

KEY MODELS AND METHODS OF PERSONNEL MOTIVATION AND THEIR MANAGERIAL SIGNIFICANCE

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This article examines the key models and methods of personnel motivation, as well as their managerial significance for enhancing organizational effectiveness. The authors analyze traditional and modern theoretical approaches to motivation, including Vroom's Expectancy Theory, Adams' Equity Theory, Herzberg's Two-Factor Theory, and Maslow's Hierarchy of Needs, and explore their practical application in modern settings, particularly in the context of flexible employment and remote work. Special attention is given to the impact of both material and non-material incentives on employee motivation, as well as the importance of combining these elements to achieve maximum effect. Additionally, the article presents the results of empirical studies that confirm the effectiveness of various motivational strategies in enterprises, such as Starbucks, where a combination of material and non-material incentives has been successfully implemented. The article also provides recommendations for managers on how to apply motivational models based on contemporary trends in personnel management.

This article makes a significant contribution to the development of practical aspects of personnel motivation and offers valuable recommendations for the implementation of effective motivational strategies in the rapidly changing work environment, particularly in the context of digital transformation and changes in organizational culture.

Key words: *personnel motivation, managerial strategies, expectancy theory, equity theory, two-factor theory, hierarchy of needs, material and non-material incentives, flexible employment, remote work, organizational culture, motivational strategies.*

Чернявська Т. П., Вен Хею. КЛЮЧОВІ МОДЕЛІ ТА МЕТОДИ МОТИВАЦІЇ ПЕРСОНАЛУ ТА ЇХ УПРАВЛІНСЬКЕ ЗНАЧЕННЯ

У статті розглядаються ключові моделі та методи мотивації персоналу, а також їхня управлінська значущість для підвищення ефективності організаційної діяльності. Автори аналізують традиційні та сучасні теоретичні підходи до мотивації, зокрема теорії очікувань В. Врума, теорії рівності Дж. Адамса, двофакторну теорію Ф. Герцберга та ієрархію потреб А. Маслоу, а також досліджують їхню практичну реалізацію в сучасних умовах, зокрема в контексті гнучких форм зайнятості та дистанційної роботи. Особлива увага приділяється впливу матеріальних і нематеріальних стимулів на мотивацію працівників, а також важливості їхнього поєднання для досягнення максимального ефекту. Крім того, у статті представлені результати емпіричних досліджень, що підтверджують ефективність різних мотиваційних стратегій на підприємствах, зокрема Starbucks, де успішно реалізовано комбінацію матеріальних та нематеріальних стимулів. Висвітлюються рекомендації для менеджерів щодо застосування теоретичних моделей мотивації з урахуванням сучасних тенденцій в управлінні персоналом.

Ця стаття робить значний внесок у розвиток практичних аспектів мотивації персоналу та пропонує важливі рекомендації щодо впровадження ефективних мотиваційних стратегій в умовах швидко змінюваного робочого середовища, зокрема в контексті цифрової трансформації та змін в організаційній культурі.

Ключові слова: *мотивація персоналу, управлінські стратегії, теорія очікувань, теорія рівності, двофакторна теорія, ієрархія потреб, матеріальні та нематеріальні стимули, гнучка зайнятість, дистанційна робота, організаційна культура, мотиваційні стратегії.*

Introduction. In Today's rapidly evolving business environment, organizations face significant challenges driven by globalization, fierce competition, and the fast pace of technological advancements. To maintain competitiveness and operational efficiency, enterprises must optimize their processes, boost productivity, and foster innovation. However, focusing solely on technic improvements is insufficient; the effective management of human resources plays a critical role in ensuring long-term success. Employee motivation, engagement, creativity, and loyalty directly influence organizational performance, making personnel management a key factor in achieving strategic goals.

The importance of motivation in driving performance and commitment has long been recognized, with both material and non-material incentives playing central roles. As the workforce changes, particularly with younger generations prioritizing work-life balance, career development, and a sense of belonging, organizations are revisiting and adapting their incentive strategies. Traditional material rewards no longer fully meet the evolving needs of employees, highlighting the necessity for flexible, innovative motivational approaches.

The article aims to explore the various models and methods of personnel motivation, analyzing their theoretical foundations and practical applications in modern management. We will examine key motivation models, such as Vroom's Expectancy Theory, Herzberg's Two-Factor Theory, and others, and assess their significance in shaping management practices that enhance employee satisfaction, productivity, and organizational performance. Furthermore, the article will explore how non-material incentives, such as career development opportunities and organizational support, contribute to improving employee motivation, particularly in the context of contemporary workplace dynamics, including remote work and digitalization.

Materials and Methods. This study employs a multi-method approach to examine key models and methods of personnel motivation, focusing on their managerial significance in contemporary organizations. The research integrates a comprehensive literature review, case study analysis, and empirical data collection to assess the effectiveness of different motivational strategies on organizational performance and employee satisfaction.

An extensive literature review was conducted to explore various motivational theories, including Vroom's Expectancy Theory, Adams' Equity Theory, Herzberg's Two-Factor Theory, and Maslow's Hierarchy of Needs, along with contemporary models incorporating digital tools and flexible working arrangements. The review categorized the models into material vs. non-material incentives, short-term vs. long-term motivation, and process-oriented, content-oriented, and behavior-modification approaches. By synthesizing existing studies, the review aimed to evaluate the applicability of these models in modern management.

In addition, case studies were used to investigate how organizations apply different motivation strategies. The Starbucks case was particularly insightful, demonstrating the successful integration of both material and non-material incentives to improve satisfaction, loyalty, and performance. These real-world examples helped contextualize the theoretical models within practical settings, highlighting the role of leadership and company culture.

Empirical data were collected through surveys of employees from various organizations, focusing on the effectiveness of motivational methods like monetary rewards, career development opportunities, and recognition programs. The data were analyzed using statistical methods to identify correlations between motivational strategies and employee outcomes, such as job satisfaction and productivity.

Qualitative interviews with managers and HR professionals provided additional insights into the challenges of implementational strategies. These interviews offered a deeper understanding of the managerial implications of various approaches and how evolving workplace dynamics, like remote work, impact motivation.

The collected data were analyzed through a comparative framework, utilizing statistical tools to assess the relationship between motivational methods and employee performance. The analysis allowed for a comprehensive evaluation of the short-term and long-term effects of material and non-material incentives on organizational success.

Results. In the field of management, the contributions of prominent scholars have significantly shaped organizational theory and management practices. P. Drucker [1] emphasized the strategic role of management in improving organizational performance and leadership effectiveness, advocating for a comprehensive approach to managing and guiding businesses in an ever-changing environment. H. Fayol [2] outlined the fundamental principles of management and highlighted key functions that managers must perform to ensure systematic and efficient organizational structures. His work provided a clear framework for understanding the roles of planning, organizing, leading, and controlling within an organization. F. Taylor [3] introduced the concept of scientific management, focusing on the optimization of work processes to improve productivity and efficiency. His methods emphasized the use of systematic observation and measurement to streamline operations and motivate employees through incentives tied to performance. M. Weber [4] contributed to the development of bureaucratic organizational theory, which analyzed the importance of structure, rules, and authority in ensuring organizational efficiency. He stressed that clear hierarchies and formalized procedures are essential for the smooth functioning of large organizations. Collectively, these scholars have laid the foundation for modern management practices, greatly influencing the development of strategies for personnel motivation, organizational behavior, and operational effectiveness in today's complex business environments.

Research that significantly expands our understanding of personnel motivation highlights the importance of psychological needs, organizational support, effective management of flexible working conditions, job satisfaction, clearly defined goals, commitment, and the alignment of expectations between employees and organizations to enhance motivation and productivity. Specifically, the work of E. Deci and R. Ryan [5] emphasizes the role of intrinsic motivation and fundamental psychological needs such as autonomy,

competence, and relatedness, which form the foundation for self-expression and achievement in the workplace. R. Eisenberg and colleagues [6] studied how perceived organizational support contributes to increased employee satisfaction and commitment, directly influenced on the impact of flexible working conditions, such as remote work, on employees' mental well-being, highlighting how these conditions can both enhance motivation and present new challenges. T. Judge and colleagues [7] analyzed the connection between job satisfaction and job performance, showing that motivated employees who are satisfied with their work typically demonstrate better results. G. Latham and G. Seijts [8] explored the effect of short-term and long-term goals on work motivation, finding that setting clear goals and achieving them significantly improves outcomes. J. Meyer and N. Allen [9] studied different forms of organizational commitment, proving that emotional attachment to the organization enhances motivation and contributes to the achievement of strategic goals. Finally, D. Rousseau [10] focused on psychological contracts, examining how employees' and organization's expectations mutually influence motivation and work performance.

The results of our study provide valuable insights into the effectiveness of various models and methods of personnel motivation, highlighting their managerial significance in modern organizations. Through a detailed analysis of the literature, case studies, and empirical data, this research identified key factors influencing employee motivation, satisfaction, and organizational performance.

The comparative analysis of motivation models revealed that process-oriented theories, such as Vroom's Expectancy Theory [11] and Adams' Equity Theory [12], play a crucial role in shaping motivational strategies within organizations. These models emphasize the importance of clearly defined expectations and fair reward system, suggesting that employee motivation is highly influenced by their belief in the connection between effort and reward. The study found that organizations which implemented these theories by setting clear goals and maintaining equitable reward distribution reported higher levels of employee engagement and job satisfaction. However, the effectiveness of these models is contingent on the clarity of goals and the perceived fairness of the reward system. When these elements are not adequately addressed, employees may feel dissatisfied, which in turn can affect their motivation and overall performance.

Content-oriented motivation models, such as Maslow's Hierarchy of Needs [13] and Herzberg's Two-Factor Theory [14], also provided significant insights in the context of this research. Maslow's theory suggests that employee motivation evolves through different levels of needs, beginning with physiological needs and progressing to self-actualization. Herzberg's model, which distinguishes between hygiene factors and motivators, indicated that while basic needs like salary and job security (hygiene factors) are essential to prevent dissatisfaction, it is the motivators – such as opportunities for career growth and recognition – that drive long-term engagement and performance. This research found that organizations focusing on both hygiene factors and motivators achieved higher employee satisfaction and engagement, particularly in the long term. However, it also highlighted the challenges in applying Maslow's hierarchy, as employees often exhibit complex, multifaceted needs that do not always follow a strict hierarchical order. Herzberg's model, while valuable, also requires organizations to balance the absence of hygiene factors with the presence of motivators to prevent dissatisfaction and foster true motivation.

Behavior modification models, including Skinner's Reinforcement Theory [15] and Locke and Latham's Goal-Setting Theory [16], also emerged as effective tools for improving employee performance. Reinforcement Theory suggests that behavior can be shaped through rewards and punishments, while Goal-Setting Theory emphasizes the importance of setting clear, challenging goals to drive motivation. This research demonstrated that organizations that implemented goal-setting strategies with regular feedback saw measurable improvements in performance, particularly in roles where clear targets were essential. However, reliance on external rewards alone can create a dependency that undermines intrinsic motivation over time, emphasizing the need for a balanced approach that integrates intrinsic factors with external rewards.

A significant focus of this study placed on the role of non-material incentives, which have gained increasing importance in today's workplace. The findings revealed that organizations offering career development opportunities, such as training programs, mentorship, and internal promotion pathways, reported higher employee satisfaction and reduced turnover. Non-material incentives, including recognition for achievements, autonomy, and flexibility in work arrangements, were found to be particularly effective in motivating employees, especially in the context of younger generations that prioritize work-life balance and personal development. Employees who felt their personal growth was supported by their organization were more likely to exhibit loyalty and a sense of ownership in their work.

Flexible working arrangements, such as remote work options and flexible hours, were particularly valued by employers, and organizations that offered such benefits reported a positive impact on employee morale, loyalty, and productivity [17]. In the context of the COVID-19 pandemic, companies that adapted quickly to remote work models saw a significant reduction in turnover rates and an increase in job satisfaction. This shift toward flexibility highlighted the growing importance of work-life balance, especially for employees who sought greater control over their personal and professional lives.

The case study of Starbucks [18] further illustrated the successful application of a comprehensive motivational strategy, combining both material and non-material incentives. Starbucks integrates competitive pay, health benefits, career advancement opportunities, and recognition programs with a strong emphasis on creating an inclusive and supportive work culture. The company's approach to employee satisfaction, including providing healthcare benefits, paid leave, and work-life balance initiatives, contributed significantly to high employee retention and engagement levels. Moreover, Starbucks' commitment to recognizing employee achievements through awards, career development programs, and opportunities for internal promotion demonstrated the effectiveness of a multi-layered approach to motivation.

Statistical analysis of the survey data reinforced the theoretical findings, revealing a strong correlation between the use of well-structured motivational strategies and improvements in key organizational outcomes. Organizations that implemented a mix of material rewards, career development initiatives, and recognition program saw higher levels of employee performance, including increased productivity, improved customer satisfaction, and reduced absenteeism. Employees in these organizations reported higher levels of job satisfaction and a stronger sense of organizational commitment. The data also showed that employees who perceived fairness in reward distribution and had opportunities for growth were more likely to stay with organization long-term, contributing to overall organizational stability and success.

Conclusions. This study underscores the essential role of personnel motivation in modern management and organizational success. Key motivation models highlight the significance of both intrinsic and extrinsic incentives in driving employee behavior, job satisfaction, and performance. The research demonstrates that organizations must integrate material and non-material incentives effectively to enhance employee engagement and foster a productive workforce.

Theoretical models like Vroom's Expectancy Theory and Adams' Equity Theory emphasize the importance of clear goals, fair reward systems, and transparency. Employee motivation increases when there is a clear connection between effort, performance, and rewards. However, the success of these models depends on fairness and clarity in expectations. If these are not adequately addressed, motivation may decrease.

Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs highlight the need to balance hygiene factors (e.g., salary, job security) and motivators (e.g., recognition, career growth). This research shows that motivators are key to long-term engagement and job satisfaction, while hygiene factors prevent dissatisfaction.

Non-material incentives, especially flexibility and work-life balance, are increasingly important. The demand for remote work and flexible schedules demonstrates that organizational support for work-life balance enhances employee satisfaction, intrinsic motivation, and performance.

Case studies, such as Starbucks, show that a combination of material and non-material incentives, along with strong organizational support, leads to higher employee satisfaction and commitment. Starbucks' holistic approach, which integrates competitive pay, career development, and recognition with a supportive culture and work-life balance, exemplifies the success of such strategies.

The research confirms that well-designed motivational strategies are critical to improving organizational performance. The integration of various incentives, tailored to employees' needs and aligned with organizational goals, is essential for fostering a motivated and productive workforce. As work dynamics evolve, organizations must adapt their strategies to meet the changing needs of employees, ensuring long-term success in a competitive global market.

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Статтю прийнято до публікації 26.05.2025 р.