

SCI-CONF.COM.UA

SCIENTIFIC ACHIEVEMENTS OF CONTEMPORARY SOCIETY



**PROCEEDINGS OF XI INTERNATIONAL
SCIENTIFIC AND PRACTICAL CONFERENCE
MAY 29-31, 2025**

**LONDON
2025**

SCIENTIFIC ACHIEVEMENTS OF CONTEMPORARY SOCIETY

Proceedings of XI International Scientific and Practical Conference

London, United Kingdom

29-31 May 2025

London, United Kingdom

2025

UDC 001.1

The 11th International scientific and practical conference “Scientific achievements of contemporary society” (May 29-31, 2025) Cognum Publishing House, London, United Kingdom. 2025. 853 p.

ISBN 978-92-9472-192-1

The recommended citation for this publication is:

Ivanov I. Analysis of the phaunistic composition of Ukraine // Scientific achievements of contemporary society. Proceedings of the 11th International scientific and practical conference. Cognum Publishing House. London, United Kingdom. 2025. Pp. 21-27. URL: <https://sci-conf.com.ua/xi-mizhnarodna-naukovo-praktichna-konferentsiya-scientific-achievements-of-contemporary-society-29-31-05-2025-london-velikobritaniya-arhiv/>.

Editor

Komarytskyy M.L.

Ph.D. in Economics, Associate Professor

Collection of scientific articles published is the scientific and practical publication, which contains scientific articles of students, graduate students, Candidates and Doctors of Sciences, research workers and practitioners from Europe, Ukraine and from neighbouring countries and beyond. The articles contain the study, reflecting the processes and changes in the structure of modern science. The collection of scientific articles is for students, postgraduate students, doctoral candidates, teachers, researchers, practitioners and people interested in the trends of modern science development.

e-mail: london@sci-conf.com.ua

homepage: <https://sci-conf.com.ua>

©2025 Scientific Publishing Center “Sci-conf.com.ua” ®

©2025 Cognum Publishing House ®

©2025 Authors of the articles

110. *Shahmar Mammadov Ajdar* 671
THE USE OF NEURAL NETWORKS AND LARGE LANGUAGE MODELS IN COMPARATIVE LINGUISTIC RESEARCH
111. *Ермеков Н. Р., Куралова Д. Д., Шалкибасова А. Н., Дюйсегельдина Ж. Т.* 679
A CORPUS-BASED STUDY OF LEXICAL INNOVATION IN CONTEMPORARY ENGLISH NOVELS
112. *Карпенко О. Ю., Помогайбог Д. В.* 684
ВЛАСНІ НАЗВИ НА ПОЗНАЧЕННЯ ПІСЕНЬ (НА МАТЕРІАЛІ ПІСЕНЬ THE WEEKEND)
113. *Приймакова К. Є.* 699
СИНТАКСИЧНІ ТРАНСФОРМАЦІЇ ПРИ ПЕРЕКЛАДІ ІНФОРМАЦІЙНИХ ОГолошень у сфері ПАСАЖИРСЬКОГО ТРАНСПОРТУ
114. *Сечка С. В., Мальована А. І.* 702
PECULIARITIES OF USING FEATURE FILMS IN TEACHING COMMUNICATION SKILLS TO HIGHER EDUCATION STUDENTS
115. *Толеш Аяулым Хакназаркызы, Ермеков Н. Р.* 708
LINGUISTIC BY NOAM CHOMSKY
116. *Черняк Я. П.* 713
ВЗАЄМОДІЯ ВИКЛАДАЧА ТА ЗДОБУВАЧІВ ОСВІТИ ПІД ЧАС ВИКОРИСТАННЯ СУЧАСНИХ ІНТЕРАКТИВНИХ ТЕХНОЛОГІЙ В ПРОЦЕСІ ВИВЧЕННЯ УКРАЇНСЬКОЇ МОВИ

PHILOSOPHICAL SCIENCES

117. *Бух В. В.* 723
ПРОДУКУВАННЯ ПРИСУТНОСТІ: «ПОГЛЯД» ПРОТИ «ГОЛОСУ»

ECONOMIC SCIENCES

118. *Amelnytska O., Yunhbliud K.* 728
THE IMPACT OF ECONOMIC INSTABILITY ON THE INVESTMENT ACTIVITY OF AN INDUSTRIAL COMPANY
119. *Mizina O., Derkunska A.* 735
FUNDAMENTAL THEORIES AND MODELS OF PERSONNEL MOTIVATION: ANALYSIS AND CURRENT TRENDS
120. *Plakhotnik O., Kondrashenkov D.* 741
MANAGING RISKS IN PROBLEM SITUATIONS
121. *Sheremetynska O.* 745
THE ROLE OF PROFESSIONAL COMPETENCIES IN THE WORK OF TALENTED EMPLOYEES
122. *Гобела В., Сагайдак Д.* 752
THE UKRAINIAN MIGRATION IMPACT ON THE EU SECURITY ENVIRONMENT

UDK [331.101.3:005.963]:

**FUNDAMENTAL THEORIES AND MODELS OF PERSONNEL
MOTIVATION: ANALYSIS AND CURRENT TRENDS**

Mizina Olena,

PhD in Economics, Associate Professor

Derkunska Anastasiia

Bachelor's degree applicant

Department of management and financial
and economic security

Donetsk National Technical University, Ukraine

Annotation. The paper explores fundamental theories and models of personnel motivation, which is a determining factor in the effectiveness of modern organizations. A systematic analysis and critical assessment of classical substantive and procedural concepts of motivation were carried out, their strengths and limitations in the context of modern managerial realities were identified. In parallel, key modern trends in the field of motivation were investigated and characterized, in particular, the personalization of approaches, the growth of the role of intangible incentives, the focus on employee well-being and engagement, as well as the integration of digital technologies. The results of the study are aimed at synthesizing theoretical foundations and current practices for the formation of scientifically sound approaches to the development of effective and adaptive motivation systems in a dynamic business environment.

Keywords: personnel incentives, personnel motivation, motivation theories, incentive models, modern incentive trends, personnel management, personnel involvement, labor efficiency.

Introduction. The problem of optimizing personnel incentives occupies a central place in modern management, determining the competitiveness and innovative potential of organizations. The theoretical and methodological basis for the study of motivational mechanisms is formed by fundamental theories and models

that have evolved over decades, offering various approaches to explaining the driving forces of labor behavior. The scientific analysis of these classical concepts, combined with the study of modern trends, such as personalization, gamification and an emphasis on employee well-being, is critically important for the formation of effective human capital management strategies. This study is aimed at systematizing key theoretical provisions, their critical assessment and identification of vectors of adaptation to the dynamic conditions of functioning of modern enterprises.

The purpose of the research: The purpose of the article is to scientifically and theoretically substantiate modern approaches to staff motivation through a comprehensive analysis of fundamental theories and models, as well as identify and characterize current trends in this area, which will allow us to determine promising areas for improving motivational systems in organizations.

Research objectives:

In the field of human resource management, there are a significant number of motivation models that differ in their theoretical approaches, among which stand out eclectic ones and those that have found application in various fields, in particular psychology, management and situational analysis. Most of these models focus on the organization of motivational processes, which is reflected in the substantive and procedural theories of motivation. The latter, which include, in particular, expectancy theory, equity theory and the Porter-Lawler model, analyze the factors that determine the motivation process and mechanisms for regulating employee behavior. V. Vroom's concept, known as the expectancy model, interprets employee motivation through the interaction of three key components: valence (the degree of attractiveness of the reward), instrumentality (the belief that achieving a result will lead to receiving a reward) and expectancy (confidence that one's own efforts will ensure the achievement of the required result). According to this theory, it is critical for an HR manager to clearly articulate the relationship between work results and those types of rewards that are meaningful to a particular employee. Insufficient transparency or the absence of a clear connection between the efforts made, the results achieved, and the expected reward can lead to a significant decrease in the level of motivation, up to its

complete loss [1].

The theory of justice, developed by J. Stacey Adams, states that an individual strives for a fair relationship between his own contribution (effort, knowledge, experience) and the reward received, comparing this relationship with similar indicators of other individuals (reference group). If an employee perceives the relationship between his contribution and reward as fair, this has a positive effect on his motivation. On the contrary, the feeling of inequality and injustice that arises from such a comparison can cause a decrease in motivation, the emergence of psychological tension and, as a result, have a negative impact on labor productivity and the quality of social interaction in the team. The motivation model proposed by L. Porter and E. Lawler deepens the understanding of the motivational process by integrating five key variables: effort, individual perception of the situation, achieved results, received reward and level of satisfaction. This model demonstrates that the results of work activity are determined not only by the employee's efforts, but also by his perception of the value of the reward and the confidence in receiving it. In developing this procedural theory, Porter and Lawler integrated the provisions of the theories of expectations and justice. One of the key conclusions of their model is the statement that job satisfaction is a consequence of effective performance, and not just a prerequisite for it. This emphasizes the importance of objective assessment of work performance, and not solely on the subjective level of employee satisfaction [2].

The varieties of existing substantive theories of motivation are systematized and presented in Figure 1.

The concept of theories X and Y, formulated by Douglas McGregor, emphasizes the need to move away from the management paradigm based on "theory X". According to the latter, the dominant motive of the employee is the fear of losing the opportunity to satisfy his material needs. In contrast, "theory Y" postulates that effective management of the future involves the creation of such conditions under which the employee seeks to show initiative, creativity and responsibility in his professional activities [3].

The concept of the theory of human relations, developed by Elton Mayo and

his followers, in particular F. Roethlisberger (often associated with Hawthorne studies, not Larketa, it is worth checking this name), emphasizes the key role of the manager in the process of motivating subordinates. An important aspect is the ability of the leader to create in employees a sense of belonging to the team and an awareness of the significance of the contribution of each team member. Achieving this requires the leader to apply a democratic management style [4].

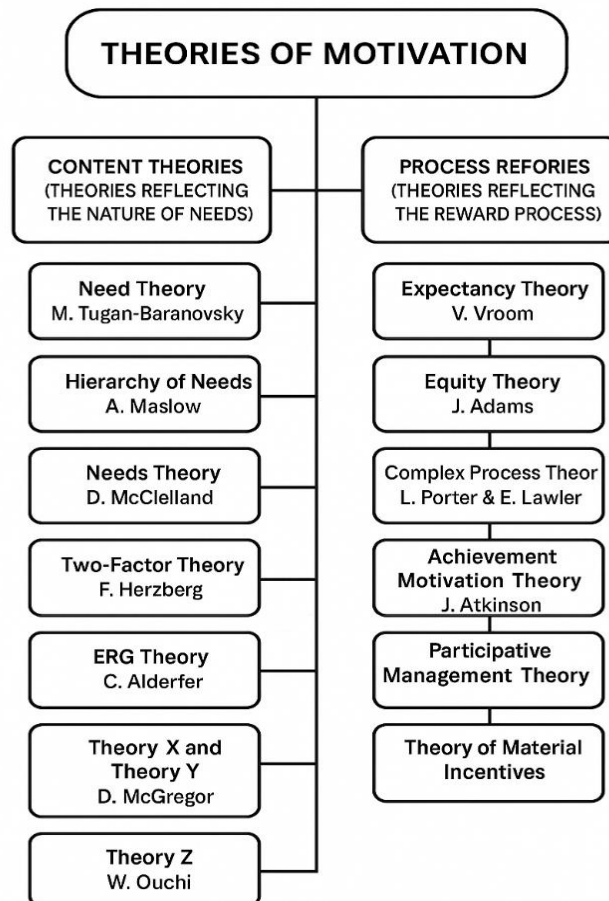


Figure 1. Content theories of work motivation [5]

The concept of Theory Z, developed by William Ouchi, emphasizes the need to create an atmosphere of attentive attitude towards each employee, continuous improvement of the quality of their working life and active involvement in joint decision-making processes in the organization. The implementation of these aspects is considered a key prerequisite for the full disclosure and maximum development of the potential of each employee [6]. Abraham Maslow's theory of the hierarchy of

needs interprets human behavior as determined by the sequential satisfaction of different levels of needs. Fundamental (basic) needs, which include physiological needs and safety needs, form the basis of this hierarchy. Derivative needs, such as the needs for justice, well-being, order and social belonging (belonging to a community), are considered to be of equal importance after the satisfaction of basic needs. Fundamental needs have a clear hierarchical structure, which involves movement from the satisfaction of material needs to spiritual ones. According to this theory, only after lower-level needs are satisfied do higher-level needs become relevant and begin to determine an individual's behavior.

Abraham Maslow in his theory of the hierarchy of needs, starting with basic social needs, assigns the individual a leading role in influencing society, and not vice versa. He argues that in order to stimulate change and the development of social structures, it is necessary to focus primarily on the re-education and transformation of individuals. In this context, Maslow proposes to actively use psychotherapy as a tool to counteract the inhumane manifestations and cruelty inherent in capitalist social relations.

The concept of the theory of human needs, formulated by M. Tugan-Baranovsky, defines the individual with his psychological states and motivational sphere as a key factor in socio-economic and labor behavior. He identifies five main categories of needs: physiological, sexual, instinctive (symptomatic), altruistic and needs related to practical interests. This approach has common features with the theory of A. Maslow, however, pays much more attention to socio-cultural values, emphasizing the role of spirituality of individuals in their production and social activities. Special emphasis is placed on the motivational influence of religious beliefs and patriotic feelings.

The concept of the theory of acquired needs of D. McClelland analyzes the influence on the labor behavior of an individual of three main groups of needs: the need for affiliation (affiliation), the need for achievement (success) and the need for power. The need for affiliation determines the individual's desire to establish and maintain friendly, positive relationships with others. The need for success motivates a person to achieve set goals, and satisfaction from this process arises precisely through

the successful completion of the task and achievement of the goal, and not only through formal recognition of success. The need for power is manifested in the individual's desire to control others and influence their behavior, which is considered as part of the process of personal self-expression and develops throughout life .

REFERENCES

1. Michael H. Mescon, Michael Albert, Franklin Khedouri. Management. Edition, 3, illustrated. Publisher, Harper & Row, 1988. 777 p.
2. Колот А. М., Цимбалюк С. О. Мотивація персоналу : Держ. вищ. навч. закл. «Київ. нац. екон. ун–т ім. Вадима Гетьмана». К. : КНЕУ, 2011. 397 с.
3. Douglas McGregor The Human Side of Enterprise, Annotated Edition. 2006. McGraw-Hill
4. Mayo E. The Social Problems of an Industrial Civilization. London : Routledge & Kegan Paul, 1949. 216 p. URL: <https://archive.org/details/in.ernet.dli.2015.264316/page/n3>
5. Грішнова О. А. Економіка праці та соціально-трудоі відносини. Київ : Знання, (різні роки видання, наприклад, 2004, 2009, 2014).
6. Ouchi W. G. Theory Z: How American Business Can Meet the Japanese Challenge. New York : Avon Books, 1993. 255 p.
7. Maslow A. H. Motivation and Personality. N. Y.: Harpaer and Row, 1954.
8. Douglas McGregor The Human Side of Enterprise, Annotated Edition (2006). McGraw-Hill.