukraine. Analysis of the main means of motivating personnel, safety at the workplace, roles of people in the team and their psychotypes, creation of a favorable climate in the team and international experience of motivating personnel, because these are important factors for the correct and harmonious functioning of the enterprise in the conditions of martial law on the territory of our country.*

**Keywords:** *motivation; personnel; martial law; enterprise; management; international experience; types; methods; rights; employee.*

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**ОСОБЛИВОСТІ МОТИВАЦІЇ ПЕРСОНАЛУ  
ІННОВАЦІЙНОГО ПІДПРИЄМНИЦТВА В УМОВАХ  
ВІЙСЬКОВОГО СТАНУ НА ТЕРИТОРІЇ УКРАЇНИ**

**Анотація.** *У статті розглядаються особливості мотивації персоналу підприємства в умовах військового стану на території України. Аналіз основних засобів стимулювання персоналу, безпеки на робочому місці, ролі людей у колективі та їх психотипи, створення сприятливого клімату в колективі та міжнародний досвід мотивації персоналу, адже це є важливими чинниками для правильного та злагодженого функціонування підприємства в умовах військового стану на території нашої держави.*

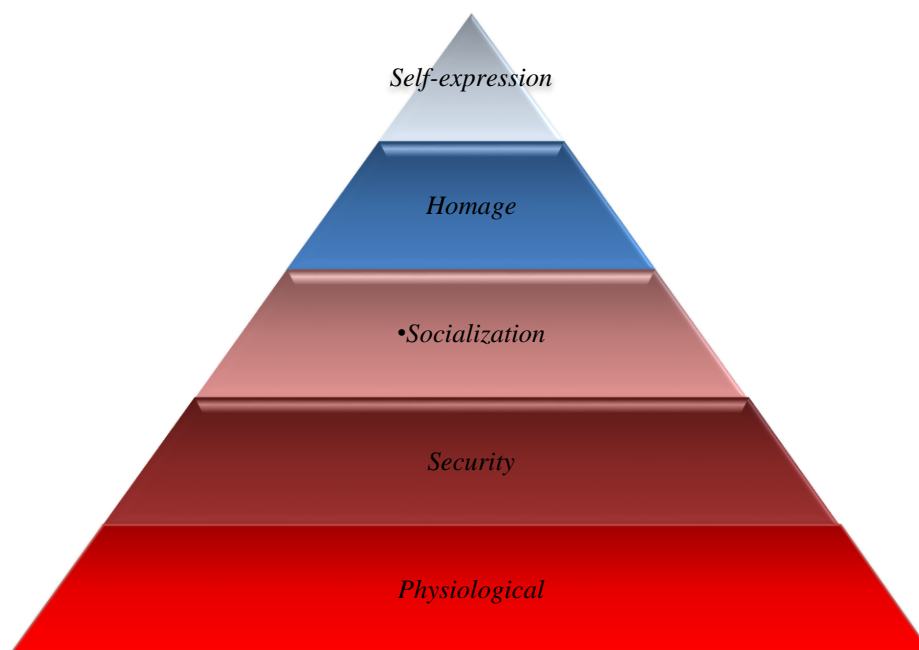
**Ключові слова:** *мотивація; персонал; військовий стан; підприємство; управління; міжнародний досвід; види; способи; права; працівник.*

**Statement of the problem in a general form.** Today, the relevance of this article is quite appropriate, because Ukraine is currently in the midst of military operations. At the beginning of the full-scale invasion of the territory of Ukraine, the functioning of almost all spheres of services, except for strategically important ones, took place. In this context, innovative means of increasing staff motivation are important and significant.

**Analysis of recent research and publications.** Famous scientists such as A.M. Kolot, S.O. Tsymbalyuk, S.V. Rukasov, N.P. Bazaliyska, V.V. Mishchuk, I.V. Shostak, etc. worked on the study of personnel motivation. However, modern personnel stimulation requires changes in material and non-material motivation systems.

**Research results.** Many authors emphasize that innovations change the world [1–7]. But in order to implement them, motivation is needed. A comparison of the main characteristics of labor motivation abroad and in Ukraine shows that in the conditions of an unstable external environment and a large number of layoffs of workers in various sectors of our economy, the motivation of workers is poor. Therefore, according to statistical data, the number of unemployed people in our country at the end of 2018 was 1.5776 million people [8]. Before talking about the specifics of the motivation of the company's personnel in the conditions of martial law on the territory of Ukraine, it is necessary to mention "Maslow's pyramid of needs", because this is the basis from which it is necessary to start choosing the necessary type of motivation for the team. According to Fig. 1, there are 5 basic human needs: physiological (water, food, sleep, etc.), safe (security: health, property, future), social (friendship, family, intimacy), respect (self-respect, self-confidence, achievement), self-expression (creativity,

morality, problem solving). When choosing a certain type of motivation for employees, it is necessary to rely on human priorities, which were described by Abraham Maslow [9].



Source: formed by the authors on the basis of [9].

Fig. 1. Maslow's pyramid

For people who worked at such difficult turning points, the main motivation was to provide a critically important service to the population that needed it, an example can be JSC "Ukrzaliznytsia", which, even under terrible shelling in the East, North and South, did its job well, namely, it carried out evacuations to temporarily occupied territories. The main motivation of the workers at that time was to save and evacuate as many people as possible to a safe place, as a result the workers had a lot of stress and risks. This type of motivation should be classified as social. After all, in this case, the employee understands that he is a part of the collective, the team, and if he does not perform the task well, he will let everyone else down.

In general, in addition to the type mentioned above, it is also necessary to distinguish such types of motivations as: psychological, career and educational motivations.

- Psychological – responsible for the internal (collective) mood, that is, if there is a friendly and benevolent atmosphere, it will be much easier to work in it.

- Career – is responsible for career growth at the company, because there is such a type of people for whom career growth is one of the biggest motivations for which they will perform their work efficiently and quickly in order to move to a higher level.

- Educational – responsible for improving the skills of the staff. There is a type of people for whom it is important not only to receive a salary, but also to acquire certain skills, knowledge and, for example, taking courses in their field of activity.

1. Economic – wages and bonuses can be attributed to this type. Depending on the calculation method, it is hourly, daily and monthly [10]. Table 1 shows the amount of wages for January 2022.

Having analyzed Table 1 it can be understood that the highest monthly salary in the field of extractive industry and career development is associated with great responsibility, risks, professionalism, stress resistance and economic motivation. The lowest hourly wage is the construction industry. Unfortunately, this field is undervalued and underpaid, although workers in this field also face great responsibility, risks, professionalism, and stress resistance, but there

is no economic motivation. Analyzing the situation in our country, we can understand that the profession in the field of construction will eventually be in great demand and the cost of work will be higher. But today, workers in this field have the opportunity to receive bonuses.

Table 1

**Average salary of full-time employees by type of economic activity for January 2022**

Activity	January, UAH
That's all	<b>21347</b>
Agriculture, forestry and fisheries	12456
Industry	20826
Mining and quarrying	44346
Processing industry	17279
Supply of electricity, gas, steam and air conditioning	28576
Water supply; sewerage, waste management	21222
Construction	11573
Wholesale and retail trade; repair of motor vehicles and motorcycles	21745
Professional, scientific and technical activity	26325
Public administration and defense; compulsory social insurance	27979
Education	14744
Health care and provision of social assistance	16928
Art, sport, entertainment and recreation	18039
Provision of other types of services	18899

Source: formed by the authors based on [10].

Rewarding is a rather high motivator, because this type makes it clear to a person that for a certain persistent labor activity, he will additionally receive a one-time monetary reward and this will stimulate him to improve the result of his activity in the future. Also, the economic type can include additional free time, which allows you to work in another place and it is economically beneficial for the working staff. Uneconomic – it should include flexible work schedule, alternate, reduced working hours, compensation of remuneration not with money but with vacation, etc. That is, it is motivation in free time. Today, it is also in good demand.

German scientists F.V. Siegert and L. Lang offer the following 15 criteria for motivating work organization [11].

1. Any actions must be meaningful, and first of all those who require actions from others.
2. People should get joy from work, be responsible for it, be personally involved in the results, in working with people, so that their actions are specifically important for someone.
3. Everyone at his workplace wants to show what he is capable of.
4. Everyone wants to show himself in his work, to learn about himself in its results, to have proof that he can do something; this something should receive the name of its creator.
5. It is necessary to know people's point of view on possible improvements in their work.
6. People need to be given the opportunity to feel their importance.
7. In achieving the goal that the employee has set for himself, or in the formulation of which he took part, he will show more energy.
8. People who work well have the right to material and moral recognition.
9. Employees must have free access to all necessary information, and fast.
10. Decisions about changes in the work of employees must be made with their participation and based on their knowledge and experience.
11. Self-control.

12. Employees must have the opportunity to acquire new knowledge in the course of work.

13. It is necessary to encourage initiative, and not to squeeze sweat out of employees.

14. Employees must have information about the quality of their work.

15. Everyone should be his own boss whenever possible [11].

Analyzing the above criteria, we can say that the rights of employees should not be violated and everyone should feel free from stereotyped frameworks.

"According to the Work.ua survey, in which 500 respondents from Ukraine took part, 67.2% of Ukrainians consider monetary incentives to be the best way of motivation, confirming the opinion of personnel experts. 8.9% of respondents voted for free education and training. Praise from management is valued by 6.6% of respondents, personal gifts from the company by 5.8%. Fines and punishments make 4.7% of Ukrainians work better, and corporate holidays 4.1%. Additional days off are the least valued – only 2.7% of respondents answered that" (Fig. 2) [12].



Source: built by the authors based on [12].

**Fig. 2. Personal motivation**

Having analyzed the main motivational aspects of Ukraine, attention should be paid to international experience.

Companies in different countries have different incentive methods and systems, determined by national and cultural characteristics. Experts single out the most characteristic models of work motivation in Japan, the USA, France, Great Britain, Germany and Sweden (Table 2) [13].

The incentive system model discussed above contains many effective ideas and tools for motivating people. It is clear that each model is adapted to the specific conditions of the national market, taking into account the peculiarities of national conditions and demographic mentality. What works in one country may backfire in another.

Table 2

**Foreign experience of staff motivation**

Main features of work motivation	Country	Distinctive features of work motivation
Professionalism, age, experience, result	Japan	Lifetime work, one-time pension
Encouraging entrepreneurship, quality of work, highly qualified	US	Piece rate combined with hourly pay, profit sharing, allowances, bonuses, discipline and safety, double pay
Qualification, quality of work, number of rational offers, level of mobilization	France	Salary, personal and job evaluations (professionalism, productivity, quality, compliance with safety rules, ethics), initiative, additional rewards
Income	United Kingdom	Profit Share, Enterprise Equity Share, Enterprise Labor Share, Net Labor Share
Quality	Germany	Work incentives, social security
Solidarity wage	Sweden	Differentiated tax and social systems, strong social policy

Source: formed by the authors based on [13].

**Conclusions.** So, theoretical and practical studies of the personnel incentive system at the enterprise show that the modern incentive system of domestic enterprises is based mainly on material incentives and wages. The main task of management is to identify the range of interests and needs of all employees, which will ensure the formation of the best personnel incentive system. Adapting the experience of foreign colleagues and applying their own knowledge and skills will help Ukrainian businesses achieve significant success in motivating their employees. As for Ukraine, it is first of all to take into account the peculiarities of our culture and the peculiarities of our population. For Ukrainian employees, a very important element of work is the possibility of creative realization, therefore, it is necessary to create conditions for personal growth and self-realization of employees in the company.

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