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DEVELOPMENT OF A MOTIVATIONAL MANAGEMENT SYSTEM AT IT ENTERPRISES IN THE CONTEXT OF DIGITAL TRANSFORMATION

The article considers theoretical and practical aspects of the development of the motivational management system at IT enterprises in the context of digital transformation. The influence of motivation on the activation of the activities of IT employees is determined. It is proven that the modern IT industry is characterized by high global competition, dynamism and the need for constant improvement of human capital, which determines the need to create effective motivational mechanisms for personnel management. The essence of the concept of "motivational management" as a system of managerial influences aimed at forming internal and external incentives for the effective work of employees is analyzed. Particular attention is paid to the transformation of motivational approaches under the influence of the digitalization of business processes, the introduction of flexible employment models, remote work and productivity management tools through digital platforms. The role of intangible motivation, which is of particular importance in IT companies, where the key factors of employee satisfaction are professional development opportunities, autonomy in decision-making, involvement in innovative projects, corporate culture and a favorable psychological climate, is studied. It is revealed that effective motivational management should be based on a combination of material incentives with a system of socio-psychological and organizational factors that form trust, loyalty and team interaction. The study analyzes current trends in the field of personnel motivation management in IT companies. It is substantiated that digital transformation creates new opportunities for the formation of intelligent motivation management systems based on data analysis, automation of HR processes and the introduction of artificial intelligence into management decisions. At the same time, risks associated with the loss of personal contact, a decrease in emotional involvement and professional burnout of employees in virtual teams are identified. The article proposes a model for the development of a motivational management system for an IT enterprise, combining digital tools, innovative incentive methods and a value-based approach to personnel management. The results of the study are of practical importance for IT company managers, HR managers and scientists dealing with the problems of personnel management in the digital age. The implementation of the proposed approaches will contribute to increasing the efficiency of organizational activities, strengthening competitive advantages and forming a high level of involvement and professional motivation of employees in the field of information technologies.

Keywords: motivational management, personnel, management, digital management tools, human resources, personnel management, HR analytics; motivation, incentives, IT sphere, IT enterprises, labor efficiency.

РОЗВИТОК СИСТЕМИ МОТИВАЦІЙНОГО МЕНЕДЖМЕНТУ НА ПІДПРИЄМСТВАХ ІТ-СФЕРИ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ

У статті розглянуто теоретичні та практичні аспекти розвитку системи мотиваційного менеджменту на підприємствах ІТ-сфери в умовах цифрової трансформації. Визначено вплив мотивації на активізацію діяльності працівників ІТ-сфери. Доведено, що сучасна ІТ-галузь характеризується високою глобальною конкуренцією, динамічністю та необхідністю постійного вдосконалення людського капіталу, що зумовлює потребу у створенні ефективних мотиваційних механізмів управління персоналом. Проаналізовано сутність поняття «мотиваційний менеджмент» як системи управлінських впливів, спрямованих на формування внутрішніх і зовнішніх стимулів до результативної праці працівників. Особливу увагу приділено трансформації мотиваційних підходів під впливом цифровізації бізнес-процесів, впровадженню гнучких моделей зайнятості, віддаленої роботи та інструментів управління продуктивністю через цифрові платформи. Досліджено роль нематеріальної мотивації, що набуває особливого значення в ІТ-компаніях, де ключовими чинниками задоволеності працівників є можливості професійного розвитку, автономність у прийнятті рішень, залучення до інноваційних проєктів, корпоративна культура та сприятливий психологічний клімат. Розкрито, що ефективний мотиваційний менеджмент має базуватися на поєднанні матеріальних стимулів із системою соціально-психологічних та організаційних факторів, які формують довіру, лояльність і командну взаємодію. У межах дослідження проаналізовано сучасні тенденції у сфері управління мотивацією персоналу в ІТ-компаніях. Обґрунтовано, що цифрова трансформація створює нові можливості для формування інтелектуальних систем управління мотивацією на основі аналізу даних, автоматизації HR-процесів і впровадження штучного інтелекту в управлінські рішення. Разом з тим виявлено ризики, пов'язані з втратою особистісного контакту, зниженням емоційної залученості та професійного вигорання працівників у віртуальних командах. У статті запропоновано модель розвитку системи мотиваційного менеджменту ІТ-підприємства, що поєднує цифрові інструменти, інноваційні методи стимулювання та ціннісно-орієнтований підхід до управління персоналом. Результати дослідження мають практичне значення для керівників ІТ-компаній, HR-менеджерів і науковців, які займаються проблемами управління персоналом у цифрову добу. Реалізація запропонованих підходів сприятиме підвищенню ефективності організаційної діяльності, зміцненню конкурентних переваг та формуванню високого рівня залученості й професійної мотивації працівників у сфері інформаційних технологій.

Ключові слова: мотиваційний менеджмент, персонал, управління, цифрові інструменти управління, трудові ресурси, менеджмент персоналу, HR-аналітика; мотивація, стимули, ІТ-сфера, ІТ-підприємства, ефективність праці.

Problem statement. In the modern conditions of the digital economy, the key strategic resource of enterprises, in particular the IT sphere, is becoming human capital, the level of development of which determines the efficiency of business processes, the competitiveness of products and the ability of the organization to innovative development. The formation and maintenance of the professional potential of employees depends on the depth of their personal motivation, which includes the interaction of three basic components: the desire to act, knowledge of ways to

achieve results and the ability to implement the tasks set. It is the integration of these elements that ensures the internal activity of the employee and determines his productivity in a high-tech environment. In the context of the digital transformation of business, the requirements for personnel are changing significantly: IT specialists must quickly adapt to new tools, work in conditions of high intellectual stress, develop innovative solutions and demonstrate readiness for constant professional growth. Under such conditions, traditional approaches to personnel management, which consider the employee as a standard resource, lose their effectiveness. Instead, the importance of motivational management, focused on identifying and developing internal motives of employees, their value involvement and desire for self-realization, is increasing.

The problem of determining mechanisms and tools that can stimulate IT company employees to productive activities, taking into account the specifics of remote work, flexible schedules, multi-project work and intensive use of digital technologies, is becoming particularly relevant. IT company managers are increasingly emphasizing that the decisive factor in success is not only the employee's professional competence, but also the level of his internal motivation, willingness to cooperate, creative thinking and emotional stability. Thus, the problem lies in the need to develop a modern motivational management system that would combine material and non-material incentives, include digital HR tools, meet the current needs of IT employees and contribute to increasing their productivity. The search for innovative methods of activating employees' internal motivations, which will ensure sustainable development, reduce staff turnover and form a high level of professional involvement among employees, is also relevant. It is these aspects that form the scientific and practical significance of the problem of developing a motivational management system in the IT industry.

Analysis of recent research and publications. Significant scientific achievements in studying the essence of motivation were made by such researchers as Pacheva N.O., Podzigun S.M. [1], Zadorozhnyuk N.O., Alekseenko S.O., Zhanko K.O. [2], Zayarnyuk O.V., Storozhuk O.V., Sokurenko O.Yu. [3], Kolot A.M. [4],
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Luchko G.Y. [5], Maslow A. [6], Muterko G.M., Mykhalyov D.A. [7], Strapchuk S.I., Mykolenko O.P., Popova I.A., Pustova V.V. [8], Khvorostyanyi V.S. [9] and other scientists. Despite the significant number of works devoted to the issue of personnel motivation, the results of the study of scientific sources indicate that the issue of the specifics of motivation of IT specialists is still not sufficiently disclosed and requires further research, which determines the relevance of the chosen topic.

Identification of previously unresolved parts of the general problem. An effective personnel management system is a key prerequisite for the stable functioning and development of IT enterprises, since it determines the level of productivity, innovation, effectiveness and economic efficiency of the organization. One of the central elements of this process is motivational management, which ensures the activation of professional activities of specialists and forms their readiness to achieve high results. At the same time, despite a significant number of scientific approaches and methodological developments in the field of personnel motivation, a universal model of employee stimulation, in particular IT specialists, still does not exist. This is explained by the fact that the behavior of IT specialists is formed under the influence of a complex system of factors, including individual needs, professional goals, value orientations, level of autonomy, emotional and psychological factors, as well as the specifics of the digital work environment. In addition, the digitalization of business processes leads to the emergence of new challenges associated with remote work, high intensity of information flows and rapid technology updates. All this creates the need for further research into motivation tools and mechanisms that are able to effectively respond to changes occurring in the IT sphere. Thus, the issue of determining the most effective motivational factors for IT workers, as well as the development of an adaptive motivational management system that will take into account not only external incentives, but also internal motives, professional needs and values of personnel, remains relevant. These aspects form the basis of a scientific problem that requires further in-depth study.

Formulation of the purpose of the article (statement of the task). The purpose of the article is to generalize theoretical approaches and practical aspects of the development of the motivational management system at IT enterprises in the context of digital transformation, as well as to determine the most effective motivational factors and incentives that contribute to increasing productivity, professional involvement and staff stability. The objectives of the study include analyzing the impact of digital tools on motivation management, identifying the features of material and non-material incentives in the IT industry, and forming a conceptual model for the development of motivational management taking into account modern challenges and trends.

Presentation of the main material of the study. Modern enterprises, in particular IT companies, largely depend on human capital, employee productivity and the ability of organizations to form an effective system of motivational incentives. Personnel in the field of information technology are the main generator of innovations, and therefore it is precisely a qualitatively constructed motivational management that determines the company's ability to retain highly qualified personnel, maintain competitiveness and create products with high added value. Organizational-behavioral theories, in particular A. Maslow's hierarchy of needs, emphasize that effective motivation is based on the comprehensive satisfaction of the employee's needs - from basic to development and self-realization [6]. However, in the IT sphere, motivational factors are more complex and diverse: for some employees, material incentives and financial rewards are the most important, for others - professional growth, the opportunity to implement innovative ideas or work on complex technological projects. D. Carnegie noted that it is possible to encourage a person to productive activity only when he himself wants to perform a certain action [10], which confirms the need for individualization of approaches in motivational management of IT enterprises.

Today, the IT industry is facing a shortage of qualified personnel, which increases competition between employers and stimulates the search for new methods of retaining specialists. Motivational programs of IT companies should combine

material incentives with flexible working conditions, comfortable working environment, corporate culture, opportunities for professional development and involvement of employees in decision-making.

In addition, digital transformation is fundamentally changing approaches to personnel management. The spread of remote work, the introduction of HR analytics, digital performance management platforms and algorithmic assessment systems create new opportunities for monitoring employee engagement and personalizing motivational programs. At the same time, the risks of reduced social interaction, psychological burnout and loss of emotional unity of teams are increasing.

Human potential in competitive conditions is a significant factor in the development of the organization. Motivation becomes an important element in the system of work with labor potential and effective activity of the organization [11]. The task of the administration is to motivate personnel to work productively, the duty of employees is to qualitatively perform the tasks set by the management [12].

The military realities of Ukraine also have an impact on the IT sector. As noted by G. Luchko, the development of military technologies, defense-tech and military-tech forms new requirements for IT specialists, and personnel motivation is increasingly focused on value aspects - supporting the defense capability of the state, social responsibility and the desire to contribute to victory [5]. Ukrainian IT companies demonstrate a high level of stability and adaptability: they expand international cooperation, support the Armed Forces of Ukraine, and implement measures to strengthen cybersecurity.

In conditions of competition and instability, the importance of a comprehensive motivation management system that takes into account the economic, social and environmental aspects of the enterprise's activities is increasing. The IT sector is one of the largest drivers of Ukraine's exports, providing multi-billion dollar revenues to the economy in 2021–2022 and continuing to demonstrate growth even in wartime conditions [13]. This reinforces the need for a strategic approach to human resource management and the formation of a favorable environment for the development of specialists.

Research into the structure of motivation, in particular its external and internal factors, emphasizes the need for a balanced combination of material and non-material incentives. Internal motivation - the desire to develop, gain new knowledge, solve complex tasks - plays a dominant role in the productivity of IT workers. Extrinsic motivation, such as salary or bonuses, is a reinforcement tool, but not the main source of engagement.

Studies by G. Fedoryshyn and Y. Boyarchuk indicate that for IT specialists, important factors are not only material incentives, but also psychological atmosphere, flexible schedule, opportunities for training and career growth [14]. The social package also plays a significant role, including additional vacations, technical events, sports programs and other benefits.

An analysis of the material and non-material motivation of IT specialists, conducted by Zadorozhnyuk N.O., Alekseenko S.O. and Zhankom K.O., proves the need for a diverse approach to motivating employees, which includes wages, training opportunities, professional trips, feedback, corporate culture and a system for recognizing achievements [2].

The IT Ukraine Association, based on the results of the first nine months of 2022, found that the IT industry brought in \$ 6 billion. of export revenue to the Ukrainian economy and achieved 10% growth compared to 2021. IT is one of the leading industries of the Ukrainian economy and is growing rapidly every year. Thus, over the past six years, the share of computer services exports in GDP has increased from 1,8% to 3.

Digital transformation has fundamentally changed the logic of IT companies: flexible work formats, the development of cloud tools, the expansion of remote employment practices, the intensive implementation of HRM systems and analytical platforms have created a new context for the formation of motivational policies. Companies are increasingly using personalized incentive models based on the analysis of employee behavioral data, predictive analytics, and real-time assessment of team performance. This allows for a more accurate determination of individual employee needs, their level of engagement, their tendency to burnout, and

motivational priorities. An important feature of IT staff motivation is the shift in emphasis towards intangible incentives, because it is the opportunity for professional development, autonomy, work on innovative projects, and a favorable socio-psychological climate in the team that increasingly shape specialists' decisions regarding the choice of a company. Highly qualified IT workers value not only competitive salaries, but also the quality of management, corporate culture, the availability of individual development trajectories, the ability to influence project results and organizational processes.

In this regard, a value-oriented approach is of particular importance, which involves the formation of a corporate environment harmonized with the personal values of IT specialists. Companies that demonstrate transparency of management, social responsibility, support a culture of trust and mutual respect significantly increase the level of staff involvement and reduce the risks of staff turnover.

At the same time, the war and instability in Ukraine have increased the importance of the social mission of IT companies. Enterprises not only maintain economic stability, but also actively support military initiatives, develop technological solutions in the defense-tech and cyber-security directions, which forms a special content of motivation - an orientation towards contributing to national security, state stability and social cohesion.

For high efficiency of HR departments, it is important to combine several approaches: psychological, behavioral, value-based, digital and analytical. It is the integration of these aspects that allows you to form a modern motivational management system in which material incentives (salary, bonuses, premiums, compensations) and intangible ones (recognition, development, autonomy, corporate culture, feedback) coexist.

One of the key challenges of modern IT companies is ensuring a balance between the interests of the organization and the needs of the employee. Recent years have shown that an effective motivational system should be based not only on remuneration and social guarantees, but also on creating conditions for self-realization, intellectual development, autonomy, recognition of professional

achievements, as well as supporting psychological well-being. The model for the development of the motivational management system of an IT enterprise in the context of digital transformation is shown in Figure 1.

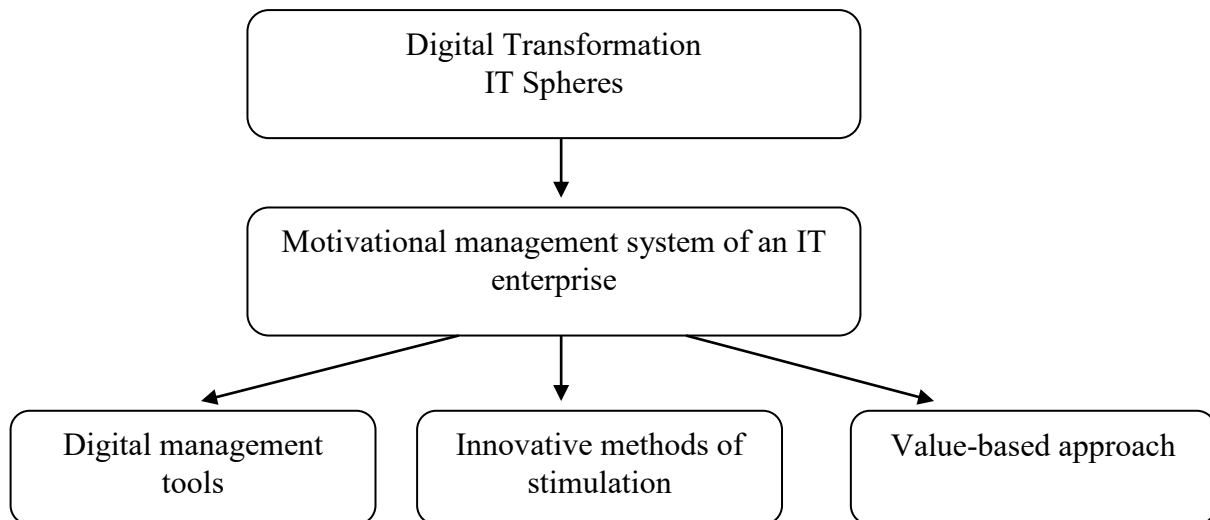


Figure 1. Model of development of motivational management system of IT enterprise in conditions of digital transformation

**compiled by the author*

As a result of digital transformation in personnel management of IT enterprises, the following tools and approaches have become widespread:

1. Digital motivation tools, among which the most effective are:

- HRM platforms (BambooHR, Zoho People, PeopleForce), which allow tracking goals, feedback and progress of employees;
- OKR systems and KPI trackers, which ensure transparency of task performance;
- gamification tools (virtual badges, ratings, points system for achievements);
- chatbots for operational communication and microlearning.

2. Innovative methods of stimulation that create additional intangible value for specialists:

- personalized educational routes built on the basis of data analysis;
- the opportunity to participate in internal innovation projects and hackathons;
- internal startup laboratories;
- smart-benefits (customized privilege packages).

3. A value-based approach to personnel management that forms long-term employee loyalty:

- emphasis on trust, autonomy and responsibility;
- creation of a favorable psychological climate;
- formation of a culture of open communication and equal access to information;
- support for work–life balance, flexible work formats and remote collaboration;
- transparent system of recognition of the merits and contribution of each specialist.

In accordance with the identified trends, it is advisable to create intelligent motivational systems based on the use of machine learning, HR data analytics and digital platforms for monitoring productivity. This makes it possible to form adaptive and personalized incentive schemes that change according to the employee's behavior, needs, stage of professional development and role in the organization.

Building a motivational management system in the IT sector should also take into account the risks of digital transformation, in particular: the growth of professional burnout, loss of personal contact in teams, insufficient emotional support in remote work, the complexity of managing cross-cultural teams. Therefore, such tools as coaching, mentoring, mental health support programs, team activities and regular one-to-one meetings with managers become important.

As the analysis shows, the comprehensive use of these elements makes it possible to build an adaptive and effective motivational management system capable of meeting the challenges of the digital economy. At the same time, a number of issues remain that require further research, in particular, determining the optimal balance between material and non-material incentives, improving HR analytics methods and developing personalized models of motivation for IT specialists.

Conclusions. The research found that the development of a motivational management system at IT enterprises is a key factor in increasing their competitiveness in the context of digital transformation and an unstable external

environment. An effective motivational system should be comprehensive, integrating material incentives, intangible factors, professional development opportunities and innovative digital HR management tools. IT employees need not only decent pay, but also flexible employment conditions, a favorable psychological climate, growth prospects and involvement in innovative activities. It is advisable to direct further research to studying international experience in forming a motivational management system, building intelligent digital models of motivation management, as well as analyzing the impact of remote work on long-term productivity and staff engagement.

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