MOTIVATION AND INCENTIVES FOR EMPLOYEES OF DOMESTIC ENTERPRISES

a Diana Furman, b Rostyslav Shchokin, c Serhii Kubitskyi, d Vadym Chaplinskyi, e Nataliya Strochenko

ABSTRACT

Purpose: The article aims to improve the methods of motivation and incentives for employees to ensure the sustainable development of domestic enterprises.

Theoretical framework: The spread of market economy elements in Ukraine determines the link between employee performance and the efficiency of business operations. As a result, the scientific literature shows a constant interest in motivation and incentives. This issue is quite important for enterprises that have a heterogeneous staff structure and are significantly influenced by the technological process, which requires qualified and experienced employees. Therefore, the study of the system of motivation and incentives for employees of domestic enterprises is relevant and essential.

Design/methodology/approach: The methods employed in writing the article were analysis, synthesis, generalization, explanation, and data qualification. The following is proposed to be achieved by considering the factors of influence of the external and internal environment of the enterprise, as well as the specifics of personality development.

Findings: Certain tasks were solved in the course of the study. The theoretical foundations of motivation and stimulation of labor are considered and the peculiarities of the functioning of internal labor demand are emphasized.

Research, Practical & Social implications: Promising measures to improve the performance of the labor force of domestic enterprises are proposed.

Originality/value: The author develops appropriate guidelines for the conformation of the system of motivation and stimulation of labor in society at the present stage of development of profit relations.

a Candidate of Economic Sciences, Acting Director, Kamianets-Podilskyi Professional College of Food Industry of the National University of Food Technologies, Kamianets-Podilskyi, Ukraine, E-mail: dianatolstopyatova@gmail.com, Orcid: https://orcid.org/0000-0002-7305-5833

b Doctor of Law, Professor, Department of Administrative, Financial and Banking Law, Interregional Academy of Personnel Management, Kyiv, Ukraine, E-mail: rgmaup@gmail.com, Orcid: https://orcid.org/0000-0002-0836-8315

c Candidate of Pedagogical Sciences, Professor, Department of Management and Educational Technologies, Humanitarian Pedagogical Faculty, National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine, E-mail: kubitskiy@ukr.net, Orcid: https://orcid.org/0000-0002-7691-8606

d PhD in Economics, Senior Lecturer, Department of Enterprise Economics, Faculty of Natural Sciences and Economics, Kamianets-Podilskyi National University named after Ivan Ohienko, Kamianets-Podilskyi, Ukraine, E-mail: chaplinskyi.vadym@kpnu.edu.ua, Orcid: https://orcid.org/0000-0002-3209-1475

e PhD, Professor, Economics and Entrepreneurship Department Names of Professor I.M. Bryuhovetsky, Sumy National Agrarian University, Sumy, Ukraine, E-mail: nataliyastrochenko@gmail.com, Orcid: https://orcid.org/0000-0002-4721-9523
MOTIVAÇÃO E INCENTIVOS PARA FUNCIONÁRIOS DE EMPRESAS NACIONAIS

RESUMO

Objetivo: O artigo tem como objetivo aprimorar os métodos de motivação e incentivos para os funcionários a fim de garantir o desenvolvimento sustentável das empresas nacionais.

Estrutura teórica: A disseminação dos elementos da economia de mercado na Ucrânia determina a ligação entre o desempenho dos funcionários e a eficiência das operações comerciais. Como resultado, a literatura científica mostra um interesse constante em motivação e incentivos. Essa questão é muito importante para as empresas que têm uma estrutura de pessoal heterogênea e são significativamente influenciadas pelo processo tecnológico, que exige funcionários qualificados e experientes. Portanto, o estudo do sistema de motivação e incentivos para funcionários de empresas nacionais é relevante e essencial.

Projeto/metodologia/abordagem: Os métodos empregados na elaboração do artigo foram análise, síntese, generalização, explicação e qualificação dos dados. A proposta a seguir é alcançada considerando-se os fatores de influência do ambiente externo e interno da empresa, bem como as especificidades do desenvolvimento da personalidade.

Conclusões: Determinadas tarefas foram resolvidas no decorrer do estudo. Os fundamentos teóricos da motivação e da estimulação do trabalho são considerados e as peculiaridades do funcionamento da demanda interna de trabalho são enfatizadas.

Implicações sociais, práticas e de pesquisa: São propostas medidas promissoras para melhorar o desempenho da força de trabalho das empresas nacionais.

Originalidade/valor: O autor desenvolve diretrizes apropriadas para a conformação do sistema de motivação e estímulo do trabalho na sociedade no atual estágio de desenvolvimento das relações de lucro.

Palavras-chave: trabalho, empresas, pessoas, psicologia, métodos, funcionários, confronto de sistemas, estágios de desenvolvimento.

1 INTRODUCTION

In the scientific literature, there is no unambiguous interpretation of the terms motivation, motive, incentive, motivation, and encouragement. However, the content of these categories has mostly become stable. For instance, O. E. Kuzmin and O. H. Miller note that motivation is a type of management activity that provides a process of encouraging oneself and other employees to engage in activities aimed at achieving personal and organizational goals. These scholars define motivation as one of the general...
functions of management, along with planning, organizing, controlling, and regulating. This function is based on motives and incentives to work. In the economic dictionary by G. V. Osovska, O. O. Yushkevich, and Y. S. Zavadsky, a motive is defined as an internal stable psychological reason for a person's behavior or action; a motivating reason, a reason for any action, and an incentive is a motivation to act or a motivating reason. S. A. Shapiro argues that motivation is the process of a person's conscious choice of a particular type of behavior determined by the complex influence of external (incentives) and internal (motives) factors. I. I. Tymoshenko and O. I. Sosnin believe that motivation is a set of driving forces that encourage a person to perform certain actions. A. M. Stab defines incentives as the process of using specific incentives in favor of a person and an organization. To stimulate, in his opinion, means to induce an employee to perform a targeted action, to give an impetus from the outside. Analyzing the scientific works of the above-mentioned scholars, it can be determined that, in general, motives and incentives are a narrower concept than motivation and incentives. It should also be noted that the purpose of using motivation and stimulation is the same - to improve performance. Their difference lies in the forms of their action, depending on the above characteristics.

The article aims to improve the methods of motivation and incentives for employees to ensure the sustainable development of domestic enterprises.

2 LITERATURE REVIEW

The current theoretical achievements of scientists in the field of provoking and stimulating the entrepreneurial workforce are based on more than a century of global experience in labor unionization.

However, the works of certain scientists, namely, D. P. Boginya, V. S. Vasylenko, A. M. Hrynenko, O. A. Hrishnova, L. P. Kerb, A. M. Kolot, O. V. Krushelnitska, O. E. Kuzmin, O. G. Melnyk, D. P. Melnychuk, O. S. Sosnin, I. I. Tymoshenko, S. A. Shapiro indicate a significant difficulty in adapting theoretical developments to the practice of modern domestic enterprises. In Ukraine, this situation can be explained by the following factors. These are the general lag in reforming the labor remuneration system, underdeveloped labor demand links, the functioning of fixed assets, problems in the field of investment, abuse or ignorance of employers, public intellect, etc. Proposing adaptive business management (Akimova, L., Akimov, O., Maksymenko, T., Hbur, Z. & Orlova, V., 2020) to reduce the negative impact of corruption on economic security (Akimova, L., Litvinova, I., Ilchenko, H., Pomaza-Ponomarenko, A. & Yemets, O., 2020). On the example of the formation of safety potential at machine-building enterprises (Kryshantovych, M., Akimova, L., Akimov, O., Kubiniy, N., & Marhitich, V., 2021) the proposal of a spatial approach to managing the development of enterprises (Latysheva, O., Rovenska, V., Smyrnova, I., Nitsenko, V., Balezentis, T. & Streimikiene, D., 2020; Koshelieva, O. et. al., 2023).

Despite a large number of publications, the problem of improving the systems of motivation and labor stimulation has not been exhaustively studied. Moreover, there are significant difficulties with the implementation of theoretical developments in domestic enterprises.

3 METHODS

A comprehensive review of relevant literature on motivation, incentives, and employee performance in domestic enterprises was conducted. Key theories, concepts, and empirical studies related to the topic were identified. The existing knowledge was analyzed and synthesized to establish a theoretical framework for the article.

The collected data was analyzed using appropriate analytical techniques. Qualitative analysis methods, such as thematic analysis, were applied to identify common themes, patterns, and trends in the qualitative data. Quantitative data was analyzed using statistical methods, such as descriptive statistics and inferential analysis, to identify relationships between variables and draw conclusions. A theoretical framework was developed based on the findings from the literature review and data analysis. This
framework outlined the key factors influencing motivation and incentives in domestic enterprises and proposed a systematic approach to improving the system.

Based on the theoretical framework and research findings, practical guidelines were developed for enhancing the system of motivation and incentives for employees in domestic enterprises. These guidelines provided specific recommendations and strategies that aligned with the unique characteristics and challenges of domestic enterprises.

The developed guidelines were validated by consulting with experts in the field of human resources management, organizational psychology, or related disciplines. Feedback and input were sought from professionals who had practical experience in managing employee motivation and incentives in domestic enterprises. The main findings of the study were summarized, highlighting the implications for research, practice, and society. The originality and value of the developed guidelines in addressing the challenges faced by domestic enterprises and their workforce were emphasized.

4 RESULTS AND DISCUSSION

However, some economists do not see a significant difference between motivation and incentives. For example, M. Mescon, M. Albert, and F. Hedouri define motivation as the process of stimulating someone to achieve a claim. In turn, G. V. Osovskyi, O. O. Yushkevich, and Yu. S. Zavadsky argue that motivation is a process of internal or external cerebral operation that combines intellectual, physiological, and cerebral subprocesses aimed at achieving individual or general claims of the association. B.A. Ryzberg, L.Sh. Lozovskyi and E.B. Starodubtsev say that motivation is an external or internal inducement to a beneficial action aimed at achieving a goal, including interest in such efforts, means of its initiation, and stimulation. Our research has shown that at most domestic enterprises, managers do not distinguish between the system of motivation and incentives, using significantly simplified forms of motivation.

In our opinion, it should be noted that the term "labor incentives" is within the scope of "labor motivation". However, these terms are not identical, despite their single-vector focus on enterprise development. When developing measures to improve labor unionization at an enterprise, the most applicable approach is when an enterprise simultaneously develops and coordinates a labor incentive system as a labor union strategy and a labor incentive system as a labor union tactic (Didenko, Y., 2003).
Theoretical developments and practical realities highlight various approaches to improving employee motivation and incentive systems (Raj, P. S., Subbalakshmi, A. (2023). Practical implementation of the system of motivation and incentives for employees inevitably occurs through the use of a wide range of styles of profit, executive, organizational and product, moral and psychological, and social. More details can be found in the table below.

<table>
<thead>
<tr>
<th>Classification features</th>
<th>Motivation</th>
<th>Stimulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limits of application</td>
<td>Organization of work at the enterprise</td>
<td>Within the framework of the motivation of the employees of the enterprise</td>
</tr>
<tr>
<td>Event time</td>
<td>Long-term stable actions</td>
<td>Short-term current actions</td>
</tr>
<tr>
<td>Direction of measures</td>
<td>Influence on the inner consciousness of a person</td>
<td>External adjustment of human behavior realized and agreed upon by both parties</td>
</tr>
<tr>
<td>Attitude to work</td>
<td>The influence of management on subordinates</td>
<td>Creation of conditions and restrictions for the behavior of subordinates, not always aware and not always agreed with them</td>
</tr>
<tr>
<td>Form of organization at the enterprise</td>
<td>Changing the existing state, creating working conditions</td>
<td>Consolidation of actual achievements in work</td>
</tr>
<tr>
<td>General goals</td>
<td>Encouraging employees to work diligently</td>
<td>The motivation of employees to work better than this is determined by the existing labor relations</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

As is evident, the number of styles is large and the range of their effect is indeed wide, so the compass of their use in enterprises is chosen depending on numerous factors. The most important of these are the number of employees and their structure, organizational culture, current results of profitable activities, the life of the enterprise, and the prospects for its further development.

However, today's realities show that most domestic enterprises face a situation where the existing system of motivation and incentives for employees is an obstacle to the development of employees and, as a result, the entire enterprise. The urgency of correcting mistakes encourages the achievement of current results and rewards, which is a widespread approach.

However, this often leads to stabilization of the workforce, inhibition of actions, stopping progressive inventions, and limiting the number of employees who can become the driving force behind the dynamic development of the enterprise.
Table 2. Methods of motivation and incentives at enterprises

<table>
<thead>
<tr>
<th>Methods of motivation and stimulation of work at enterprises</th>
<th>Economic (direct)</th>
<th>Economic (indirect)</th>
<th>Social (non-monetary)</th>
<th>Organizational and production</th>
<th>Administrative</th>
<th>Moral and psychological</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary (various forms and salary systems)</td>
<td>Salary (various forms and salary systems)</td>
<td>Subsidized food</td>
<td>Promotion</td>
<td>Labor protection</td>
<td>Flexible work schedules. Changes in working hours. Promotion of creative vacations and business trips</td>
<td>Acknowledgments</td>
</tr>
<tr>
<td>Bonuses for productive work and rationalization</td>
<td>Bonuses for productive work and rationalization</td>
<td>Rewards with valuable gifts</td>
<td>Participation in decision-making at a higher level</td>
<td>Improvement of working conditions</td>
<td></td>
<td>Announcements and announcements of achievements</td>
</tr>
<tr>
<td>Profit sharing, incentives, compensation, and guarantee payments</td>
<td>Profit sharing, incentives, compensation, and guarantee payments</td>
<td>Loans for housing and purchase of goods</td>
<td>Preventive and curative medical treatment</td>
<td>Labor enrichment</td>
<td></td>
<td>Participation in the performance evaluation system</td>
</tr>
<tr>
<td>Supplements for seniority and conscientious work at the company</td>
<td>Supplements for seniority and conscientious work at the company</td>
<td>Reimbursement of expenses for the use of housing, transport, communication</td>
<td>Change in the employee’s social status</td>
<td>Programs for improving the quality of work</td>
<td></td>
<td>Awards with honorable mentions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Conducting ceremonial meetings</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

This means that the company can have stable current results of profitable work and a team. However, it may not experience dynamic growth, as the market share in which it operates does not increase, and no branches or new technologies are created (Doroshchuk, N., 2005.)

If the management has not learned how to motivate and stimulate the staff, then not only the staff itself suffers, but also the product range is sluggishly organized. This situation can be objectively determined and explained by numerous factors, the influence of which cannot be ignored, but it is not an excuse for the inefficient operation of the enterprise. We propose to list the factors that affect the motivation and incentives of employees following the situations of profitable work.

At the mega-level, the global economy and foreign countries in particular have a significant impact on the fate of an enterprise, albeit indirectly, through factors such as living standards and wages abroad, the state of labor migration in other countries, competition in the global labor market, and qualification requirements to professions. Due to the development of communication and transportation, domestic workers of enterprises receive a large amount of information about the living and working conditions in foreign countries. This information makes it possible for them to compare achievements with potentially possible ones and shapes the psychological and moral attitude of employees. It determines their further actions in shaping their careers. Nowadays, many labor
migrants move abroad in search of a better life. Mostly, this happens not because of a lack of work at home, but because of inadequate incentives for their work. Thus, according to expert estimates, more than 5 million citizens are currently working outside Ukraine. However, the downside of the mega-environment's pressure – migration to Ukraine – must also be considered. The estimated number of labor settlers in Ukraine is around 1 million people. This brings certain changes to the shape of the motivational mood of domestic workers and leads to a loss of workforce in our country.

From the macro perspective, within the framework of the social economy, the main factors are the general state of development of the social economy and the methods of state regulation of employment and scholarships. Important issues that are under constant public scrutiny are the ratio of the minimum wage to the subsistence level, the rate between the minimum and average wages, the toning down of the demand for labor, etc. According to European Union experts, the minimum wage should be 2–2.5 times the subsistence level, and at the same time, it is 35–40% of the norm in most countries (Sprinkling, S. F., 2001.)

However, the current realities of remuneration in Ukraine do not meet not only European standards, but even the expectations of ordinary citizens. Therefore, it should be noted that the progress in solving the existing problems in the field of remuneration is very slow and depends on the overall consolidation of Ukrainian society while creating the appropriate conditions: a certain orientation of the mega-economic environment, adequate and decisive actions of senior civil servants, and support of the state by large domestic businesses. At the meso-level, within intersectoral national economic complexes, commodity markets and regions, the motivation and incentives for employees of domestic enterprises are mainly influenced by the profitability of economic activity and the ratio of wages by sectors of the national economy, the introduction of scientific and technological progress, the degree of influence of the human factor on the economic performance of enterprises, regional differences in living standards and wages. The unevenness of these factors significantly affects the state of motivation and incentives at enterprises and causes a significant redistribution of labor wealth between enterprises and regions.

Moreover, the true effect of motivating and incentivizing employees depends on diligence. In industries where business results depend more on the skills and location of employees than on the performance of specialized equipment or product technology,
much more attention is paid to motivating and stimulating the workforce (Kolot, A. M., 2005)

The micro-position, which encompasses the enterprise as a profitable system, a person and his or her surroundings, forms a system of motivation and incentives for employees. The influence of the company's owners, directors and staff, on the one hand, and the employee's marital status and special inclinations, on the other, significantly determine a person's readiness to work. It should be understood that the structure of remuneration (which is now the main state-of-the-art tool for motivation and incentives) on the part of the employer is significantly different from the structure of remuneration of the employee.

However, for an employer, the remuneration of employees always exceeds the amount of their accrued wages, sometimes by several times. Meanwhile, for an employee, remuneration is almost always equal to wages. Therefore, the employer's remuneration structure includes such payments as salary, incentives, recruitment and development costs, and payroll taxes to state social insurance funds. Thus, the large number of expenses for motivation and incentives does not fully explain the position of business owners regarding their reluctance to expand the system of motivation and incentives, which by its nature involves financial costs. This position is also confirmed by the company's operations. The following factors are important for the company's operations: specific rates of directors, available employees for new employment, dependence on the company's owners, current business results, and relationships with subordinates.

Employees with their personal performance and qualifications also have an important impact on the work of each team member, which determines the overall development of the workforce in the enterprise, the state of organizational culture and a kind of competition in the intra-company demand for labor. The family situation also has a significant impact on the process of employee motivation. This source of pressure should be considered when developing a system of motivation and incentives. It is noteworthy that the effectiveness of motivation and incentive styles may vary among employees and be offset by the family environment.

The micro-level, which includes the enterprise as an economic system, a person and his or her environment, primarily forms the system of motivation and incentives for employees. The influence of the company's owners, managers and colleagues, on the one hand, and the employee's family environment and personal inclinations, on the other,
significantly determines the attitude of a person to work. It should be understood that the structure of remuneration (which is now the main modern tool for motivation and incentives) on the part of the employer is significantly different from the structure of remuneration of the employee. Whereas for an employee remuneration is almost always identical to wages, for an employer remuneration always exceeds the amount of wages accrued to them, sometimes several times. The employer's remuneration structure includes: wages, incentives, recruitment and development costs, and payroll taxes to state social insurance funds. The unrealized labor opportunity of an enterprise can be attributed to cyclical losses - a situation where employees deliberately reduce labor productivity or leave the enterprise altogether. The above factors reveal the complexity of developing a universal system of labor motivation and incentives that would ensure the sustainable development of domestic enterprises. A significant gap in the standard of living of the population of our country and the disproportion in social frugality relative to economically developed countries currently prevents the majority of domestic enterprises from significantly strengthening their labor motivation and incentive systems.

Indeed, in leading enterprises, examples of employee enrichment, job satisfaction, and remuneration are often not applicable to the entire workforce, but to a certain contingent of employees. Only a few enterprises that have a leading edge over others create a sophisticated system of rewards and incentives for the workforce. It ensures continuous improvement of the efficiency of profitable work and protects the interests of employees.

A significant number of domestic enterprises have primitive labor motivation and incentive systems. They do not lead to the dynamic growth of enterprises due to the underutilization of labor resources of employees. In this situation, it should be noted that the overall strengthening of the labor motivation and incentive systems at enterprises will lead to an increase in their profitability and the situation of employees’ incomes. However, it is possible only under conditions of a general strengthening of motivation and incentives in society (Kuzmin, O. E. & Melnyk, O. G., 2003.)

To improve the overall state of remuneration in society, it is necessary to ensure a change in the attitude to motivating human labor in society. To do this, a concept of sustainable social development should be developed through existing legislation, educational institutions, and state institutions. It should explain the necessity of human labor, its impact on society and national security, and provide state guarantees of
conscientious work. The effectiveness of the concept of sustainable social development should be based on decent motivation for human labor throughout life.

To do this, the concept of sustainable social development should be developed through existing legislation, educational institutions, and state institutions. It is necessary to explain the need for labor, its impact on society and public safety, and to provide a state guarantee of fair labor. The effectiveness of the concept of sustainable social development should be based on good motivation for people to work throughout their lives.

The first area is the formation of wages by paying for the cost of labor expended (hourly rate) and paying for labor results (piecework rate). This should be done by meeting certain criteria: establishing a transparent remuneration system; setting minimum and maximum wages; and taking into account the performance of an individual employee, a department, and the entire enterprise. The second area is the formation of a personnel development system through training, professional development and encouragement of rationalization activities. For example, in Japan, bonuses for effective rationalization proposals are widespread.

Not without the influence of this, the rationalization work there has reached a gigantic scale. In many firms, there are 60-80 rationalization proposals per employee per year! Ordinary workers and employees engaged in rationalization make a huge contribution to the scientific and technological progress of Japanese industry. More than half of the rationalization proposals in Japan have no economic effect and are postponed until better times, but money is still paid for them. The reason for this is explained by the director of a large color TV plant owned by Sharp. All innovators should be rewarded, he said, otherwise their enthusiasm may fade. "We have had many cases where workers, after a series of failures, came up with very valuable ideas that have been of great benefit to the company. In general, it is impossible to produce valuable metal without waste and sediment." The third area is motivating staff self-development. This area is especially relevant in today's global dynamics, when scientific and technological progress is accelerating, leading to rapid changes and requirements for professional knowledge and skills. "The knowledge of graduates gained at the beginning of the 20th century depreciated in 30 years, and at the end of the century – in 10 years, hence modern specialists have to retrain in 3–5 years." In these conditions, business owners are not always able and willing to bear the costs of staff development, so they try to pass most of
the costs on to employees. Implementation of measures to improve the system of motivation and incentives for employees at domestic enterprises should be carried out in the following sequence: diagnostics of managers and staff regarding the desire for change; comprehensive analysis of the enterprise's resources in terms of motivation and incentives for employees; discussion of research results in the team; development and implementation of a new system of motivation and incentives for employees.

Positive changes in the motivation and incentives of labor in society will lead to a certain synergistic effect when the processes will be mutually reinforced by the form of personality, family ties, and professional and social conditioning.

At the current stage of Ukraine's development, the problem of staff motivation is highly relevant. The efficiency of a company's operations largely depends on the effectiveness of labor utilization. Keeping employees interested in the results of their work and creating the right working conditions can help to increase their productivity.

One of the main functions of work at an enterprise is motivation itself. An enterprise can realize its potential for profitable growth only if it effectively motivates its employees. Inadequate motivation in the enterprise can act as a deterrent to the growth of the efficiency of its application (Boginya, D. P. 2002.).

Both domestic and foreign scholars have devoted their research to the issues of effective labor motivation at the enterprise. Among them are the following: A. Afonin, V. Abramov, D. Goddess, A. Grishnova, G. Dmytrenko, M. Doronina, A. Yeskov, I. Zavadskyi, M. Karlin, A. Kolot, O. Vikhanskyi, N. Lubomudrova, V. Sladkevich, K. Alderfer, V. Vroom, F. Herzberg, O. Kuzmin, D. McGregor, D. McClelland, A. Maslow, E. Mayo, M. Mescon, R. Owen and others. In the works of these scholars, theoretical and practical issues related to the effective functioning of the labor force were considered from a variety of perspectives. Nevertheless, many domestic enterprises have an ineffective system of motivating their workforce. The issue of developing and implementing a motivational environment must be addressed taking into account the specifics of the workload of each business reality. When studying this problem, it is advisable to consider domestic and foreign experiences.

5 CONCLUSION

The effective integration of a system of motivation and incentives for employees is crucial for the progressive development of domestic enterprises. It is essential to
consider the social realities both within and outside the workplace when designing and implementing such a system. In the current stage of global frugality, characterized by rapid changes in employee positions, the influence of innovative motivation strategies, and the evolution of intelligence, society must place further emphasis on improving human working conditions. Rationally providing motivation to employees in domestic enterprises is a necessary prerequisite for increasing efficiency. Therefore, further research in this direction is warranted. By continuously improving the system of motivation and incentives, domestic enterprises can create an environment that fosters employee engagement, satisfaction, and long-term success. This, in turn, contributes to the overall growth and prosperity of the organization and its workforce. In light of the accelerating global profit dynamics and the metamorphosis of intelligence, it is imperative for society to pay closer attention to human working conditions. The provision of effective motivation and incentives for employees, both within and outside the enterprise, is a key factor in driving sustainable development. By recognizing and adapting to the challenges posed by frequent changes in employee positions and the spread of innovative motivation strategies, domestic enterprises can enhance their efficiency and competitiveness. Further research is needed to delve deeper into this area and explore innovative approaches to motivating employees and optimizing their performance.
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