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IMPLEMENTATION OF INTERNATIONAL EXPERIENCE IN EMPLOYEE MOTIVATION INTO ENTERPRISE MANAGEMENT SYSTEM

Summary

Relevance. Problem Statement. The modern world is characterized by a high level of globalization, which requires enterprises to adapt to international business standards. Employee motivation is one of the key factors of effective management, directly influencing worker productivity, enterprise competitiveness, and success in the international environment. The relevance of the topic is driven by the need to implement international experience in employee motivation within Ukrainian companies to enhance their efficiency and facilitate adaptation to global market conditions.

Ukrainian enterprises face a series of problems that hinder effective employee motivation: low wage levels and a lack of transparent bonus systems; economic instability and inflation; limited application of non-material incentives (recognition, development, corporate culture); low levels of trust between employees and management; high staff turnover and labor migration abroad; insufficient innovation culture and weak implementation of modern human resource management approaches. The core problem lies in the absence of a systematic approach to forming an effective motivational policy and the neglect of international practices in human resource management.

Purpose of the Study. The purpose of the article is to analyze international experience in employee motivation, identify the most effective incentive models (European, American, Asian), and determine opportunities for their adaptation to Ukrainian enterprises, taking into account national economic characteristics and corporate culture. **Methodology.** The tasks set in the article were addressed using general scientific research methods, namely: analysis, systematization, and generalization. The methodological basis of the study comprises logical-dialectical methods of scientific cognition, systems analysis methods, as well as specialized methods, including synthesis and analysis.

Results. The key components of motivational systems in European countries are identified: financial reward, social guarantees, development, corporate culture, and recognition. The American motivation model, based on meritocracy and performance evaluation, is described. The Swedish model, based on the principle of social justice and



employee profit-sharing, is presented. The Asian approach, which combines collectivism, long-term employment, and moral encouragement, is characterized. International motivation factors are determined: economic level, cultural characteristics, legislation, and globalization. The specific features of Ukrainian enterprises are analyzed, where financial motivation prevails while non-material incentives are lacking. The main problems highlighted include economic instability, low trust, brain drain, and corruption.

Practical Significance. The research results can be used for: developing effective employee motivation systems at Ukrainian enterprises; implementing international incentive models (e.g., bonus systems, social partnerships, corporate culture); increasing labor productivity and reducing staff turnover; forming a long-term motivational strategy involving non-financial incentives; and strengthening the positions of Ukrainian companies in the international market.

Prospects for Further Research. Future research may focus on: developing a model for integrating international motivational practices into the management of Ukrainian enterprises; investigating the impact of digitalization and flexible employment forms on employee motivation; studying the psychological aspects of motivation in a multicultural environment; analyzing the effectiveness of combining material and non-material incentives in modern conditions; and developing state policies to support employee motivation through tax, educational, and social mechanisms.

Keywords: personnel motivation, international experience, enterprise management, incentive system, work efficiency.

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ВПРОВАДЖЕННЯ МІЖНАРОДНОГО ДОСВІДУ МОТИВАЦІЇ ПЕРСОНАЛУ В СИСТЕМУ УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

Анотація

В умовах глобалізації економіки та посилення конкурентної боротьби ключовим ресурсом будь-якого підприємства стає людський капітал. Ефективність функціонування бізнесу безпосередньо залежить від якості системи управління персоналом, зокрема від дієвості механізмів мотивації. Необхідність адаптації вітчизняних підприємств до міжнародних стандартів та подолання кризових явищ на ринку праці (трудова міграція, плінність кадрів) актуалізує потребу у вивченні та імплементації кращих світових практик стимулювання працівників.

Мета статті – аналіз міжнародного досвіду мотивації персоналу, виявлення найефективніших моделей стимулювання працівників (європейських, американських, азійських) та визначення можливостей їх адаптації до українських підприємств з урахуванням національних особливостей економіки й корпоративної культури.

У статті визначено ключові складові мотиваційних систем у європейських країнах: фінансова винагорода, соціальні гарантії, розвиток, корпоративна культура, визнання. Описано американську модель мотивації, засновану на оцінці заслуг і результативності. Наведено шведську модель, що базується на принципі соціальної справедливості й участі працівників у прибутках. Охарактеризовано азійський підхід, який поєднує колективізм, довгострокову зайнятість і моральне заохочення. Визначено фактори міжнародної мотивації: економічний рівень, культурні особливості, законодавство, глобалізація. Проаналізовано особливості українських підприємств, де переважає фінансова мотивація, але бракує нематеріальних стимулів. Виокремлено основні проблеми: нестабільність економіки, низька довіра, відтік кадрів, корупція.

Ключові слова: мотивація персоналу, міжнародний досвід, управління підприємством, система стимулювання, ефективність праці.

Кількість джерел: 10; кількість таблиць: 2; кількість рисунків: 1.

Problem Statement. In the modern context of globalization, Ukrainian enterprises face the urgent need to enhance the efficiency of personnel management. However, in practice, the motivation systems of domestic companies remain underdeveloped: financial incentives dominate, while non-material factors — such as professional development, recognition, and corporate culture — are often neglected.

Moreover, there is a low level of employee engagement, high staff turnover, and an outflow of qualified specialists abroad. The core of the problem lies in the absence of a systematic approach to employee motivation and the insufficient consideration of international experience, which has proven to be effective in developed economies.

Analysis of Recent Research and Publications. Among the scholars who have also explored this issue are the following: O. Cherep, who studies the economic mechanisms of enterprise management; Yu. Kaliuzhna, who focuses on the comparative analysis of foreign employee motivation systems (particularly the European and American models); L. Mykhailichenko, who analyzes personnel management within the framework of strategic enterprise development; L. Fedoryshyna, who investigates the economic essence of employee motivation and its impact on management efficiency; R. Hladun, who examines personnel management through systems of motivation and performance evaluation.

Formulation of the Article's Objectives. The objectives of this article are to: Analyze the international experience of employee motivation in leading countries (the USA, Sweden, Japan, and others); Identify the main components of effective motivational systems in international practice; Explore the possibilities of adapting foreign motivation models to the Ukrainian context of enterprise management; Develop recommendations for improving the employee motivation system at domestic enterprises; Justify the role of motivation in enhancing enterprise performance under conditions of global competition.

Presentation of the Main Research Material. The modern world is characterized by a high level of globalization, which requires enterprises to adapt to international business standards. One of the key aspects of effective management is the employee motivation system, which directly affects labor productivity and an organization's competitiveness. The implementation of international experience in employee motivation within Ukrainian enterprises holds significant potential for improving their efficiency and adapting to global market conditions.

One of the most important methods of personnel management is employee stimulation. However, stimulation cannot be effective without motivation. These two concepts are often perceived as synonymous, but they have different meanings. Motivation is an internal awareness or drive that prompts action, while stimulation is an external influence directed toward an individual. The greater the degree of alignment between an employee's motivation and the stimuli offered, the more effective the overall system becomes.

The main levers that encourage employees to work are stimuli and motives. A stimulus is a certain reward expressed in material form (such as wages), while a motive is an internal desire or driving force. An employee feels more comfortable and performs more effectively when these two elements are balanced [1].

The essence of employee motivation lies in the following: stimulating high levels of work performance; forming a pattern of work behavior aimed at organizational development; encouraging employees to make the fullest use of their physical and intellectual potential in fulfilling their assigned duties [12].

Employee motivation is a key aspect of effective enterprise management that takes into account the national, cultural, economic, and social characteristics of each country. In international practice, various approaches to employee motivation have been formed, based on traditions, values, and the specific features of regional economic development.

The main components of employee motivation systems in European companies include:

1. Financial Motivation

- Competitive salary.
- Performance-based bonus system.
- Additional payments (bonuses, allowances, overtime pay).

2. Social Guarantees and Benefits

- Health insurance.
- Paid vacations and sick leaves.
- Pension programs and employer contributions.

3. Work Environment

- Safe and comfortable working conditions.
- Ensuring work–life balance.
- Flexible working hours or the possibility of remote work.

4. Opportunities for Development and Learning

- Professional development and training programs.
- Funding for participation in conferences, seminars, and workshops.
- Clear prospects for career advancement within the company.

5. Recognition and Non-Material Motivation

- Public recognition of employee achievements.
- Awards, certificates, and honors for task completion.
- Opportunities to influence decision-making within the company.

6. Corporate Culture

- Support for inclusivity and equality.
- Encouragement of teamwork and effective communication.
- Organization of corporate events, celebrations, and team-building activities.

7. Ethical and Social Aspects

- Adherence to principles of social responsibility.

- Involvement of employees in the company's charitable or environmental projects.

- Fostering a sense of belonging to socially important initiatives.

European companies often adapt these components depending on the culture, legislation, and economic conditions of a particular country. However, the main goal remains the same — to attract, retain, and develop qualified personnel.

European companies often adapt these components depending on the culture, legislation, and economic conditions of a specific country, but the primary goal remains the recruitment, retention, and development of skilled personnel.

Let's examine the salary levels in Ukraine in comparison with other countries (Table 1).

Table 1

Minimum wages in European countries in EUR [10]*

Country	2022 (EUR/month)	2023 (EUR/month)	2024 (EUR/month)	Change 2022– 2024 (%)
Luxembourg	2257	2474	2571	+14.0
Ireland	1775	1939	2162	+21.8
Netherlands	1725	2067	2096	+21.6
Germany	1664	1961	2052	+23.3
Belgium	1691	1954	1993	+17.9
France	1603	1747	1766	+10.2
Spain	1167	1286	1350	+15.7
Slovakia	646	794	810	+25.4
Poland	655	829	977	+49.3
Croatia	624	808	970	+55.4
Romania	515	659	725	+40.8
Hungary	542	661	727	+34.1
Bulgaria	363	403	477	+31.4
Ukraine	193	168	181	-6.2

*Source: compiled by the author.

The data in Table 1 demonstrate a low level of the minimum wage in Ukraine, which is 5–6, and in some cases even 20 times lower than in other countries.

The average increase amounted to 20–25% over the period, with the highest growth observed in Eastern Europe (Croatia +55%, Poland +49%) due to the EU Directive on Adequate Minimum Wages

and inflation. Western Europe showed more stable growth (10–20%), with a focus on real purchasing power.

When designing motivation systems at enterprises, it is advisable to draw upon the extensive experience accumulated in global practice. Among the variety of motivation models in market economies, the most representative are the Japanese, American, French, British, German, and Swedish models. Let us consider examples of non-material motivation in these countries (see Fig. 1) [2–4].

The American model of labor motivation differs significantly from the Swedish model, as it is based on encouraging and rewarding the most proactive employees. This system operates on the principle of “merit rating,” which influences the wages of employees with the same qualifications but different quality and efficiency of work. Evaluation is conducted through questionnaires, surveys, and rating scores.

The main evaluation factors include: Production-related: labor productivity, output standards, and efficient use of working time; Personal: initiative, activity, leadership qualities, and teamwork.

Most U.S. companies use two popular bonus systems — the Scanlon and Rucker plans. The essence of these systems lies in the creation of a profit-sharing fund when the company is profitable. The distribution is as follows: 25% of the fund is accumulated in a reserve fund, while the remaining 75% is distributed between management and employees in a 1:3 ratio [1].

Sweden serves as a prime example of a country that upholds a social welfare model, common across the Scandinavian region. For nearly 70 years, Swedish trade unions have pursued a policy of solidarity wages. The main principles of this approach include: Equality of labor and pay based on industry-wide agreements; Minimization of the gap between the highest and lowest wages.

The first principle implies that employees with the same qualifications and job responsibilities receive equal pay across different organizations, regardless of their financial performance. The second principle is achieved by raising the wages of low-paid workers while restraining the growth of higher salaries [7].

Swedish enterprises also practice financial incentives by involving employees in profit-sharing programs. Only about 20% of companies pay bonuses to all employees, and these bonuses are divided into

annual and deferred payments (postponed for at least five years). Such incentives motivate employees to increase productivity. Applying Sweden's experience in Ukraine could help expand production across various industries and have a stimulating effect on the workforce [1].

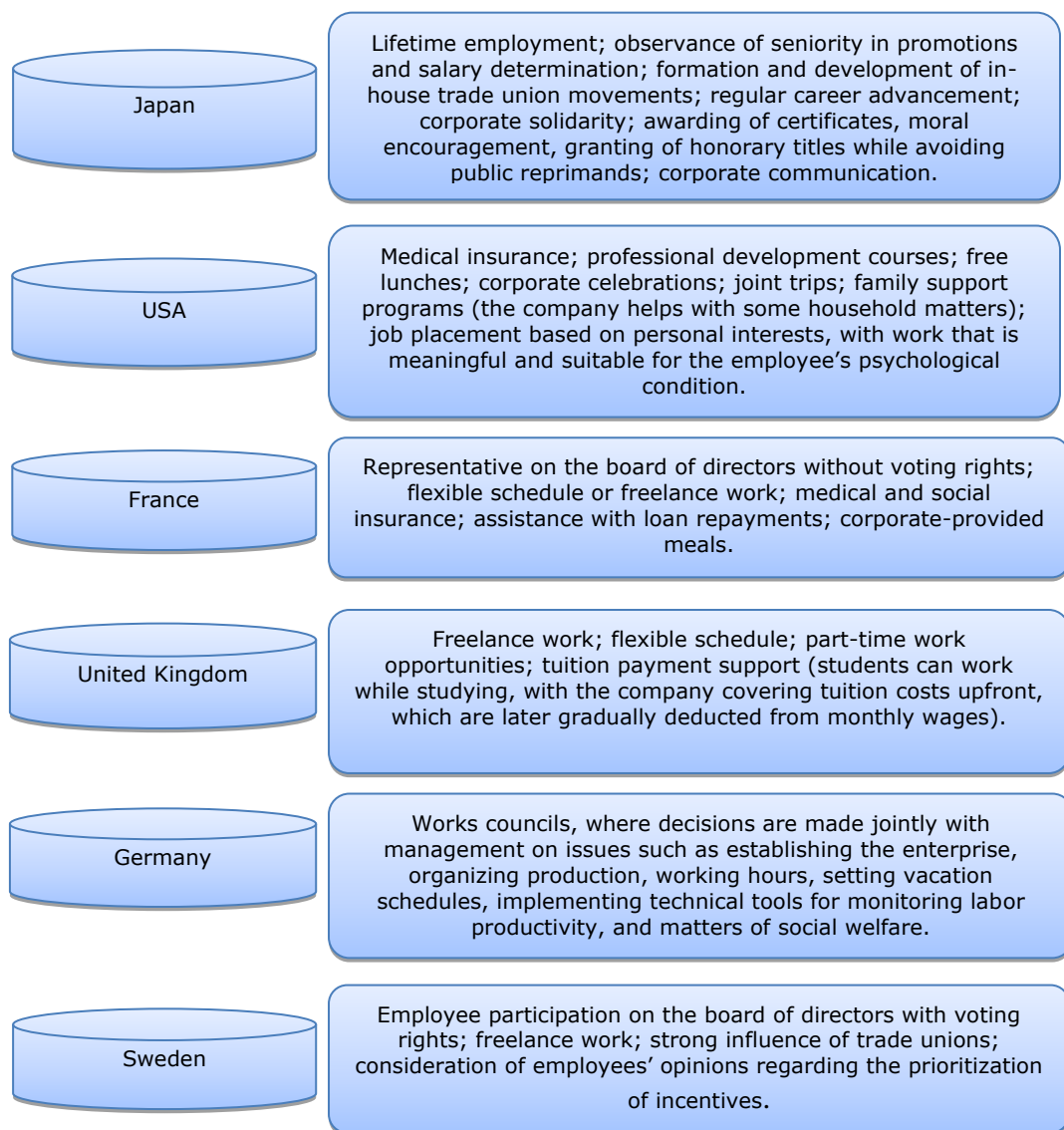


Fig. 1. Types of Non-Material Motivation in Foreign Countries

The Asian approach to employee motivation is based on a harmony between cultural traditions, long-term employer-employee relationships, and modern management practices. Key aspects

include respect for the collective, stability, continuous learning, and social responsibility.

Table 2

Comparative table of models

<i>Criterion</i>	<i>Japanese Model</i>	<i>American Model</i>	<i>Western European Model</i>
Primary Incentive	Stability, sense of belonging to the group	Money, career, status	Social guarantees, working conditions
Performance Evaluation	Based on diligence and seniority	Based on individual results	Based on qualifications and meeting standards
Career Path	Slow, horizontal rotation	Rapid, vertical promotion	Planned, depends on education level
Dismissal	Rare (considered a last resort)	Frequent/Easy (in case of low performance)	Difficult (protected by trade unions)

Effective employee motivation requires cooperation between the state and businesses. The main directions of this interaction include:

1. Social Partnership – Collective agreements regulating the rights and duties of employees and employers; coordination of working conditions and pay through tripartite agreements involving the government, employers, and trade unions.

2. Human Capital Development – Investments in education and professional development by both the state and businesses; joint programs for youth preparation, such as internships or dual education systems.

3. Support for Innovation – Creating conditions for employee involvement in innovative activities through government grants and corporate programs.

4. Labor Market Stability – Protection of workers' rights through effective labor legislation; support for businesses in crisis situations (e.g., wage subsidies during economic downturns) [9-10].

Typical Challenges for Employee Motivation in Ukrainian Enterprises

1. Low Wage Levels

- Salaries do not meet employee expectations or the cost of living.
- Lack of transparent systems for determining wages and bonuses.

2. Economic Instability

- Crises, inflation, and currency depreciation reduce employees' purchasing power.

- High unemployment and unstable labor markets shift employee focus from development to job security.

3. *Insufficient Focus on Non-Material Motivation*

- Lack of recognition of employee achievements.
- Underdeveloped professional development and training programs.
- Neglect of corporate culture and comfortable working conditions.

4. *Poor Work Organization*

- Unclear distribution of responsibilities.
- Overload due to insufficient staffing or inefficient planning.
- Lack of flexible schedules, complicating work–life balance.

5. *Low Trust in Management*

- Insufficient transparency in decision-making.
- Ignoring employee feedback.
- Lack of leadership support or ineffective leadership.

6. *Social Insecurity*

- Absence of social guarantees such as health insurance, paid sick leave, or pension programs.
- Neglect of safe working conditions.

7. *High Stress and Burnout*

- Irregular work hours and insufficient rest.
- Constant pressure from management to achieve results.
- Lack of support for employees' emotional well-being, e.g., ignoring burnout issues.

8. *Brain Drain*

- Mass labor migration seeking better wages and working conditions abroad.
- Shortage of qualified personnel in the domestic labor market.

9. *Low Innovation Culture*

- Reluctance to implement modern motivation approaches, such as flexible schedules, remote work, or digital tools.
- Lack of incentives for employee initiative and creativity.

10. *Corruption and Unfair Business Practices*

- Unequal treatment of employees or favoritism.
- Demotivating practices, such as delayed salary payments or compulsory overtime without compensation [5–6].

These issues arise from economic, social, and organizational factors. To overcome them, Ukrainian enterprises should focus on improving both material and non-material motivation, creating a

comfortable work environment, implementing modern HR practices, and building trust between employees and management.

In Ukraine, employee motivation is often based on traditional methods, such as salary and bonuses. Limited attention is given to non-material incentives, including recognition, career growth, or a supportive work environment, as well as insufficient implementation of individualized approaches to employee needs.

Key challenges in employee motivation include high turnover due to the absence of long-term strategies, low employee involvement in decision-making, and distrust toward employers caused by non-transparent pay and career development processes.

Prospects for Adapting International Experience in Ukraine depend on multiple factors, including the economic, social, and political context, as well as the willingness to reform and implement best practices. Key aspects determining these prospects include (Fig. 2):

- Creation of independent, efficient, and transparent state institutions.
- Training specialists capable of adapting international standards to local conditions.
- Reducing political risks that may affect investor confidence.
- Public understanding and support of reforms, along with active participation of civil society in their implementation.

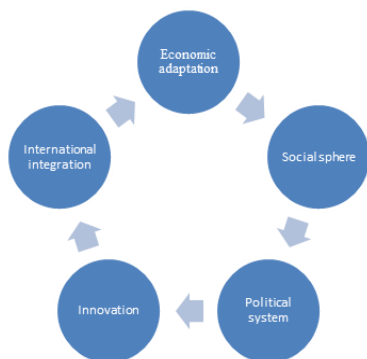


Fig. 2. Main Directions for Adapting International Experience in Ukraine

1. Economic Adaptation:

- Tax system reform: Adopting practices from countries with progressive taxation can help reduce the shadow economy and increase the efficiency of state resource allocation.
- Economic diversification: Focus on innovative sectors such as IT, green energy, and biotechnology, using models from countries successful in these areas (e.g., Estonia, Germany, Singapore).

- Infrastructure development: Adapting experiences from China, the EU, and other countries to create transport corridors, logistics hubs, and attract investments in road and rail infrastructure.

2. Social Sphere:

- Healthcare reform: Consider models with mixed healthcare financing (e.g., the Netherlands, Sweden) to improve accessibility and quality of medical services.

- Educational reform: Adapt Finland's and South Korea's approaches to curricula, digitalization, and teacher training.

- Pension reform: Implement a multi-level pension system similar to Chile or Poland.

3. Political and Legal System:

- Anti-corruption measures: Adapt models from Hong Kong or Singapore, including transparent procedures, strengthening judicial independence, and digitalization of public services.

- Local governance development: Use decentralization practices from Poland or France to strengthen communities and enhance their financial independence.

4. Technological Development and Innovation:

- Digitalization of public administration: Use Estonia's example to create e-government and digital identification systems.

- Green technologies: Adapt EU experience in renewable energy, energy efficiency, and climate change mitigation.

- Stimulating innovation: Establish innovation clusters modeled on Silicon Valley or European technology parks.

5. International Integration:

- European integration: Use the experience of new EU members (Poland, Czech Republic, Lithuania) to align national legislation with EU standards.

- Export expansion: Adapt strategies for entering international markets, including the use of trade agreements and free trade zones [8–9].

Conclusions. Implementing international experience in employee motivation is a crucial step for enhancing the efficiency of Ukrainian enterprises. Despite existing challenges, adapting best global practices can boost productivity, reduce staff turnover, and improve the international reputation of Ukrainian businesses. Successful implementation requires synergy between the state, businesses, and employees aimed at achieving common goals.

Adopting international practices provides Ukraine with a unique opportunity to accelerate development, but it is essential to consider local characteristics and ensure gradual adaptation to avoid risks and negative consequences.

Incorporating international experience into the management of employee motivation requires consideration of local labor culture, but it is a powerful tool for sustainable development and business success.

Successful companies consider the personal needs of employees, adapting incentive programs to their professional and personal priorities. Using flexible schedules, career development opportunities, and social benefits becomes an important tool to increase loyalty. Developed countries demonstrate the importance of transparent and fair compensation systems, including bonuses tied to specific performance results. For Ukraine, adapting international experience in employee motivation is a promising path to enhancing enterprise competitiveness in the global economy. Integrating advanced personnel incentive practices can improve productivity, reduce turnover, and strengthen corporate reputation.

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