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MOTIVATION AND SATISFACTION OF CIVIL SERVANTS: DEVELOPMENT OF STRATEGIES AND GLOBAL EXPERIENCE

MOTYWACJA I SATYSFAKCJA URZĘDNIKÓW SŁUŻBY CYWILNEJ: OPRACOWANIE STRATEGII I DOŚWIADCZENIA GLOBALNE

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Abstract

Subject and purpose of work: This study explores the role of motivation in enhancing the performance and satisfaction of civil servants, particularly in the context of Ukraine's public administration reform and EU integration.

Materials and methods: The research employs a mixed-method approach, including policy analysis, review of international practices, and synthesis of theoretical models related to motivation in the public sector.

Results: The study identifies financial incentives, career development, and social protections as key drivers of motivation, and highlights the need for a coordinated strategy that aligns employee interests with institutional goals.

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Conclusions: By integrating global experience with Ukraine's national context, this paper offers a practical framework for designing effective motivational policies in the civil service, contributing to long-term administrative efficiency.

Keywords: civil service; financial incentive; motivation; motivational strategy; stimulation mechanism

Streszczenie

Przedmiot i cel pracy: W niniejszym badaniu analizuje się rolę motywacji w poprawie wyników pracy i satysfakcji urzędników służby cywilnej, szczególnie w kontekście reformy administracji publicznej na Ukrainie i integracji z UE.

Materiały i metody: W badaniu zastosowano podejście mieszane, obejmujące analizę polityki, przegląd praktyk międzynarodowych oraz syntezę modeli teoretycznych związanych z motywacją w sektorze publicznym.

Wyniki: W badaniu wskazano, że kluczowymi czynnikami motywującymi są zachęty finansowe, rozwój kariery i zabezpieczenia społeczne, oraz podkreślono potrzebę opracowania skoordynowanej strategii, która pogodzi interesy pracowników z celami instytucjonalnymi.

Wnioski: Łącząc doświadczenia globalne z kontekstem krajowym Ukrainy, niniejszy artykuł przedstawia praktyczne ramy projektowania skutecznych polityk motywacyjnych w służbie cywilnej, przyczyniających się do długoterminowej efektywności administracyjnej.

Słowa kluczowe: służba cywilna; zachęty finansowe; motywacja; strategia motywacyjna; mechanizm stymulujący

1. Introduction

The efficiency and effectiveness of the state administration system depends on human resources – the direct executors of the functions of the relevant government bodies, their potential to improve their qualifications and work motivation. Ensuring adequate motivation and encouragement of civil servants should contribute to increasing the level of productivity and efficiency of their activities.

In addition to the duties of civil servants to Ukraine, the state must also ensure decent conditions of service and remuneration for professional activity. In our opinion, worthy conditions are the concept of a complex concept that includes the possibility of self-realization of a civil servant during the performance of his official duties. One of the directions of its provision is the formation of a modern motivational mechanism for the activity of civil servants aimed at ensuring professional growth, the formation of political impartiality, raising the level of state consciousness, constant self-education and the acquisition of new competencies.

One of the main directions of the development strategy of our state is the reform of the public administration system, the effectiveness of which is a necessary condition for the stability of the state. To a large extent, this efficiency depends on human resources – the direct executors of the functions of the relevant government bodies, their potential, namely, on the activities of professional and motivated personnel who can quickly make decisions, flexibly adapt to changing situations, as well as creativity and the ability to think innovatively. Therefore, among the main tasks of the development of an effective public service in Ukraine, with the aim of increasing the effectiveness of the practical implementation of state functions, is the development of a modern motivational mechanism for the activities of civil servants, which will contribute to the comprehensive self-realization of the employee at the workplace, increasing the level of public consciousness, the desire to work for the state, and also qualitatively, professionally and promptly perform official duties.

At the same time, there are currently negative aspects in public authorities, such as a significant level of corruption, public distrust of civil servants, and high staff turnover among them. This suggests that the strategy designed to motivate people in public administration is not being fully put into practice. This can be attributable to the state's inability to meet the needs of civil servants, the incomplete implementation of the legislative framework and the unsatisfactory economic situation, which results in low wages and a subsequent decrease in motivation to work and loss of interest in career progression.

Therefore, among the main tasks of the development of an effective civil service in Ukraine, with the aim of increasing the effectiveness of the practical implementation of state functions, is the development of a modern motivational mechanism for the activities of civil servants. The motivation system in the field of public service should harmoniously combine tangible and intangible means of influencing the

employee's personality, contribute to the creation of an internally coordinated system of organizational and psychological means of activating human resources, and implement this system at a high professional level. The relevance of the topic is also enhanced by Ukraine's desire for European integration; therefore, the development of the civil service should take into account the experience of improving the civil service in the European Union (Yaroshenko et al, 2023).

Many scientific works, including such scholars as Kornuta (2020), Ivanov (2021), Moroz (2021), Shevchenko (2021), Drozdovska (2023) are focused to this topic. The aim of this study is to analyze the concept of motivation, its key components, and its significance in enhancing the professional competence and career advancement of civil servants. It also explores the specific features of developing a motivational strategy within the civil service system and examines relevant international practices in this area.

2. Materials and Methods

Taking into account the set goal, tasks, object and subject of the research, a set of modern theoretical and methodological means of scientific knowledge of phenomena and social processes was used, which made it possible to ensure argumentation, reliability and scientific validity of the research. Among the general scientific methods, the method of analysis was used at all stages of the research. The use of system-structural and system-functional methods made it possible to find out the following: allowed us to find out the following: the term motivation, its structure and the function it plays in improving the professional competence and career growth of civil servants, as well as to identify challenges to work performance. The use of the formal-legal and logical-semantic method made it possible: to reveal the essential content and purpose of the motivation of civil servants, to study the peculiarities of the development of a motivational strategy in the public service organization. An analysis of foreign experience in this area was carried out using the comparative legal method.

A number of articles related to the research topic were also analyzed, such as "The influence of staff motivation on staffing of the State Treasury Service of Ukraine" (Stativka, Marchenko, 2019), "Motivational strategy of officials of state authorities and local self-government" (Pryimak, Antonenko, 2019), "Psychological methods of motivation for the professional development of civil servants of law enforcement agencies" (Kornuta, 2020), "Ways to improve the system of motivating the professional activity of local self-government officials" (Moroz, 2021), "Features of the motivational sphere of employees of state and commercial organizations" (Malimon, Glova, 2015), "Theoretical and applied principles of the development of the system of motivation of civil servants" (Shevchenko, 2021), "Current issues of stimulating the work of civil servants" (Ivanov, 2021), "Impact of servant leadership on public service motivation of civil servants: empirical evidence from Vietnam" (Tran, Truong, 2021), "The influence of servant leadership on job performance through innovative work behavior: does public service motivation matter?" (Vuong, 2023), "Using the influence of emotional intelligence on the motivation of personnel in developed countries: experience for the public service of Ukraine" (Tsygylkyk, Chursinov, 2023).

3. Results and Discussion

3.1. Motivation Models in the Ukrainian Civil Service

In the modern world of competing ideologies, rethinking values, and changing development vectors, a stable system of values and basic guidelines that will serve to preserve the state and society is needed more than ever. A citizen needs a sense of security, protection guaranteed by the state. The state needs loyal, proactive citizens who contribute to the development of the state, preventing it from sinking into the swamp of stagnation, constantly developing and improving. Such a system can become the system of selection and completion of civil service. If the stability and reproducibility of the system, its political neutrality, succession and predictability of actions are to be ensured, then the need to recognize the value system of civil servants in the process of performing their official duties, ensure the alignment of

their individual goals with the goals of the public service as a system, and motivational policy comes first, which ensures the efficiency of government employees' work and the efficiency of public administration (Yaroshenko et al., 2023).

The basis of quality performance of any tasks set before a person is his motivation. In management, motivation is the process of stimulating employees to perform effective activities aimed at achieving the company's goals. Since a person's labor activity is based on his needs and interests, the main ones of which are material, then in order to create long-term motives of a person to work, it is necessary to influence the development of his needs, personal interest and promote the disclosure of creative abilities. There are three types of motivation: material, moral, and administrative (Zagurska-Antonyuk et al., 2019).

In the field of public service, material motivation is represented by the salary of civil servants, which, according to the Law of Ukraine "On Public Service" (Verkhovna Rada of Ukraine, 2016), encourages them to perform effective, efficient, honest and proactive work and consists of:

- official salary;
- seniority allowances;
- allowances for the rank of civil servant;
- payments for additional workload in connection with the performance of the duties of a temporarily absent civil servant in the amount of 50 percent of the official salary of the temporarily absent civil servant;
- payments for additional workload in connection with the performance of duties for a vacant civil service position at the expense of saving the official salary fund for the corresponding position;
- premiums (if established).

The awarding of civil servants is carried out with the aim of materially stimulating highly productive and proactive work, increasing its efficiency, quality, interest in achieving its final result, and strengthening the personal responsibility of civil servants for assigned work or assigned tasks. A person's desire to improve his well-being necessitates an increase in labor input, and therefore, an increase in the quantity, quality, and effectiveness of work (Moroz, 2021).

Moral motivation in the functioning of the government and local self-administration are certain measures, the list of which is provided by the legislator and outlined in the Law of Ukraine "On State Service", they include:

- announcement of thanks;
- awarding a certificate, certificate of honor, other departmental awards of the state body;
- early assignment of rank in the manner specified by this Law;
- presentation for awarding with government awards and recognition with a government award (greeting letter, thank you, certificate of honor);
- submission to state awards (Serdyuk et al., 2023).

These incentives, although they do not entail a material reward, let the person understand that the state appreciates his achievements in the improvement of the economy, the state and society as a whole.

Administrative motivation in the civil service consists in the obligation of civil servants to observe official discipline and the rules of the internal official procedure. Their violation entails disciplinary, and in some cases, material responsibility (Malimon, Glova, 2015). In general, we can highlight the main issues of this question in the following table, where we clearly show the relationship between the forms of motivation we have analyzed, their advantages and main disadvantages (Table 1).

Table 1. Forms of motivation, their advantages and problems

Forms of motivation	Advantages	Problems in Ukraine
Material	- Improved productivity, which directly depends on income, and income depends on the results achieved. - A transparent payment system characterised by reasonable predictability of income. - Improved employee loyalty through competitive salaries.	- Failure to take into account labour market trends and low wages compared to the private sector. - Lack of income stability due to a significant share of allowances and bonuses. - Uneven pay between departments, which creates unfairness.
Moral	- Receiving acknowledgements, certificates and state awards increases the prestige of public service as such - Increases the level of trust in the organisation and promotes a faster sense of belonging to the organisation. - Is not a financially costly form of motivation.	- Lack of a unified systematic approach to moral incentives themselves. - Subjectivity in the awarding of rewards, which clearly reduces their value. - Has a relatively low impact on motivating employees due to lack of or insufficient funding.
Administrative	- Discipline is positively ensured thanks to clearly defined rules and responsibilities. - Encourages better compliance with work standards. - Contributes to improving the organisational culture within the institution.	- High level of bureaucracy, which has a negative impact on the initiative of civil servants. - Weak enforcement of sanctions and accountability due to high levels of corruption and nepotism. - Failure to comply with the principle of transparency when identifying violations.

Source: Own elaboration.

Therefore, we can conclude that despite the existence of certain legislative provisions, it is still too early to speak of maximum effectiveness of motivational mechanisms in Ukraine. Their effectiveness is generally reduced due to insufficient funding, including failure to take into account market trends for the same positions in the private and public sectors. Therefore, staff turnover and high levels of corruption are entirely logical. Another important problem is income instability due to variations in bonus payments, which demotivates civil servants. In turn, the lack of clear KPIs leads to unfair distribution of bonuses, which undermines trust in the system. Moreover, motivational monitoring itself is an issue that needs to be addressed immediately, given the need to analyse employee needs and the impact of the findings on the development of a comprehensive and effective motivation strategy. Of course, corruption and nepotism remain negative and quite significant problems, which are particularly widespread in government agencies and generally manifest themselves in unfair selection for positions and promotion.

In the context of the reform, the main problem that needs to be solved in Ukraine is the preservation of a stable value system of civil servants in the process of performing their official duties, ensuring the alignment of their individual goals with the goals of the public service as a system, and motivational policy that ensures the effectiveness of the activities of civil servants' employees and the efficiency of public administration (Pryimak, Antonenko, 2019). Also, reasons for doing something are connected to what we need, what we are interested in, what we like to do, and what we believe. Motives not only motivate a person to act, but also determine how this action will be carried out. Appreciating motives enables managers to understand the subjective reasons that guide people in their behavior (Tsygylkyk, Chursinov, 2023).

The inspirational approach in government bodies is founded on the examination of the circumstances and the preferred manner of communication between executives and their team members. Therefore, studying the implementation of the strategy in the public sector revealed the tasks that each manager must complete:

- reduce the level of staff dissatisfaction, improve motivation regulators;
- increase the level of satisfaction, strengthen the main motivators that will really increase the labor activity of employees;
- determine the level of needs of each employee, his interests and opportunities for satisfaction;

- to specify the types of labor activities that are needed by the public authority and which it is expedient to motivate;
- organize work in such a way as to convince the employee of the possibility of satisfying his interests with the available ones;
- for him, the expenditure of physical and moral strength, time and opportunity to reproduce his working capacity;
- align certain activities with a set of values and preferences;
- when hiring an employee, find out what his motives, interests, and value system are.

In order to form a positive attitude to work, it is necessary to create such conditions so that employees of public authorities perceive their work as a conscious activity, which is for them a source of self-improvement, the basis of their professional and official growth. The motivation system should develop a sense of belonging to the public authority. The right attitude to work and positive behavior are determined by the employee's value system, working conditions and incentives applied (Zaitseva, Samoilenko, 2019).

At the same time, the work results of people working for the government are affected by things that make them want to work well. These include how the company is run, the conditions they work in, how much they are paid, how they get on with their bosses and their colleagues, how much control they have over their work, whether they get promoted, whether their work is recognised and approved, how much responsibility they have, and opportunities for them to do creative and business-related work. The main form of implementation of a motivational strategy is stimulation, which acts as a tactic in this strategy: a technique, a means of achieving a goal. An important aspect in the implementation of this type of strategy is finding a balance between material and non-material motivation, which, by the way, are closely dependent (Hutsaliuk, Kubitskyi, 2025).

The effectiveness of any motivational strategy is its formation not in a "cabinet" way, detached from modern realities, but in close cooperation with those for whom, in fact, this strategy is being developed - with the object of the motivational strategy. The motivational strategy is used on an individual, group, and national scale. At the same time, the effectiveness of the motivational strategy increases when it is implemented (Yaroshenko et al., 2023). A motivational strategy consists in determining individual needs and creating an appropriate working environment for their satisfaction. Motivational influence in public authorities should be based on profound changes in the system of interests and incentives. The latter are the determinants, the use of which will allow effective management of motivational processes and, on this basis, to create conditions for improving the quality of service provision (Shevchenko, 2021).

In the context of the implementation of the motivational strategy of the public authority, legislative support is important. The source of the motivational strategy is the Law of Ukraine "On Civil Service", which regulates the issue of ensuring the motivation of employees. The focus of the content of the Law on ensuring the motivation of civil servants is related to the satisfaction of needs and the realization of motives that will ensure work efficiency. Motivation in this Law is both material and non-material in nature. Therefore, the state policy in the field of providing a motivational strategy in order to improve the efficiency of public administration, according to the law "On Civil Service", consists of:

- in creating the most favorable conditions for public service;
- in promoting the development of career aspirations of managers;
- ensuring that the civil service is interested in the content and process of work;
- in sufficient financial support.

The years 2022-2023 will be characterized by active updates to the regulatory framework, particularly in relation to military service under martial law, large-scale changes associated with digital transformation and the establishment of digital document administration and the facilitation of remote work prospects. These changes have partially altered the way in which the effectiveness of civil servants' work is understood and motivation is stimulated.

The year 2023 is also marked by amendments to the Law of Ukraine "On Civil Service", the key aspects of which are the specifics of bonus payments in view of the introduced martial law and ensuring

transparency in the calculation of allowances and the awarding of bonuses. These changes also included temporary approaches to awarding bonuses according to the annual review of performance (Yaroshenko et al., 2023).

The following changes, which were adopted quite recently but whose process began back in 2022 during the development of the Draft Law on Amendments to the Law of Ukraine 'On Civil Service' on the introduction of common principles for calculating the remuneration for public servants based on the grade of their positions (Verkhovna Rada of Ukraine, 2022). Only on 11 March 2025 was this Law "On Amendments to Certain Laws of Ukraine Regarding the Implementation of Unified Approaches to Remuneration of Civil Servants Based on the Classification of Positions" was adopted (National Agency of Ukraine on Civil Service, 2025). Within the framework of the amendments, it is important to note the following key updates, which will come into force on 1 January 2026 and will provide for the implementation of the new framework and structure of civil servant salaries. Among the major accomplishments of the introduction of this Law is that, during its implementation and classification of positions, it will be possible to easily compare the level of remuneration in the civil service and in the Ukrainian market as a whole. Accordingly, the official salaries of civil servants will be revised. This also applies to issues of motivation and additional financial incentives (Kuchuk, Zhylnikova, 2024).

In the potential future, this will significantly affect the status of the state as a reliable and competitive employer in the labour market. In accordance with the new provisions, salaries will consist of two parts: a fixed salary (i.e. fixed remuneration and basic remuneration, namely the official salary, seniority allowance and rank allowance) and variable remuneration (including a monthly bonus, which, according to the prescribed standards, may not exceed 30% of the official salary; a quarterly bonus, which may not exceed 90% of the basic salary; and a bonus based on the results of an annual assessment) (Verkhovna Rada of Ukraine, 2025).

Motivational mechanisms are also formed by subordinate regulatory legal acts, for example, Resolution of the Cabinet of Ministers of Ukraine No. 106, 2016 (as amended), which contains details of the main motivational mechanisms, with particular attention paid to the procedure for paying bonuses and allowances. At the same time, it is also important to note the Concept for Reforming the Remuneration System for Civil Servants (The Cabinet of Ministers of Ukraine, 2016), which in turn became the basis for updating motivational mechanisms, providing for a transition to a transparent remuneration system, where 70% of the salary is the basic salary and 30% is bonuses and allowances. Moreover, this Concept became the basis for further updates and improvements to the remuneration and motivation system.

Despite the legislative changes, attention should also be paid to initiatives from the NACP, the Secretariat of the CMU, and EU4PAR on a new remuneration and integrity system in the context of post-war civil service reform. Of course, no specific draft laws have been officially registered at this stage, but they aim to improve the situation by strengthening the motivation of civil servants. Such initiatives include the introduction and regulation of motivational monitoring (which will be discussed further below) and a structure with a primary focus on competence development, internal mobility, etc. (an initiative of the CMU), the definition of specific criteria for bonuses to avoid subjectivity, as well as direct integration with the HRMIS (Human Resource Management and Payroll Information System) project, which aims to streamline the automation of payments and performance appraisal of civil servants. It is important to note that this project is not fully operational, and therefore, although the introduction of KPIs in 2023 is a step forward, this aspect is considered a hindrance due to the lack of clarity of the evaluation criteria and the lack of automation.

In particular, back in 2023, the NACP made a number of efforts to strengthen anti-corruption measures by clearly defining bonus criteria in order to prevent abuse of official position. An initiative was also launched to address conflicts of interest in determining incentive payments and how to avoid direct violations (National Agency on Corruption Prevention, 2024). At the same time, with the support of the EU4PAR programme, new approaches to the remuneration of civil servants are being developed, including recommendations on a bonus system, pay scales and transparency of the bonus fund. These

initiatives are generally based on the generally accepted principles of transparency, objectivity, integrity and competitiveness. (EU4PAR2, 2025)

However, returning to the current situation the remuneration of civil servants does not meet the requirements set for them by society and the state, because civil servants must not only be familiar with the current legislation of Ukraine, but also possess a whole set of skills (communication skills, leadership, analytical skills, etc.), mostly have work experience, as well as positive evaluations of the results of activities, speak one of the European languages, etc. Basically, the latest ways of implementing a way of motivating people involve sorting out what people want based on what everyone involved in the service provision process wants. For an individual civil servant, this means an increase in wages, professional growth, social protection, etc. The presence of different motivations allows structural consideration of individual factors as components of the overall management mechanism.

So, for example, in modern conditions, the organization of payment of labor must ensure a direct connection between the measure of the employee's work and the measure of the received monetary reward. These are the motivational conditions that will allow him to work taking into account his needs in choosing a professional activity, the field of activity, the nature and content of work, and the level of his payment. The success of the motivation strategy will be determined by how well the state authority's key objectives are achieved at the expense of staff motivation (Stativka, Marchenko, 2019).

At the same time, ensuring the implementation of an effective motivational strategy of a public authority is a very complex and specific process. Motivation can have a dual effect on employees: motivating and demotivating. An ineffective motivation system can cause employees: dissatisfaction, which always causes a decrease in labor productivity, a drop in quality, and a violation of discipline. Therefore, the motivational strategy of the state authority is not fully implemented.

For an effective mechanism for increasing the motivational potential of employees in the context of identifying their needs, it is advisable to implement and use in the field of public service motivational monitoring - a system of constant observation and control of the state of motivation of diagnosing and assessing labor activity in terms of its dynamics is essential for making informed management decisions that will enhance the efficiency of public authority operations (Drozdovska, 2023).

The introduction of motivational monitoring in the field of public service is urgent, because today the study of the needs, interests, and motivational orientation of personnel is carried out sporadically and extremely superficially in Ukraine. Under such conditions, the existing systems of material and non-material motivation are doomed to low efficiency. In order for the motivational process to be manageable, it is necessary to create certain prerequisites, in particular, to have complete and reliable information about the object of management; constantly have an idea about the state and dynamics of the motivational orientation of the staff; carefully monitor the socio-economic consequences of management decisions and be able to predict them (Kornuta, 2020).

3.2. International Experience in Civil Service Motivation

Turning to the international experience of eradicating corruption, you can use the experience of Singapore, because corruption in this state was the norm of life. In order to eradicate corruption, Singapore implemented the following administrative reforms: it attracted the most talented citizens to work in the state apparatus, made the salaries of the highest-ranking civil servants equal to the salaries of their colleagues from the private sector, and established severe penalties for corruption, the membership of which was determined by collateral phenomena. Thus, by improving the quality of the administrative apparatus due to the attraction of talented youth, good financial support and strict measures against corruption, the country was able to overcome this negative phenomenon. Implementation of this experience could be very useful for our state. Corruption in combination with other negative phenomena (staff turnover, weak financial support, incomplete implementation of social guarantees) lead to the loss of prestige of the civil service.

Great Britain, faced with this situation, got out of this negative situation by providing employees with a decent standard of living. The state apparatus in Great Britain began to enjoy significant benefits and received high wages. These factors determined the prestige of work in state structures and the responsible attitude of managers to their official duties. Since the mid-1980s, a new salary system was introduced, the essence of which was to establish the dependence of the level of remuneration on the volume and quality of the work performed (Tran, Truong, 2021).

The English system of promotion is marked by rigidity at all levels. The possibilities of transition from one institution to another are very limited. Great importance is traditionally attached to the seniority of officials in the ministerial hierarchy, and not to their professional merits. In Great Britain, civil service matters are regulated by statutory acts (statutes, acts of delegated legislation) and sources of common law (constitutional customs and judicial precedents). Since the mid-1980s, the salary structure of civil servants was reformed in order to increase material incentives. An important legal norm for British managers is the laws that ensure the funding of civil servants – Ministerial and Official Salaries Act 1975 and Appropriations Act 1996. (Vuong, 2023; Ansori et al., 2024).

Financial support plays an important role in the motivation system of civil servants in developed countries. The experience of neighboring Poland confirms this thesis. The formed system of motivation for a public service employee consists of: the basic remuneration provided for a given position, its amount is set using the scale determined for the employee by the general director of the institution within the limits outlined by the order of the Chairman of the Council of Ministers, or the so-called basic quota determined every year in budget laws; allowances for long-term work, i.e. allowances for length of service, which are assigned by employees in accordance with the provisions of the Code of Labor Laws; the remuneration of a civil service official also includes a civil service allowance with a specified title of meritorious service level (rank). The legislative framework for legal regulation also includes the 2008 Civil Service Act, which covers key aspects such as remuneration (basic pay and seniority allowance), as well as the Prime Minister's Decree, which sets the annual basic remuneration quota (Mosora, 2018).

The Western practice of ensuring the career development of civil servants is very interesting. In the United States, most officials are promoted according to the principles of the merit system – the selection of the best candidates for promotion in competitive exams, as well as on the basis of an annual evaluation of their official performance. Each civil service institution has its own promotion plan. If there are no candidates for a certain position from your institution, an open competition is announced (Vuong, 2023). The legal basis for this issue is provided by the following key legislative acts, such as: Federal Employees Pay Comparability Act 1990 (Congress, 1990), which regulates bonuses and base salaries, with a focus on taking into account the specificities of the private sector and annual salary reviews based on the labour cost index; Code of Federal Regulations (5 CFR), which contains the basics of promotion regulations and criteria for calculating bonuses (Office of the Federal Register, 2025). For example, Performance-Based Pay Adjustments link bonuses to the results of annual evaluations. Civil Service Reform Act, which introduced principles and a merit system, including competitive selection for positions and overall merit assessment for promotion (Congress, 1978).

A feature of the career development of French managers is the provision of interrelationship between promotion and appropriate training. Appointment to management positions at any hierarchical level must be accompanied by confirmation that the candidate has undergone or will undergo training related to the performance of professional duties in the position. The stability of the career of a French civil servant is based, firstly, on transfers based on years of service, and secondly, on the guarantee of the civil servant's employment during career advancement (Al-Tkhayneh et al., 2019; Mykhailovska, 2020).

French civil service legislation stipulates that the official salary of a civil servant is a certain element of status, a means of livelihood, his reward for qualification. The Law on the General Status of Officials dated October 19, 1946 established the following remuneration structure for French civil servants: salary, family allowance, housing allowance, bonuses, payment of another position. Salary in French law depends only on the rank of the position. The minimum official salary is 120% of the subsistence minimum. It is also worth mentioning such subordinate regulatory acts as Decree No. 82-624 (which establishes the

procedure for awarding bonuses and allowances for length of service (indemnité de sujétion) and Decree No. 2008-1533, which regulates compulsory training for career advancement (Al-Tkhayneh et al., 2019).

The main regulatory act regulating the activities of German officials is the Federal Law on Officials of 1971. From the point of view of motivation, this law is focused on material stimulation officials which consists of basic salary, territorial allowance, allowance for children, seniority, and rank. The size, structure and dynamics of payments are recognized by a special law on payment (Virgiawan et al., 2021). The system of promotion in the service of German civil servants is built on two principles: increasing professional competence and successive promotion from one degree to another. Exclusions from such a system are possible only with the permission of the Federal Personnel Commission, which monitors exceptions in career advancement. Equally important is the Law on Remuneration of Civil Servants, which in turn aims to detail the dynamics of payments and determine their amount. It also regulates the payment of bonuses for individual achievements. In general, the motivational tools and results of their use by foreign colleagues can be reflected in the comparative Table 2 below, which was compiled based on our analysis and the above data.

Table 2. Motivational tools and results from their application among foreign colleagues

Country	Motivational tool	Results
Singapore	- Labor market assessment, adaptation of salaries to relevant positions in the private sector. - Strong anti-corruption policy and corresponding tough measures. - Open competitions for public positions, which in turn attracts young people.	- Overcoming corruption in the public sector - Significant productivity and efficiency of the public sector and its employees - Increased prestige of public service
Great Britain	- High dependence of wages on performance and quality of work – resulting from the wage reform carried out in the 1980s. - A wide range of social guarantees and benefits. - Legislative regulation (Ministerial and Official Salaries Act 1975, Appropriations Act 1996).	- Increased prestige of public service - Presence of a zone and level of responsibility for civil servants. - Low staff turnover.
Poland	- Clear financial remuneration commensurate with the position held. - Allowances for rank and length of service - An annual basic quota set by the Budget Law.	- Guaranteed stability of income for civil servants. - A transparent system of incentives and bonuses. - Continuous improvement of professional competence.
USA	- An annual performance appraisal system, competitive selection for positions, and a merit system. - Coordinated promotion plans in each individual government agency. - The legislative framework is provided by the Federal Employees Pay Comparability Act of 1990.	- Ensuring objective and transparent career growth. - Reduced level of subjective assessment during promotion. - High competition for positions.
France	- There is a direct link between career advancement and training for a new position. - There is a range of employment guarantees until retirement age. - Salaries, bonuses and family allowances are regulated by the 1946 Law on the General Status of Civil Servants.	- Guaranteed stable career. - Highly qualified civil servants. - Low staff turnover.
Germany	- Compliance with the sequence of promotion of civil servants. - Issues of salary, allowances for length of service, rank and children are regulated by the Federal Civil Service Act of 1971.	- Clear hierarchy for career advancement. - Professional competence in line with the position held. - Low level of corruption.

Source: Own elaboration.

Therefore, based on the analysis, we can conclude that the countries outlined above have clear mechanisms for regulating motivational aspects of labor, which are transparent and entirely predictable. This

international experience demonstrates the importance of clear legislative regulation of motivational mechanisms, in particular through laws on remuneration and promotion. For example, in France and Germany, laws describe the salary structure in detail, while in Ukraine, CMU Resolution No. 106 (2016) is less specific, which contributes to a certain degree of subjectivity. We hope that the newly adopted amendments to the Law of Ukraine "On Civil Service", which will come into force on 1 January 2026, will radically change this situation. Moreover, we note that both the United Kingdom and the United States focus on performance-based pay, which is partially implemented in Ukraine through KPIs, but without proper automation (HRMIS) as of now. Special attention is paid to good financial support and social guarantees too.

However, we must note that Ukraine has partially adopted international experience, which can be seen in competitiveness of recruitment to civil service appointments, which is established by law. Since 2016, competitions have become mandatory for most positions, which partially reflects the American merit system. The experience of France could have a positive impact on the motivation of civil servants, particularly through compulsory systematic training for further career development. As of now, no such decisions have been taken in Ukraine, but such a step could significantly change the situation (Ortina et al., 2023).

Poland's experience with salary unification and reducing the percentage of bonuses has been partially implemented in the newly adopted amendments to the Law of Ukraine "On Civil Service", which will come into force on 1 January 2026. At the same time, the annual base quota for salaries does not apply due to budget constraints. The issue of introducing Performance-Related Pay, similar to the British system, remains quite relevant. It is being considered as part of the labor remuneration reform but is being held back by a lack of clear KPIs and funding. At the same time, a fairly accurate and defined hierarchy for the promotion and reduction of assessment points for individual subjects in appointments, similar to that in Germany, is being considered as part of the latest changes, but we consider its implementation at all levels to be problematic due to weak funding and the prevalence of nepotism as such. The fight against corruption and nepotism is a very widespread and pressing issue in Ukraine today in all spheres of society. It therefore requires time and thorough work (Sereda et al., 2024).

So, Ukraine, taking into account the European and world experience in the field of legislation and not only, adding its own national experience would be able to improve public administration. That is why we propose to focus the state's efforts on key aspects such as implementing and monitoring the results of clearly defined salaries in accordance with the latest changes, introducing mandatory systematic training for career advancement, conducting active anti-corruption measures following the example of Singapore, and introducing Performance-Related Pay within the framework of the initiatives outlined by the NACP and EU4PAR. The final implementation of HRMIS for automating the assessment and monitoring of motivation also remains important.

It is also necessary to strengthen the job differentiation of salaries, while taking into account the level of responsibility of managers. Despite the great importance of material support, there are a number of ways that also encourage civil servants to improve the efficiency of their work. Improvement of the organization, involvement of personnel in the management process, moral stimulation, striving for career achievements (Saputra et al., 2020). The last method is especially popular and developed abroad. A career is understood as the gradual promotion of an employee through the official ladder, a change in qualification opportunities, skills, abilities and the amount of rewards associated with his activity. The motivational strategy, which aims to improve the efficiency of civil servants' work, should be established by legislation. Having declared its European choice, Ukraine is forced to harmonize its legislation with European legislation.

3.3. Reflections on Motivation Dynamics

The international experience outlined above highlights the importance of both external and internal motivators. These insights can be further interpreted through the lens of key motivational dynamics.

Stimulation of work involves the creation of conditions under which active work gives certain results, becomes a necessary and sufficient condition for satisfying the significant and socially determined needs of a civil servant, and the formation of motives for work. The needs, as well as the interests and abilities of the civil servant, should be the basis upon which incentives are determined. Employees are motivated by a conscious choice to act in a certain way, influenced by a combination of external incentives and internal motives. Motivation affects the productivity and focus of civil servants on achieving organizational targets.

After researching the issue of motivation, it is possible to generalize and note the main problems of work motivation. Employee behavior is influenced by internal (needs, interests, values) and external motivators (influences external to the employee, economic and non-economic methods of motivation). This gives rise to one of the most important problems, namely the ratio of internal and external motivation. In practice, it is almost impossible to distinguish the influence of only internal or external motives, they are in interaction. The manager's task is to generate internal motivation through external motivation, which is the main driving force.

One can only guess about the motives of an individual's behavior. It is necessary to observe for a long time and study the motives that really affect a person. Depending on the specific situation, the needs of a person change, which can lead to an unexpected reaction of employees to the motivating influence of the manager. The strength of motives, their stability, structure are unique for each person and affect their behavior in different ways. What is effective for motivating one person may not be effective for another (Wahyudi et al., 2020). The lack of an unequivocal relationship between motivation and the final results of the activity is due to the fact that the results of work are influenced by many other factors, such as, for example, the qualification of the employee, his professional abilities and skills, the correct understanding of the assigned tasks, the external environment, etc (Ivanov, 2021; Semenets-Orlova et al., 2022).

The ambiguity of the relationship between motivation and work results creates a serious management problem: how to evaluate the work results of an individual employee and how to reward him? If the level of reward is linked only to work results, it will demotivate an employee who received a slightly lower result, but put in more effort. On the other hand, if you reward an employee without fully taking into account the actual results of his work, it may be unfair to other employees whose work productivity is higher. Managers should remember that such problems arise quite often in practice, and their solution requires a complex approach. Taking into account the above, it can be concluded that solving these problems of work motivation will ensure to raise the awareness level of civil servants to work more efficiently, strive for higher qualifications and professionalism, and achieve high results in their work.

Conclusions

The implementation of an effective mechanism for boosting productivity of employees in the area of public service and taking into account their needs indicate the creation and implementation of motives for work as incentives that encourage subordinates to be active. The motivational mechanism should contribute to overcoming the alienation of employees from the work process and encourage them to achieve better results, especially considering their importance for the public authority as a whole. The system of motivating personnel in the field of civil service should be aimed at developing the creative potential and abilities of civil servants, their creativity, initiative and communication skills. Effective motivation should encourage civil servants to achieve maximum results in their work, think creatively and work with great enthusiasm and interest in achieving high final results of the activities of public authorities.

The state policy of providing a motivational strategy is aimed at creating favorable conditions for working in the public service, developing career opportunities, maintaining interest in work, as well as ensuring a decent financial condition of employees. However, the remuneration of civil servants does not always correspond to their duties and requirements set before them by society and the state. The formation of new approaches to the motivational strategy includes the classification of motives based on the coordination of the interests of all participants in the process of providing services, including salary

increases, professional growth, social protection and other motivational factors. This approach allows considering motivation as an integral part of the overall management mechanism.

During the implementation of the motivational strategy, there is objectively a need to create a scientifically based motivational mechanism in the field of public service, which is able to increase the interest of employees in productive and quality work with the help of effective tools, contribute to increasing their competitiveness and stimulate a qualitative renewal of the approach to work. At the same time, it is useful to use the tools of the motivational mechanism, which combine the goals and results of the personnel's activities for the implementation of goal-oriented motivation for their highly productive work. In general, improving the motivational strategy in the civil service is an important element of improving the efficiency of public administration in Ukraine. European legislation defines motivational elements that contribute to increasing work efficiency. Special attention is paid to good financial support and social guarantees. Ukraine, taking into account the European and world experience in the field of legislation and other areas, can use this experience to improve the public administration system.

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