

Управління фінансово-кредитними системами та соціально-гуманітарна компонента їх розвитку

Management of financial and credit systems and the socio-humanitarian component of their development

DOI: [10.26565/2786-4995-2025-3-15](https://doi.org/10.26565/2786-4995-2025-3-15)

UDC 658.3.007:331.108.43

Gorodianska Larysa

*Candidate of Economic Sciences, Associate Professor,
Corresponding Member of Academy of Economic Sciences of Ukraine,
Associate Professor of Management of Foreign Economic
Activity of Enterprises Department
State Non-Commercial Company «State University «Kyiv Aviation Institute»,
Lubomyr Huzar Avenue, 1, Kyiv, 03058, Ukraine
e-mail: larysa.horodianska@npp.kai.edu.ua
ORCID ID: [0000-0002-4482-1690](https://orcid.org/0000-0002-4482-1690)*

Motivation of managers of business entities in times of crisis and war: challenges and transformations

Abstract. The article examines the motivational aspects of professional development of managers of business entities in conditions of economic turbulence, crisis and war, when management personnel act as a key resource for maintaining the viability and competitiveness of a business. The object of the study is the motivation system of managers as the basis for their professional growth, adaptability and resilience in extreme circumstances.

Problem statement. The main problem is identified as the transformation of traditional approaches to motivation in crisis conditions, when material incentives largely lose their effectiveness due to limited resources, while intangible factors (value, social, patriotic) acquire leading importance.

Unresolved aspects of the problem. At the same time, the issues of quantitative assessment of the impact of motivational systems on the economic performance of enterprises, the formation of an index of motivational resilience of managers, as well as the study of the latest digital and psychological motivation tools remain unresolved.

Purpose of the article. The purpose of the article is to substantiate the role of motivation in the professional development of managers of business entities in crisis conditions and analyze its impact on the economic efficiency of enterprises. The study used the methods of system analysis, typology, expert assessment, comparative analysis of motivational models and inductive generalization.

Presentation of the main material. The main attention is paid to the identification of types, forms and directions of professional development of managers, the transformation of the structure of motivational factors and their integration into management practice. The results of the study indicate that motivation in crisis conditions acquires a complex character: value, social, work-life balance and existential motivation come to the fore. An effective motivation system should be adaptive, individualized and focused on a combination of material and non-material incentives. This has theoretical and practical significance in the context of the prospect of creating an effective system of motivation for managers. A direct economic effect of managers' motivation has been established, which is manifested in increased productivity, reduced costs, strengthened corporate cohesion and increased innovative capacity of enterprises.

Conclusions. It is concluded that an integrated system of motivation for managers in crisis conditions is not only a factor in business sustainability, but also a guarantee of the country's economic recovery.

Keywords: *motivation, professional development, economic resources, human resources management, war, crisis, business entity, economy.*

Formulas: 0; fig.: 1; tabl.: 2; bibl.: 22.

JEL classification: M12, O15.



For citation: Gorodianska L. Motivation of managers of business entities in times of crisis and war: challenges and transformations. Financial and Credit Systems: Prospects for Development. №3(18) 2025. P. 190-203. DOI: <https://doi.org/10.26565/2786-4995-2025-3-15>

Introduction. In the extraordinary conditions of martial law and economic turbulence, the business sector is experiencing serious stress and threats. One of the most important economic resources for maintaining the viability and adaptability of a business entity are managers – administrators who are able to make effective decisions in conditions of uncertainty. However, to ensure their stability, initiative and readiness for professional growth, a powerful motivational system is necessary. Motivation in such conditions not only preserves the managerial potential of a business entity, but also becomes the driver of its innovative development, reformatting business models and survival in the market.

Modern socio-economic challenges caused by the full-scale war in Ukraine require a radical revision of approaches to personnel management, in particular in the field of professional development of managers. The increased level of uncertainty, the destruction of familiar business models, risks to employee safety – all this forms new motivational conditions that are significantly different from peacetime. Therefore, the scientific study of motivational aspects is being updated as one of the key mechanisms for ensuring the managerial capacity of business entities.

The importance of studying the motivational aspects of the professional development of managers of business entities is due to the fact that modern markets are characterized by dynamism, high competition and innovative challenges. Managers as leaders of change must constantly improve their skills for effective decision-making. The development of professional competencies ensures adaptability, flexibility and the ability to innovate, which is critically important for the sustainable development of business entities. Enterprises with a high level of investment in personnel development have higher profitability and productivity indicators.

Professional development of managers of business entities is a key factor in ensuring the effectiveness of management, innovative capacity and competitiveness of the enterprise. It can be classified by types, forms and areas, each of which has its own specifics and significance for achieving the strategic goals of the business entity.

Literature review. Classical approaches to professional development and staff motivation cover material, social and organizational factors. In the context of professional development, attention is focused on creating conditions for continuous learning, career growth and self-realization of the individual. Peter Drucker in a classic article [4] analyzes the concept of self-management as a key component of professional development. He emphasizes the importance of self-awareness, understanding of one's own strengths, values and learning style as the basis of an effective manager. Work is a universal guide for managers in any cultural and economic context. Svitovy O. M. [20] analyzes the concept of self-management as a key component of professional development and career growth of a manager. He explores modern technologies of effective time management, concepts of self-organization, self-control and their impact on professional growth. In the work of Cherusheva G. and Parkhomenko V. [3] provides an analysis of models of innovative competencies of managers. The authors focus on the structural and functional components of these models, in particular with regard to emotional intelligence. This understanding of management already goes beyond traditional technical approaches, giving priority to ethical, psychological aspects and the development of internal resources of managers.

Mintzberg H. [16] criticizes traditional business education and offers alternative models of manager development based on experience, ethical approaches and continuous professional self-improvement. He emphasizes the importance of contextual learning and team interaction as the basis of effective management. Continuing the author's opinion, Gorodianska L. [8] emphasize the importance of developing a person's emotional intelligence as a basis for forming leadership qualities and establishing effective team interaction in modern conditions. Modern research

indicates the growing role of non-material incentives, such as autonomy, intrinsic motivation and value involvement.

In the fundamental work of Ryan R. and Deci E. [18] presents the theory of self-determination as one of the leading in understanding the motivation of employees, in particular managers. The authors identify three key psychological needs – autonomy, competence and interconnectedness – as the basis of intrinsic motivation. Work is of great importance for the formation of modern personnel management systems at enterprises. In the review McAnally K. and Hagger M. [15] shows how the form of motivation (autonomous or controlled) and the satisfaction of basic psychological needs (autonomy, competence, involvement) affect work outcomes. It also outlines methodological limitations of existing research and suggests directions for future research, including strengthening the influence of self-determination in management practice.

Domestic researchers such as Gorodianska L. [10], Yakovenko V. and Gromova O. [21] emphasize a strategic approach to developing managerial competencies and leadership qualities, considering the challenges of globalization, technological change, and the imperative of continuous learning.

Herzberg F. in his classic article [12] formulates a two-factor theory of motivation – the separation of hygiene factors (salary, working conditions) and motivational factors (recognition, achievement, growth). This research is still actively used in the management of enterprise managers, especially in the issues of building an effective motivational policy. The analysis of Herzberg's theory was further developed in work [5], where Dubrova N. emphasizes the significance of both motivational and hygiene factors for enhancing professional satisfaction and organizational development, as well as examines their practical application in human resource management.

The issues of activating professional development of personnel in domestic enterprises through motivational management tools have been examined in the works of Gorodianska L. [9], Semykina M., Dudko S., Orlova A., and others [19]. These studies reveal the essence and methods of managing professional development from the standpoint of motivational management. They also identify current challenges in personnel development within Ukrainian enterprises, particularly in the context of European integration.

Separate studies address various aspects of personnel management and motivation, including the transformation of enterprise personnel management systems (Brych V., Borysiak O., Bilous L. and Galysh N.) [2]; the systems of professional development of managers in transnational corporations in Germany and Poland (Banit O.) [1]; practical aspects of applying motivational measures for managerial professional development under crisis conditions affecting the Ukrainian economy (Gorodianska L.) [9]; as well as the features and current problems of personnel motivation at Ukrainian enterprises during wartime (Yefanov V. [22]; Kohut I. [14]).

Analysis of research shows that in conditions of instability of the external environment, crisis situations [9; 14] and martial law in the state [22; 11; 17] the motivational system of professional development of managers of business entities undergoes deformations, and the effectiveness of traditional methods of stimulation decreases. Such a state emphasizes the importance of moral support, trust in management, value leadership, corporate solidarity, development of emotional intelligence and team interaction at enterprises [8].

Purpose, objectives and research methods. The purpose of the study is to substantiate the role of motivation in the professional development of managers of business entities in crisis conditions and analyze its impact on the economic efficiency of enterprises.

Achieving the goal involves solving the following tasks:

- to determine the types, forms and directions of professional development of managers of business entities;
- to determine the role of motivation in the professional development of managers of business entities;

- to systematize the types of motivation in emergency situations and analyze the forms of motivational influence on managers in a crisis environment;
- to assess the impact of managers' motivation on the effectiveness of financial and economic activities of business entities in crisis and war.

The study uses the methods of system analysis, typology, expert assessment, comparative analysis of motivational models and inductive generalization. The study is based on an interdisciplinary approach that combines the theories of personnel management as an economic resource, crisis management and social psychology.

Research results. The study showed that the professional development of managers of business entities is a continuous, purposeful process of forming, improving and adapting the managerial competencies, knowledge, skills and personal qualities of the manager, which ensures its compliance with the modern requirements of the business environment and contributes to the sustainable development of the enterprise. This process includes both formal training and informal experience acquisition, development of strategic thinking, leadership, innovation and digital competence. Effective implementation of this process ensures the adaptation of the enterprise to the changing environment, increasing its efficiency and innovative potential.

It has been established that the methodological basis of the professional development of managers of business entities are certain conceptual approaches. For example, a systemic approach, according to which professional development is considered as an element of the general personnel management system of the enterprise. A competency-based approach, which focuses on the formation and development of key competencies of the manager (managerial, communicative, digital, analytical). A personality-oriented approach, which takes into account the individual characteristics of the manager, motivations, goals and potential of the manager in professional development. An axiological approach, which involves the formation of values of managerial activity, in particular ethics, responsibility, sustainable thinking. An innovative approach, which develops the manager's ability to introduce innovations and flexibly respond to changes.

The scientific foundation of the professional development of managers is formed by: the works of domestic and foreign scientists (Kuzmin O., Gerasymchuk Z., Melnyk O.); classical and modern management theories (Taylor F., Mintzberg G., Drucker P.); motivational theories (Maslow A., Herzberg F., Ryan R. and Deci E.); concepts of organizational learning (Senge P.); approaches to leadership and transformational management (Kotter J. and Bass B.).

Professional development of managers of business entities covers several key types, each of which is aimed at certain aspects of personal and professional growth, namely:

- 1) Formal development, which means acquiring knowledge and skills through educational programs, including advanced training courses, MBA (Master of Business Administration), postgraduate education, etc.
- 2) Informal development through independent learning, mentoring, exchange of experience, participation in seminars, webinars, conferences and other events.
- 3) Organizational development through participation in internal trainings, project groups, change of functional responsibilities or job rotation.
- 4) Digital development through mastering digital management tools, Big Data, CRM (Customer Relationship Management), ERP (Enterprise Resource Planning), artificial intelligence in the business space.
- 5) Career development, which involves career planning, acquisition of new management functions, and promotion.
- 6) Innovative-cognitive development as a professional development of creative thinking, the ability to make unconventional decisions, an innovative approach to management.
- 7) Emotional-personal development, which means the development of emotional intelligence, the formation of «soft skills» and stress resistance.

Depending on the goals and resources of the enterprise, various forms of professional development are used, which include institutional training under higher education programs, certification courses, trainings conducted by third-party organizations. Also – corporate training under internal educational programs and business simulation programs, coaching, mentoring organized at the enterprise. Electronic learning (e-learning) in the form of online courses, mobile applications for self-study, virtual educational platforms. Training in the workplace using business games, mentoring, internships, shadow management, personnel rotation, educational projects, etc.

In the context of modern challenges, the following key areas of professional development for managers of business entities are highlighted:

- Digital transformation, which involves acquiring digital competencies, in particular knowledge in the field of Big data, artificial intelligence, CRM systems, and automation.
- Leadership and strategic management, which develop leadership qualities, the ability to have a strategic vision and make effective management decisions.
- Cross-cultural communication, which forms intercultural competencies necessary for working in international markets.
- Innovative thinking, which ensures the development of creativity, flexibility, readiness for change, and the implementation of innovations.
- Change management, which involves mastering change management tools for effective adaptation to a dynamic business environment.
- Environmental and social responsibility, which provide increased awareness of the principles of ESG (Environmental, Social and Corporate Governance), sustainable development, and ethical business conduct.

Thus, the professional development of managers in the field of entrepreneurship is an important prerequisite for ensuring the competitiveness of business entities in the conditions of the modern economy. An integrated approach to the implementation of this process, combining various types, forms and directions of development, allows you to form competent, innovative and socially responsible managers. A successful professional development strategy should be based on a combination of the individual needs of the manager, his motivation, the strategic goals of the enterprise and the challenges of the external environment. The role of motivation in the professional development of managers of business entities is decisive, since it is precisely motivational factors that serve as an internal driver for improving knowledge, skills, competencies and managerial efficiency in a dynamic business environment. War and general socio-economic instability significantly change the structure of managers' motivation. In such conditions, priorities shift from an orientation towards strategic growth to maintaining stability, security, adaptation to new challenges and ensuring the survival of the business. This forms a new paradigm of motivation that takes into account extraordinary external factors (Table 1).

Motivation in professional development in crisis conditions acquires a specific meaning. On the one hand, the influence of existential factors is growing: security, stability, social support. On the other hand, internal motives are becoming more relevant: the desire to be useful, to participate in the restoration of the country, to support the team.

Table 1. Key factors influencing the impact of crisis and war on managers' motivation

Factor	The essence of the impact
Market instability	Declining income, reduced orders, staff reductions demotivate due to uncertainty
Threat to personal safety	Increases the need for stability, social guarantees, work with a flexible schedule
Decreased solvency	Limitations in material incentives reduce the effectiveness of traditional motivation
Psycho-emotional exhaustion	High levels of stress lead to burnout, reduced intrinsic motivation
Business migration and relocation	Managers lose a stable environment, the team and values change
Increased workload	Reduction in staff and the need to make non-standard decisions lead to overwork

Source: developed by the author

Classical theories of motivation (Maslow's hierarchy of needs, Herzberg's two-factor theory, Vroom's expectation model) in war conditions require adaptation. Basic needs (security, confidence in the future), as well as motivation through values, solidarity and mission, come to the fore. In view of this, the main motivational aspects of professional development of managers of business entities in crisis conditions can be characterized as follows.

For many managers, motivation for development is formed as a response to the need to support the state, preserve jobs, help the army or communities. That is, there is a manifestation of social responsibility and patriotism here. Other managers realize that the development of new skills (in particular, crisis management, digital transformation, logistics, international communications) is critically necessary for the continuation of the enterprise, the survival of the business. Motivation for leadership, emotional stability and stress management is enhanced by the desire to be a support for the team experiencing common losses, and support for the collective. Some managers see in the crisis an opportunity for professional growth, a change of specialization, entering new markets, including international ones, which contributes to career mobility. Despite limited resources, flexible financial incentives (bonuses for crisis decisions, participation in grant programs) remain an important factor in strengthening motivation and supporting certain financial incentives. But in crisis conditions and war conditions, various kinds of motivation barriers always arise. Chronic stress, loss of housing or relatives, a threat to life weaken the ability to self-realize and cause psycho-emotional exhaustion. Delays in payments, salary cuts reduce extrinsic motivation, create financial instability. The uncertainty of the future makes long-term career planning impossible. In many regions of Ukraine, due to limited access to quality educational platforms, restrictions on electricity supply and access to the Internet, there is a decrease in the desire to use available educational resources.

Practical approaches to motivating the professional development of managers of business entities in the specified conditions should be considered, first of all, the introduction of non-material incentives: recognition of leadership efforts, involvement in strategic decisions, public approval, autonomy in decision-making. Also, the organization of flexible learning through online courses, short-term trainings, mobile applications with microlearning, adapted to the conditions of combat operations. Along with this, psychological support (coaching, mentoring, stress and burnout programs) will also be useful, integration of training into current activities (where professional development is considered as part of the implementation of real projects – learning through action), involvement in international programs through participation in foreign initiatives, grants, exchanges to acquire new competencies and expand contacts. In general, in crisis conditions, the role of motivation in the professional development of managers of business entities increases many times over. Not only the effectiveness of current management decisions depends on its level, but also the ability of business to survive, transform and develop in the post-crisis period. The formation of an adaptive, value-oriented motivation system will allow to activate the internal potential of managers, which is the basis for the sustainable recovery of the national economy.

In modern conditions, characterized by the continuous development of digital technologies, globalization, high competition and instability of the external environment, the motivations of managers of business entities are becoming more multifaceted and dynamic. They include not only material incentives, but also intangible factors related to professional self-realization, stability, values and development opportunities play a significant role. The study showed that the basic motivations of managers of business entities in modern conditions are as follows:

Material motivation, which consists of a competitive salary as a basic incentive for attracting and retaining talented managers, bonuses, premiums and social guarantees. Bonuses, premiums, and profit sharing form a system of rewards for results. Social guarantees cover health insurance, corporate benefits, and pensions. Rising inflation and labor market instability increase the importance of material motivation.

Professional self-realization is associated with the possibility of career growth, i.e. vertical or horizontal advancement, expansion of the role or functions; participation in strategic decision-making; implementation of ideas and initiatives with the opportunity to influence innovations in business. Professional self-realization is popular among young professionals who value work where one can realize one's own potential.

Educational and professional development, the basis of which is: forms of continuous improvement of knowledge, such as access to training, certifications, internships; expansion of connections and reputational capital through participation in conferences, forums, networking; support for internal growth through corporate training, coaching, mentoring. Given that in a dynamic environment, knowledge quickly becomes outdated, continuous learning becomes a key motive for professional development.

Recognition and authority – as public approval of work results (praise, awards, participation in ratings), influence in the team or industry (positioning as an expert, opinion leader) generate internal motivation for leadership, the desire to be a driver of change. In conditions of horizontal structures, recognition is a more effective motivator than a strict hierarchy. Work-life balance as one of the basic motives of managers of business entities in crisis and war conditions acquires particular relevance and importance. In such extreme situations, when the instability of the external environment is exacerbated, uncertainty is growing, and the risks of doing business are rapidly increasing, maintaining personal stability, psychological health and the ability to make effective management decisions are directly related to maintaining a balance between professional activities and personal life. This balance is achieved through adaptation to the digital space, the introduction of flexible schedules, the provision of remote work opportunities, autonomy in decision-making and other measures.

Value motivation is one of the basic motives of managers of business entities in times of crisis and war and acts as a driver of stability, cohesion and orientation of business towards long-term existence, even in extreme circumstances. Unlike material motivation, value motivation is based on deep internal beliefs, moral and ethical principles and the desire to act in the interests of society, country, community or team. In times of crisis and war, value motivation is the internal force that allows managers of business entities to maintain moral orientation, resistance to destructive influences, the ability to make decisions based on long-term priorities, not short-term benefits. Such motivation of the individual becomes the basis for the formation of an ethical culture of management, contributes to the consolidation of the team, forms a positive image of business as a responsible and socially significant entity in the conditions of national resistance and the prospects for the revival of the country.

The results of the study allowed us to compile a structural model of motivational support for the professional development of managers of business entities (Fig. 1).

Thus, the motivation of a modern manager of a business entity is a multifactorial system that encompasses both external (economic) and internal (psychological, value) factors. An effective motivation system should be adaptive, individualized and one that takes into account modern challenges and trends. This not only increases the efficiency of management, but also contributes to the sustainable development of the enterprise.

Discussion. The results of the study indicate a transformation of the motivational paradigm during the wartime period. The traditional hierarchy of needs, as proposed by Maslow, becomes is being transformed: security, support, and the recognition of the social significance of one's activity come to the forefront. These findings align with theories of intrinsic motivation advanced by Ryan R. [18], as well as with the concept of servant leadership by Goleman D. [7] and discussed by Jiang X. & Wei Y. [13]. War conditions activate managers' need to belong to a community capable of overcoming difficulties, which strengthens their loyalty to the organization even in the absence of significant material incentives. In crisis conditions and in war conditions, the types of motivation of managers of business entities are significantly transformed under the influence of an unstable environment, psychological pressure, limited resources and increased responsibility (Table 2).

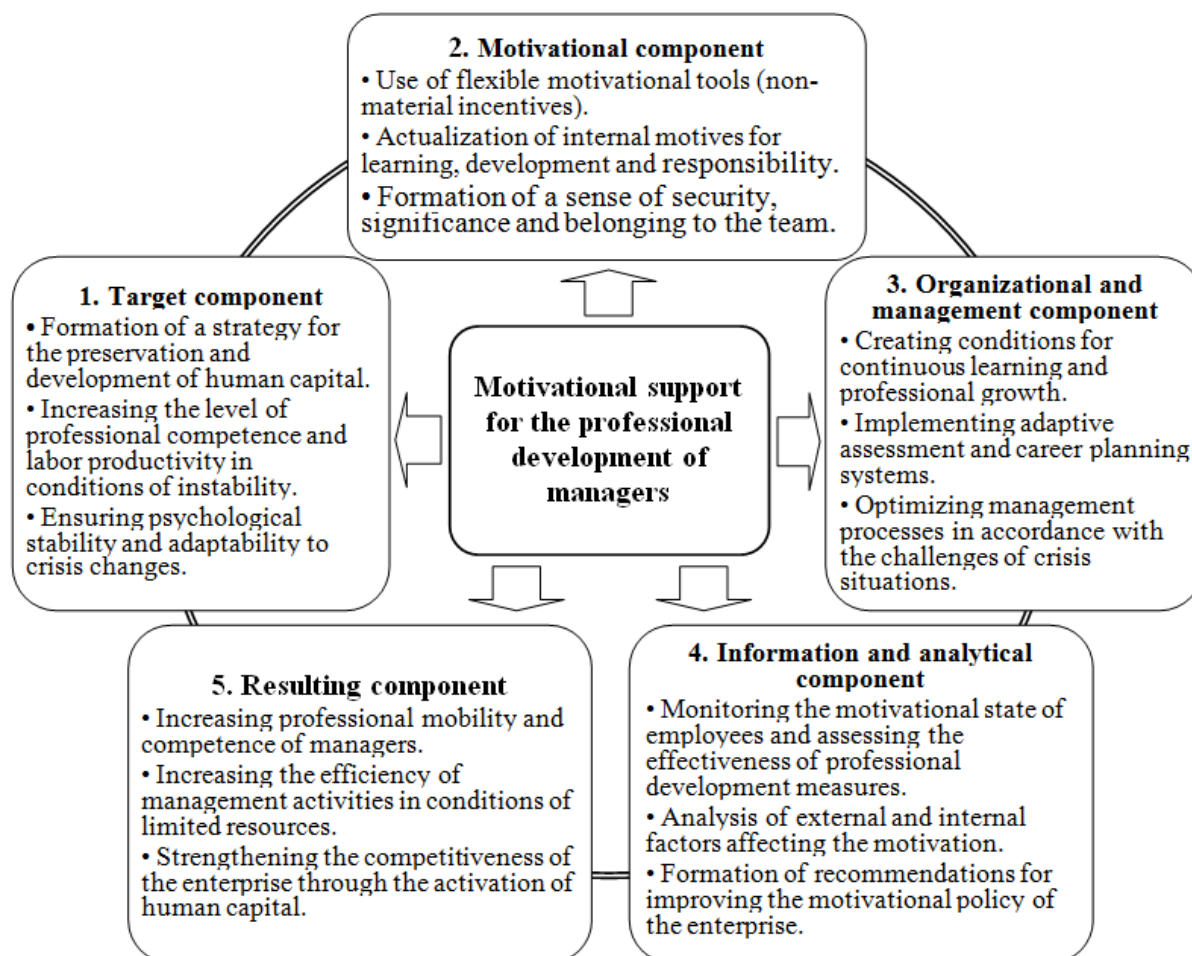


Fig. 1 – Structural model of motivational support for managers of business entities
Source: developed by the author based on the results of the study

In such situations, motivational factors acquire not only economic, but also deep value, social and existential content. Managers' motivation becomes multi-component, rational and emotional, material and spiritual factors are combined into a single system. If in conditions of stability economic motivation prevails, then during war and crisis priorities change, the role of value, social, work-life balance and existential motivation increases. Intangible motives begin to play a strategic role. It is intangible motives (values, responsibility, personal meaning) that provide long-term stability and moral strength of the manager, which is crucial in periods of turbulence. Effective managers of business entities in crisis conditions are forced to demonstrate flexibility of the motivational approach and the ability to quickly reorient motivational accents depending on the phase of the crisis, resource constraints and external challenges.

The results of the study made it possible to carry out an analytical review of current approaches to the types and forms of motivation of managers of business entities in crisis conditions, as well as to outline possible trends in their further transformation. It was established that the motivation of managers in crisis and war conditions significantly expands the boundaries of classical economic incentives. Value, psychological, innovative and patriotic factors are put to the fore, which form a new paradigm of managerial behavior. In the future, motivation will be transformed in the directions of deepening emotional intelligence, flexibility and self-realization, which will contribute to strengthening the organizational stability of enterprises. According to Goleman D. [7, p. 16], it is the level of emotional intelligence that determines who among a number of talented candidates within an intellectually demanding profession will be able to become the strongest leader.

Table 2. Transformation of the motivation system in crisis conditions

Motivation systems	Normal conditions	Crisis conditions
Material motivation	Salary + bonuses for results	Minimum basic income maintenance
Career prospects	Systematic growth according to KPI	Temporary stop of vertical movements; preference for horizontal ones
Educational development	Trainings and courses	Online education; self-study
Nonmaterial motivation	Secondary role	Leading value: recognition, trust, support
Motivation to participate	Corporate goals	Social mission; support for the Armed Forces of Ukraine; assistance to the community

Source: developed by the author

We believe that the trends and trends of transformation of types of motivation of managers in the future may be as follows:

- individualization of motivational strategies, which involves the transition from mass to personalized approaches based on the psycho-emotional state and life values of the manager;
- shifting the focus from material to moral and value incentives, according to which, in conditions of resource shortage, the emphasis shifts to recognition and a sense of involvement in a common cause;
- expanding the innovative space of motivation, when managers are increasingly motivated by freedom of decision-making, autonomy and the opportunity to form new practices.
- institutionalization of psychological support through the implementation of permanent corporate mental health programs, which should become a standard in personnel management;
- patriotism as a sustainable motivational platform;
- digitalization and gamification of motivation through the use of digital platforms for monitoring, recognizing achievements, and forming a competitive spirit in the team.

The following trends and trends of further transformation of the forms of motivational influence on managers of business entities should be considered:

- reorientation from material incentives to moral and value forms, since in conditions of limited funding the role of recognition, mission, patriotism and emotional support will increase;
- institutionalization of psycho-emotional support, when the constant presence of corporate psychologists, mentors, support systems will become a mandatory practice;
- strengthening of inclusiveness in management decisions by involving managers in the formation of anti-crisis strategies, which will contribute to increasing their involvement and responsibility;
- digitalization of gamification practices, in particular the development of internal platforms for motivation, ratings, challenges, competitions, etc.;
- development of educational and innovative programs as strategic motivation instead of temporary courses, building a permanent crisis training system aimed at adaptability;
- rooting of existential motivation as a response to deep uncertainty, in which business will turn to the internal values of the employee: humanity, dedication, mission;
- globalization of cultural motivations by creating universal corporate traditions (even online) as elements of the «social contract» between the company and managers.

In crisis and war conditions, the motivational impact on managers of business entities loses its traditional narrow economic coloring and acquires a multidimensional character, combining

economic, social, psychological, cultural and existential factors. In the future, those enterprises that are able to create a holistic, flexible and value-oriented motivation system adapted to conditions of high turbulence will be successful.

Therefore, systemic motivation of managers in times of war or crisis is not only a tool for preserving business, but also a factor of social stability, psychological balance and economic reconstruction. Its flexible combination allows you to make informed decisions, support people and maintain orientations in times of uncertainty.

In a crisis environment, especially in times of war, the effectiveness of management decisions largely depends on the correctly chosen forms of motivational influence on managers of business entities, in particular:

- there is no universal incentive – in times of crisis, motivational policy should be targeted, sensitive to the life and psychological circumstances of the manager;
- the most effective combination of flexible forms of stimulation works, when material incentives are supplemented with moral support, career opportunities, and recognition of values;
- it is important to form a corporate culture where the material is not separated from the human and existential, which creates trust and resistance to stress.

In such conditions, the motivational toolkit must adapt to limited resources, increasing psychological pressure, the need for prompt decision-making and work in conditions of risk. A systematic analysis of key forms of motivational influence on managers in a crisis environment has shown that the motivational focus shifts from material to moral and value-based. In a crisis, financial incentives are limited, so the importance of intangible forms increases significantly. Individualization of the approach becomes a key condition for effective motivational influence: some managers need autonomy, others need recognition or support. But a comprehensive combination of forms of motivational influence gives the best result. For example, a combination of material, value and social forms of motivation guarantees the stability and effectiveness of the management system of a business entity.

The value basis of motivation contributes not only to the professional development of managers, the formation of a sustainable management culture, but also affects the economy of business entities and survival in extreme conditions. The following should be considered key aspects of the impact of manager motivation on the economy of business entities.

Manager motivation in crisis conditions is not only a means of maintaining management efficiency, but also the basis of the economic endurance of the enterprise. Motivated managers are able to make informed decisions in conditions of resource shortage, adapt business models, maintain operational continuity even during hostilities, preserve and reorganize teams. This reduces the risk of loss of management capital and contributes to the economic survival of the business entity.

Innovative motivation of managers contributes to the emergence of new solutions, becomes a driver of innovative development and implementation of digital sales channels, anti-crisis logistics solutions, alternative personnel management, etc. All this supports the recovery of income, optimization of costs and opens up new markets, which directly improves the economic performance of business entities.

Career and professional motivation, participation of managers in crisis projects, educational programs, mentoring create a new layer of anti-crisis leaders who are ready to work in conditions of risk, limitations and uncertainty. This allows enterprises to maintain high quality management, respond quickly to changes, reduce costs due to the independent initiative of managers.

The connection between motivation and corporate cohesion contributes to the creation of a motivation system that is focused on support, recognition and common values, forms strong internal ties in the team, which reduces staff turnover, increases trust and reduces staff retention costs.

In general, the following economic consequences of the influence of managers' motivation on the economy of business entities can be distinguished: increased productivity of managers;

retention of clients through better response to challenges; saving resources through effective internal management; reducing losses from disorganization during crises.

Thus, the motivation of managers in crisis and war conditions is a system-forming factor that directly affects the economy of business entities. The most effective are complex motivational systems that combine material incentives with value, social and emotional factors. Successful enterprises are those that, in conditions of limited resources, were able to reorient themselves to moral and ethical incentives, institutionalize psychological support and provide managers with a mission, not just instructions. The ability to motivate in extreme conditions becomes a key competitive factor, and managers are a critical asset for the recovery of the economy and the reconstruction of the country.

Conclusions. Motivation of managers in emergency conditions acquires system-forming significance for ensuring the effectiveness of management decisions, adapting enterprises to external challenges, maintaining the continuity of business processes and the overall economic stability of business entities. Motivational factors play a decisive role in forming the internal readiness of managers for professional growth, self-realization, mastering innovative approaches and mobilizing management competencies. This leads to an increase in labor productivity, management quality and the level of responsibility of managers.

A transformation of the structure of managers' motivation in crisis conditions has been revealed: intangible factors come to the fore – value, social, moral, existential and patriotic motivation, while the role of material incentives is significantly reduced due to limited resources. In a crisis environment, the determining factor becomes the ability of business entities to form a system of moral and psychological support and a meaningful mission of activity.

It is substantiated that an effective motivation system should be adaptive, comprehensive and individualized, capable of combining material incentives with opportunities for professional growth, autonomy in decision-making, recognition of achievements, as well as support for socially significant values.

The direct economic effect of motivating managers has been established, which is manifested in increasing labor productivity, saving resources, reducing losses from disorganization, maintaining client relationships, reducing staff turnover, expanding the innovative capacity of enterprises and strengthening the competitiveness of business entities.

It is determined that in the post-crisis period, those business entities that are able to create an integrated system of motivating managers, focused on long-term goals, ethical principles of management, flexibility and humanity will have an advantage. A successful motivational policy in conditions of war and economic turbulence is a guarantee not only of business stability, but also a factor in the overall economic reconstruction of the country.

Given the results obtained, it is advisable to focus further scientific research on the following aspects:

- development of quantitative models for assessing the impact of motivational systems on the economic performance of enterprises;
- formation of an index of motivational stability of managers in crisis situations;
- comparative analysis of the effectiveness of motivational approaches in various sectors of the national economy and in the international context;
- research into digital, gamified and psychological tools for motivating managers in an environment of high turbulence;
- study of the long-term impact of intangible motivational factors on the stability of management decisions and the formation of the organizational culture of enterprises.

References

1. Banit, O. V. (2018). Professional development systems for managers in transnational corporations: the experience of Germany and Poland, 414 p. Retrieved from <https://surl.li/hqzkik> [in Ukrainian].
2. Brych, V., Borysiak, O., Bilous, L., & Galysh, N. (2020). *Transformation of the personnel management system of enterprises*, 212 p. Retrieved from <https://surl.li/izkiry> [in Ukrainian].

3. Cherusheva, G., & Parkhomenko, V. (2023). Models of managerial innovation competencies: structural and functional analysis. *Scientific thought development*, 2 (sge21-02), 29-41. DOI: <https://doi.org/10.30890/2709-2313.2023-21-02-020> [in Ukrainian].
 4. Drucker, P. (2005). Managing Oneself. *Harvard Business Review*. Retrieved from https://www.thecompleteleader.org/sites/default/files/imce/Managing%20Oneself_Drucker_HBR.pdf
 5. Dubrova, N. (2024). Herzberg's two-factor theory of motivation: a critical view and practical application. *Economy and Society*, (68). DOI: <https://doi.org/10.32782/2524-0072/2024-68-102> [in Ukrainian].
 6. Fuchs, M., & Westermeyer, J. (2024). Situated between headquarters and local environment: local managers' scope for action in training activities. *Critical perspectives on international business*, 20 (1), 28-48. DOI: <https://doi.org/10.1108/cpoib-06-2023-0046>.
 7. Goleman, D. (2024). *Emotional intelligence*, 512 p.
 8. Gorodianska, L. (2024). Directions of development of emotional intelligence and team interaction in enterprises. *Formation of Competencies of Gifted Individuals in the System of Extracurricular and Higher Education*, 3, 197-205. Retrieved from <https://er.nau.edu.ua/handle/NAU/66049> [in Ukrainian].
 9. Gorodianska, L. V. (2025). Motivational aspects of professional development of foreign economic activity managers in crisis minds. *Actual problems in the system of education: general secondary education institution - pre-university training - higher education institution*, 5, 306-315. Retrieved from <https://jrnل.nau.edu.ua/index.php/APSE/article/view/20282> [in Ukrainian].
 10. Gorodianska, L. V. (2025). System for assessing managers' competency potential: methodological aspect. *Educational analytics of Ukraine*, 1 (33), 69-84. DOI: <https://doi.org/10.32987/2617-8532-2025-1-69-84> [in Ukrainian].
 11. Herasymenko, O., & Potapenko, A. (2023). Dominants of personnel motivation in the context of Ukrainian labor market transformations under martial law. *Economy and society*, 49. DOI: <https://doi.org/10.32782/2524-0072/2023-49-46> [in Ukrainian].
 12. Herzberg F. (1987). One more time: how do you motivate employees? *Harvard Business Review*, 5-16. Retrieved from https://www.insidemarketing.it/wp-content/uploads/2020/08/one_more_time_-_how_do_you_motivate_employees.pdf.
 13. Jiang, X., & Wei, Y. (2024) Linking servant leadership to followers' thriving at work: self-determination theory perspective. *Front. Psychol*, Vol. 15. Retrieved from <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2024.1384110/full>.
 14. Kohut, I. (2022). Analysis of motivation factors affecting teams in innovation projects during crisis and war, 40. DOI: <https://doi.org/10.32782/2524-0072/2022-40-16> [in Ukrainian].
 15. McAnally, K., & Hagger, M. S. (2024). Self-Determination Theory and Workplace Outcomes: A Conceptual Review and Future Research Directions. *Behavioral Sciences*, 14 (6), 428. DOI: <https://doi.org/10.3390/bs14060428>.
 16. Mintzberg, H. (2009). Managers not MBAs: a hard look at the soft practice of managing and management development. *Berrett-Koehler Publishers*. Retrieved from <https://www.bkconnection.com/static/Managers-Not-MBAs-EXCERPT.pdf>.
 17. Prodius, O., & Kapran, A. (2024). Improving the personnel management system under martial law. *Ekonomika ta suspilstvo*, (63). DOI: <https://doi.org/10.32782/2524-0072/2024-63-131> [in Ukrainian].
 18. Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55 (1), 68-78. DOI: <https://doi.org/10.1037/0003-066x.55.1.68>.
 19. Semykina, M. V., Dudko, S. V., & Orlova, A. A., et al. (2021). *Professional development of enterprise personnel in the motivational management system*, 440 p. Retrieved from <https://dspace.kntu.kr.ua/server/api/core/bitstreams/879a372a-bee4-41f0-8251-f7a4757f60fc/content> [in Ukrainian].
 20. Svitovy, O. M. (2021). Self-management as an effective tool for a manager's career growth. *Scientific Bulletin of the Poltava University of Economics and Trade. Series "Economic Sciences"*, (2-2 (104), 54-60. <https://doi.org/10.37734/2409-6873-2021-2-2-8>.
 21. Yakovenko, V. H., & Gromova, O. V. (2024). Consideration of the influence of social and psychological factors on human resource management in the conditions of crisis phenomena. *The bulletin of transport and industry economics*, 85, 125-135. DOI: <https://doi.org/10.18664/btie.85.306555> [in Ukrainian].
 22. Yefanov, V. (2025). Specificities of work motivation for ukrainian enterprises in war conditions. *Economy and society*, 71. DOI: <https://doi.org/10.32782/2524-0072/2025-71-104> [in Ukrainian].
- The article was received by the editors 16.06.2025*
The article is recommended for printing 20.08.2025

Городянська Лариса

кандидат економічних наук, доцент, член-кореспондент АЕН України,
доцент кафедри менеджменту зовнішньоекономічної діяльності підприємств
Державне некомерційне підприємство «Державний університет «Київський авіаційний інститут»,
проспект Любомира Гузара, 1, м. Київ, 03058, Україна,
e-mail: larysa.horodianska@npp.kai.edu.ua
ORCID ID: [0000-0002-4482-1690](https://orcid.org/0000-0002-4482-1690)

**Мотивація менеджерів суб'єктів підприємницької діяльності в умовах кризи та війни:
виклики та трансформації**

Анотація. Стаття досліджує мотиваційні аспекти професійного розвитку менеджерів суб'єктів господарювання в умовах економічної турбулентності, кризи та війни, коли управлінський персонал виступає ключовим ресурсом забезпечення життєздатності та конкурентоспроможності бізнесу. Об'єктом дослідження є система мотивації менеджерів як основа їх професійного зростання, адаптивності та стійкості в екстремальних умовах.

Постановка проблеми. Основною проблемою визначено трансформацію традиційних підходів до мотивації в кризових умовах, коли матеріальні стимули значною мірою втрачають свою ефективність через обмеженість ресурсів, тоді як нематеріальні чинники (ціннісні, соціальні, патріотичні) набувають провідного значення.

Невирішені аспекти проблеми. Водночас залишаються невирішеними питання кількісної оцінки впливу мотиваційних систем на економічні результати підприємств, формування індексу мотиваційної стійкості менеджерів, а також дослідження новітніх цифрових та психологічних інструментів мотивації.

Мета статті. Метою статті є обґрунтування ролі мотивації у професійному розвитку менеджерів суб'єктів господарювання в кризових умовах та аналіз її впливу на економічну ефективність підприємств. У дослідженні застосовано методи системного аналізу, типології, експертного оцінювання, порівняльного аналізу мотиваційних моделей та індуктивного узагальнення.

Виклад основного матеріалу. Основна увага приділяється ідентифікації видів, форм і напрямів професійного розвитку менеджерів, трансформації структури мотиваційних факторів та їх інтеграції в управлінську практику. Результати дослідження свідчать, що мотивація в умовах кризи набуває комплексного характеру: на перший план виходять ціннісна, соціальна, мотивація балансу між роботою і особистим життям та екзистенційна мотивація. Ефективна система мотивації повинна бути адаптивною, індивідуалізованою та орієнтованою на поєднання матеріальних і нематеріальних стимулів. Це має теоретичне й практичне значення в контексті перспективи створення дієвої системи мотивації для менеджерів. Встановлено прямий економічний ефект мотивації менеджерів, що проявляється у зростанні продуктивності, зниженні витрат, зміцненні корпоративної згуртованості та посиленні інноваційного потенціалу підприємств.

Висновки. Зроблено висновок, що інтегрована система мотивації менеджерів у кризових умовах є не лише чинником стійкості бізнесу, але й запорукою економічного відновлення країни.

Ключові слова: мотивація, професійний розвиток, економічні ресурси, управління людськими ресурсами, війна, криза, суб'єкт підприємницької діяльності, економіка.

Формули: 0; рис.: 1; табл.: 2; бібл.: 22.

Для цитування: Gorodianska L. Motivation of managers of business entities in times of crisis and war: challenges and transformations. *Фінансово-кредитні системи: перспективи розвитку*. №3(18) 2025. С. 190-203. DOI: <https://doi.org/10.26565/2786-4995-2025-3-15>

Список літератури

1. Баніт О. В. Системи професійного розвитку менеджерів у транснаціональних корпораціях: досвід Німеччини і Польщі : монографія. Київ : ДКС-Центр, 2018. 414 с. URL: <https://surl.li/hqzkik> (дата звернення: 26.06.2025).
2. Трансформація системи управління персоналом підприємств : монографія / В. Брич та ін. Тернопіль : ВПЦ «Економічна думка ТНЕУ», 2020. 212 с. URL: <https://surl.li/izkirv> (дата звернення: 27.06.2025).
3. Черушева, Г., Пархоменко, В. (2023). Моделі управлінських інноваційних компетенцій: структурний та функціональний аналіз. *European Science*, 2 (sge21-02), 29-41. DOI: <https://doi.org/10.30890/2709-2313.2023-21-02-020>.
4. Drucker P. Managing Oneself. *Harvard Business Review*, 2005. URL: https://www.thecompleteleader.org/sites/default/files/imce/Managing%20Oneself_Drucker_HBR.pdf (дата звернення: 26.06.2025).
5. Дуброва Н. Двофакторна теорія мотивації Герцберга: критичний погляд та практичне застосування. *Економіка та суспільство*, 2024. Вип. 68. DOI: <https://doi.org/10.32782/2524-0072/2024-68-102>.
6. Fuchs M. & Westermeyer J. Situated between headquarters and local environment: local managers' scope for action in training activities. *Critical perspectives on international business*, 2024. 20 (1), 28-48. DOI: <https://doi.org/10.1108/cpoib-06-2023-0046>
7. Гоулман Д. Емоційний інтелект. Харків : Віват, 2024. 512 с.

8. Городянська Л. В. Напрями розвитку емоційного інтелекту та командної взаємодії на підприємствах. *Формування компетентностей обдарованої особистості в системі позашкільної та вищої освіти* : науковий журнал. Київ : НАУ. 2024. № 3. С. 197-205. URL: <https://er.nau.edu.ua/handle/NAU/66049>.
9. Городянська Л. В. Мотиваційні аспекти професійного розвитку менеджерів зовнішньоекономічної діяльності в кризових умовах. *Актуальні проблеми в системі освіти: заклад загальної середньої освіти – доуніверситетська підготовка – заклад вищої освіти* : міжнародний науковий журнал. Київ : Державний університет «Київський авіаційний інститут». 2025. № 5. С. 306-315. URL: <https://jrn1.nau.edu.ua/index.php/APSE/article/view/20282> (дата звернення: 27.07.2025).
10. Городянська Л. В. Система оцінювання компетентнісного потенціалу менеджерів: методологічний аспект. *Освітня аналітика України* : науково-практичний журнал. Київ : ДНУ «Інститут освітньої аналітики». 2025. Вип. 1 (33). С. 69-84. DOI: <https://doi.org/10.32987/2617-8532-2025-1-69-84>.
11. Герасименко О., Потапенко А. Домінанти мотивації персоналу в контексті трансформацій ринку праці України в умовах воєнного стану. *Економіка та суспільство*. 2023. Вип. 49. DOI: <https://doi.org/10.32782/2524-0072/2023-49-46>.
12. Herzberg F. One more time: how do you motivate employees? *Harvard Business Review*, 1978. pp. 5-16. URL: https://www.insidemarketing.it/wp-content/uploads/2020/08/one_more_time_-_how_do_you_motivate_employees.pdf (дата звернення: 26.06.2025).
13. Jiang X. & Wei Y. (2024) Linking servant leadership to followers' thriving at work: self-determination theory perspective. *Front. Psychol.* URL: <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2024.1384110/full> (дата звернення: 27.06.2025).
14. Когут І. Аналіз факторів мотивації, які впливають на команди в інноваційних проєктах під час кризи та війни. *Економіка та суспільство*, 2022. Вип. 40. DOI: <https://doi.org/10.32782/2524-0072/2022-40-16>
15. McAnally, K., & Hagger, M. S. (2024). Self-Determination Theory and Workplace Outcomes: A Conceptual Review and Future Research Directions. *Behavioral Sciences*, 14 (6), 428. DOI: <https://doi.org/10.3390/bs14060428>.
16. Mintzberg H. Managers not MBAs: A Hard Look at the Soft Practice of Managing and Management Development Publisher: Berrett-Koehler Publishers, 2009. URL: <https://www.bkconnection.com/static/Managers-Not-MBAs-EXCERPT.pdf> (дата звернення: 26.06.2025).
17. Продіус О., Капран А. Удосконалення системи управління персоналом в умовах воєнного стану. *Економіка та суспільство*. 2024. Вип. 63. DOI: <https://doi.org/10.32782/2524-0072/2024-63-131>.
18. Ryan R. M., Deci E. L. Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*. 2000. Vol. 55. № 1. pp. 68-78. DOI: [10.1037/0003-066x.55.1.68](https://doi.org/10.1037/0003-066x.55.1.68)
19. Професійний розвиток персоналу підприємств в системі мотиваційного менеджменту : колективна монографія / М. В. Семікіна та ін. Кропивницький : КОД, 2021. 440 с. URL: <https://dspace.kntu.kr.ua/server/api/core/bitstreams/879a372a-bee4-41f0-8251-f7a4757f60fc/content> (дата звернення: 26.06.2025).
20. Світовий О. М. Самоменеджмент як ефективний інструмент кар'єрного зростання управління. *Науковий вісник Полтавського університету економіки і торгівлі. Серія «Економічні науки»*. 2021. (2-2 (104)). С. 54-60. DOI: <https://doi.org/10.37734/2409-6873-2021-2-2-8>.
21. Яковенко В. Г., Громова О. В. Вплив соціально-психологічних чинників на управління людськими ресурсами в умовах кризових явищ. *Вісник економіки транспорту і промисловості*. 2024. № 85. С. 125-135. DOI: <https://doi.org/10.18664/btie.85.306555>.
22. Єфанов В. Специфіка мотивації праці для українських підприємств в умовах війни. *Економіка та суспільство*. 2025. Вип. 71. DOI: <https://doi.org/10.32782/2524-0072/2025-71-104>.
Стаття надійшла до редакції 16.06.2025
Статтю рекомендовано до друку 20.08.2025