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EFFECTIVE STAFF MOTIVATION IN TIMES OF CRISIS

In today's business environment, crises are becoming an integral part of any company's life. During a crisis, companies face many challenges, among which a special place is occupied by maintaining a high level of staff motivation. This topic is becoming extremely relevant for Ukrainian companies in martial law, where the difference in doing business in these conditions requires new strategies and approaches to human resources management.

To ensure the effective operation of the company, the management must be attentive to the atmosphere in the team and the state of employees. Quickly identifying signs of loss of motivation, especially in crises, will ensure quick and effective problem-solving. The various reasons that can cause staff demotivation are presented in Table 1 [1].

*Table 1***Causes of staff demotivation in crisis (in the context of martial law)**

Reasons	Explanation
1	2
Military attacks	Warfare, rocket attacks, and security threats can create serious stress among employees. Frequent attacks and emergencies can lead to fatigue and a constant sense of threat, which significantly affects morale and motivation.
Threat to life during work due to lack of safe places	In times of war, employees may face risks to their lives due to the lack of safe places to work. For example, inadequate facilities or the lack of missile shelters can pose serious threats to staff safety.
General instability and uncertainty	War brings with it generalized instability and uncertainty, which can severely undermine confidence in the future. Employees may feel a loss of control over their lives and career prospects.
Loss of loved ones	In wartime, the risk of losing relatives, friends or colleagues may be significantly higher. The death or injury of loved ones can greatly undermine the emotional state of employees.
Exposure to bad news	A constant stream of negative news about military operations, casualties and destruction can worsen employee morale.

	Uncertainty about the future and fear of danger can affect their emotional state.
Deterioration of working and living conditions	In wartime, a number of problems may arise related to changes in working and living conditions. For example, power outages, lack of water supply, or security concerns can create additional stress and dissatisfaction among employees.

Realizing the importance of supporting staff in times of war and crisis, we turn to motivation methods (see Table 2) [2],[3] aimed at maintaining efficiency and supporting team spirit.

Table 2

Methods of staff motivation in crisis (in the context of martial law)

Methods of motivation	Description
1	2
Communication and support	Constant open communication through meetings, huddles, and one-on-one meetings with the manager helps maintain a high level of trust and avoid panic in the team.
Maintaining the safety, physical and psychological health of employees	Ensuring a healthy physical and psychological state of the team by implementing practices to maintain healthy sleep, psychological counseling, and regular questionnaires to identify needs for assistance.
Material incentives	Introducing relocation bonuses, advance payment options and salary freezes that allow employees to manage their finances freely and provide stability in difficult conditions.
Support for families	Providing assistance to employees' families, including the ability to use underground facilities for shelter and evacuation if necessary.
Motivation through goals	Setting clear goals and objectives that allow each team member to know what they are working on and feel a sense of purpose in the face of challenges.
Implementation of development and training	Providing opportunities for personal and professional development through trainings, courses and seminars that allow employees to maintain a high level of skills and perform their duties effectively.
Adaptation to changes	Creating flexible structures and adaptive processes that allow for an effective response to changes in the external environment and ensure the team's resilience in a crisis.
Creating a positive corporate culture	Creating a favorable work environment in which employees feel comfortable and value their work. Supporting values and open communication, which helps to increase motivation and efficiency.

Conclusion. Properly selected motivation tools can help maintain a high level of energy and confidence in the team, contributing to the achievement of goals even in the most difficult conditions. Therefore, careful analysis and application of appropriate motivation methods is a necessary step to ensure stability and productivity in an organization

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СУЧАСНІ ТРЕНДИ В УПРАВЛІННІ ПЕРСОНАЛОМ СФЕРИ ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ

В управлінні існує «золоте правило», яке полягає в тому, що найбільшим цінним активом будь-якої організації є її співробітники. У сфері охорони здоров'я це особливо актуалізується, оскільки саме медичний персонал формує якість медичної послуги. Створення ефективної команди має вирішальне значення для управління персоналом та забезпечення пацієнтам найкращого догляду. Однак, формування висококваліфікованої команди знаходиться під