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Assessment of the motivation level of Ukrainian civil servants in wartime conditions and strategy for its improvement

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***Abstract**:* This study examines the motivation level of Ukrainian civil servants under wartime conditions, identifies key challenges, and develops strategic approaches for its improvement. A survey of 435 civil servants from Lviv Oblast was conducted to assess the impact of age, gender, and professional factors on motivation levels. The findings indicate that Generation X (aged 36–45) demonstrates the highest motivation levels, whereas younger professionals, particularly Generation Z, exhibit lower engagement in their work. The analysis revealed significant differences in motivation between various categories of civil service positions and underscored the substantial impact of wartime conditions on employees' emotional well-being and overall efficiency. To assess motivation levels, the Job Demands-Resources (JD-R) model was applied, enabling an evaluation of the relationship between job demands, available resources, and employee engagement. The results confirm that job stability, workplace safety, and social security are critical motivational factors in crisis conditions. Simultaneously, professional development, leadership support, non-material incentives, and organizational culture remain decisive in enhancing the performance of civil servants. Strategic approaches to improving motivation are proposed, including financial incentives, career development opportunities, workload optimization, psychological support, and digitalization of human resource management processes. The role of digital technologies in enhancing productivity and adapting motivational strategies to a dynamic environment was also examined. A comparative analysis of motivational systems in Ukraine and EU countries was conducted, identifying best international practices that can be adapted to the Ukrainian context. Special attention was given to non-material incentives, which contribute to greater employee engagement and effectiveness. The findings of this study can be applied to enhance human resource management mechanisms in the public sector, ultimately strengthening the resilience of the civil service in crisis conditions. The research holds both theoretical and practical significance, as it defines optimal methods for motivating civil servants under stressful circumstances, lays the groundwork for improving public personnel policy, and integrates international best practices in human resource management.

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Introduction

The ongoing reform of public administration is increasingly focused on enhancing the efficiency of civil servants (Podolchak et al., 2024). A key factor in this process is the development of an effective system for motivation and personnel incentives. The experience of European Union countries demonstrates that well-structured motivational mechanisms not only improve the performance of public administration but also enhance public trust in government institutions. Adequate working conditions and comprehensive professional development support provide a solid foundation for the stable functioning of state institutions.

In the current context, the civil service frequently faces economic and political crises, as well as external threats, making employee motivation even more critical. The ability to maintain high levels of professional engagement directly influences the quality of governance. Given the multidimensional nature of motivation, it is essential to consider age- and gender-specific factors, economic and socio-psychological influences, and potential external pressures. Under wartime conditions in Ukraine, the motivation of civil servants has become a top priority. Team cohesion and commitment ensure the timely and effective response of public institutions to emerging challenges. However, economic and political instability increases the risk of anxiety and professional burnout, complicating the effective fulfillment of official duties and hindering the development of the public sector.

European experience offers various approaches to fostering and maintaining civil servants' motivation, including salary system improvements, career development opportunities, and psychological tools to reduce stress levels. Such a comprehensive approach facilitates the identification of optimal incentive mechanisms and the development of a resilient human resource base capable of responding efficiently to contemporary challenges.

The theoretical significance of this study lies in the development and refinement of a methodology for the comprehensive assessment of civil servants' motivation, considering its multifaceted nature. The proposed approach broadens the scientific understanding of how psychological, social, and organizational factors influence the formation of motivational attitudes and enables the identification of effective strategies for strengthening the human resource potential of the civil service.

1. Literature review

Motivation is commonly understood as a dynamic process that drives an individual to engage in various activities (Davidov, 2024). It is not limited to external coercion

but involves the actualization of goals that hold subjective significance for the individual (Davidov, 2023). Motivation can be defined as a state of readiness to exert significant effort to achieve organizational goals, driven by the expectation that such efforts will satisfy specific personal needs (Robbins, 1993).

An effective motivational system is not solely based on control and sanctions but rather on creating conditions that enable employees to recognize the significance of their assigned tasks. This approach fosters intrinsic engagement, ensuring that high performance is achieved not through fear of punishment but through an understanding of one's role within the organization and the alignment of institutional objectives with personal values and beliefs (Deci and Ryan, 2000).

Motivation is viewed as a system of processes that stimulate, direct, and sustain human activity in pursuit of defined goals. It is also interpreted as an expression of determination and perseverance in fulfilling assigned tasks (Suciu et al., 2013). In the public sector, motivation represents a set of measures aimed at addressing and satisfying the specific needs of civil servants to enhance their work efficiency. Well-motivated civil servants tend to exhibit greater engagement in institutional activities, increased productivity, and stronger commitment to their organizations while demonstrating professionalism and courtesy in their interactions with citizens (Suciu et al., 2013).

The effectiveness of public institutions largely depends on cohesive teamwork and the high productivity of personnel. Even in an era of extensive automation of administrative processes, diligence, professionalism, and enthusiasm remain crucial determinants of government efficiency. The implementation of innovative motivational methods in the civil service enhances the quality of decision-making, strengthens public trust in government institutions, and improves overall administrative effectiveness (Hitka et al., 2019).

The structure of motivation in the civil service integrates professional aspirations with a strong commitment to serving the public good and a heightened sense of responsibility in decision-making and policy implementation. This synthesis of personal and public motives underscores the societal mission of civil service and distinguishes it from other professional domains (Vandenabeele, 2007).

The desire to contribute to national and community interests is a defining characteristic of civil servants' motivation, as personal interests often become secondary (Ding and Wang, 2023). This public service motivation is rooted in altruistic aspirations to work for the benefit of society, the nation, or humanity (Rainey and Steinbauer, 1999). The combination of individual professional goals with socially significant objectives fosters a high level of commitment and a willingness to implement principles of social justice in practice (Perry and Wise, 1990; Perry, 1996; Perry et al., 2010).

Research has shown that clear yet challenging and attainable tasks significantly enhance job engagement and increase the motivation of civil servants (Wright, 2007). A high level of motivation is directly linked to job satisfaction and a positive attitude toward professional responsibilities. Conversely, a lack of

motivation leads to lower engagement and decreased productivity (Breaugh et al., 2018; Bakker, 2015).

Enhancing the performance of public sector employees largely depends on their satisfaction with external incentives, primarily financial rewards and career development opportunities. An effective career growth system is based on recognition of achievements, monetary incentives for high performance, and the provision of opportunities for professional learning, skill enhancement, and career mobility (Bossaert, 2003; Ciobanu and Armenia, 2015).

Motivational mechanisms in the civil service are closely linked to professional dedication, job security, job satisfaction, and a sense of societal contribution (Bullock et al., 2015). Several managerial factors, including leadership style, experience, organizational culture, and strategic orientation, play a key role in enhancing civil servants' performance (Boyne, 2003; Wright et al., 2012).

Public service motivation is recognized as a distinct form of intrinsic drive, where personal engagement is shaped not solely by material benefits, status, or career advancement but by the desire to contribute to the well-being of society. This motivation is characterized by a unique combination of professional aspirations and a commitment to public service, forming a solid foundation for the development of highly qualified professionals dedicated to national progress and community development (Ryan and Deci, 2000).

Motivation has an indirect impact on the overall effectiveness of an institution, as it determines the quality of task execution by civil servants (Radhi et al., 2025). This underscores the significance of individual productivity as a key mechanism linking the motivational component with final performance indicators. While enhanced motivation significantly improves efficiency metrics, the ultimate outcome largely depends on the extent to which civil servants can channel their intrinsic drive into a tangible productive contribution. Therefore, within the framework of effective public sector management, it is advisable to strengthen motivational components while simultaneously improving task execution quality, as both factors are equally crucial for achieving the strategic objectives of public institutions. Given the specific nature of civil servants' motivation, the development of the Job Demands - Resources (JD-R) model is one of the key approaches to studying the motivation and psycho-emotional state of public sector employees (Bakker and de Vries, 2020); Borst and Knies, 2023). In recent years, numerous theoretical approaches have been formulated to explain well-being and efficiency in public service, particularly in the context of employee engagement and professional burnout. Among them, the JD-R model stands out as one of the most effective frameworks, as it integrates various stress and motivation analysis concepts within the work environment. It reveals both negative consequences of excessive demands and factors that promote employee engagement and positive work energy (Tummers and Bakker, 2021).

The model is based on categorizing workplace characteristics into two dimensions: demands, which require additional effort and consume resources; resources, which support goal achievement and foster development. Job demands encompass physical, psychological, social, and organizational factors that require substantial

effort and lead to energy depletion, whereas resources facilitate goal attainment, stimulate learning and development, and mitigate the negative impact of excessive demands. The JD-R model describes two interrelated processes: the exhaustion process, which explains how excessive job demands deplete physical, emotional, and cognitive resources, leading to stress, burnout, and health issues; the motivational process, which demonstrates that the availability of sufficient job resources satisfies fundamental psychological needs, enhances engagement, and stimulates creativity, ultimately having a positive impact on institutional performance (Albalá-Genol et al., 2023). One of the primary advantages of the JD-R model is its universality, allowing it to be adapted to various work environments, regardless of industry or professional domain. The interaction between job demands and resources implies that resources not only directly affect employee motivation but also buffer the negative effects of excessive demands. With adequate support, even high job demands can contribute to increased employee engagement (Bakker et al., 2023).

Particular attention is given to the relationship between job characteristics and personal resources, such as optimism, intrinsic motivation, and resilience. Employees with high levels of personal resources are more likely to receive necessary support, enabling them to effectively overcome challenges and withstand stress. The combination of external and internal resources creates a positive feedback loop: engagement fosters the adoption of proactive strategies for adapting the work environment, including the concept of job crafting, which allows employees to optimize job demands and resources in alignment with their individual needs and competencies (Wrzesniewski and Dutton, 2001).

Burnout emerges as a distinct phenomenon, significantly different from typical workload-related stress. Early versions of the JD-R model focused primarily on analyzing the precursors of burnout, identifying two main mechanisms of its development. First, prolonged exposure to excessive job demands that limit opportunities for recovery gradually depletes energetic resources, leading to increasing fatigue. Second, a lack of resources required to meet job demands and achieve professional goals encourages avoidance behavior. The expanded version of the JD-R model incorporates elements of work motivation and performance, offering a deeper understanding of the interaction between high job demands and burnout development (Zhang et al., 2025).

Studies indicate that certain job demands contribute to the emergence of symptoms such as emotional exhaustion and depersonalization, while the presence of resources that satisfy basic psychological needs-autonomy, relatedness, and competence-enhances employee engagement. Job demands and resources serve opposite functions; while high demands requiring significant effort can lead to fatigue, psychosomatic issues, and recurring stress-related injuries, resources function as a driving force that sustains motivation.

The JD-R model also highlights the importance of job resources, particularly resilience and career development opportunities, which play a crucial role in enhancing civil servants' motivation. These resources contribute to high levels of engagement even in the face of substantial workload demands. Career opportunities

are conceptualized as a combination of educational and professional programs offered by organizations. Research suggests that employees who are provided with a broad range of professional development opportunities through exposure to diverse tasks exhibit increased engagement. This is attributed to their confidence in their ability to continuously improve skills and advance professionally through organizational initiatives (Park and Ha, 2024).

The JD-R model serves as a robust framework for assessing the factors influencing employee well-being, allowing for an analysis of the relationship between public service motivation and perceived workforce shortages (Kim et al., 2025). The job demands-resources theory in the public sector provides a comprehensive system for examining the interconnections between workplace characteristics, employees' psychophysiological states, and their professional effectiveness. Given its ability to account for both the negative and positive aspects of working conditions, the JD-R model remains a powerful tool for designing interventions aimed at improving employee well-being and optimizing motivation. The expectancy theory defines motivated behavior as goal-directed activity, emphasizing the importance of conscious choice among multiple alternatives (Vroom, 1964). According to this concept, an individual's actions are based on the belief that effort exerted will lead to a specific level of performance, and the resulting outcomes will significantly impact both career growth and overall organizational effectiveness (Van Eerde and Thierry, 1996).

In the context of civil service, this model is particularly relevant, as employees who recognize the significance of their contributions toward achieving strategic objectives are more willing to embrace challenges and exhibit high levels of engagement. The understanding that each effort contributes to positive change fosters an environment of mutual respect and support, encouraging the continuous improvement of professional skills. The application of expectancy theory in public administration facilitates the creation of conditions where civil servants feel valued and perceive a direct impact of their work on the fulfillment of institutional objectives. Employees are given the opportunity to assess their resources and make informed decisions that optimize performance, ultimately fostering responsibility, job satisfaction, and a positive public perception of government institutions.

A transparent connection between effort, achieved results, and rewards is a critical factor highlighted in Vroom's expectancy theory (Suciu et al., 2013). Establishing clear and coherent expectations is essential for translating intrinsic motivation into tangible productivity gains in the public sector. Thus, expectancy theory serves as a powerful tool for designing motivational strategies that stimulate professional activity among civil servants. Its application optimizes human resource management, creating a work environment in which each employee recognizes their role in achieving collective goals, thereby ensuring the sustainable development of public institutions.

The self-determination theory (SDT) distinguishes itself through its continuum-based approach, where motivation is understood as a spectrum of self-determination (Vandenabeele and Breaugh, 2025). SDT represents a powerful framework for

analyzing and enhancing civil servants' motivation, as it incorporates natural human tendencies toward self-improvement and the integration of personal identity into professional roles (Salim et al., 2024). This approach shifts the focus beyond external incentives to intrinsic motivational mechanisms, which are essential for effectively addressing complex public service challenges.

In public administration, it is crucial to establish conditions that allow each employee to make independent decisions and manage their responsibilities autonomously. Providing autonomy fosters professional competence, enhances job interest, and develops deep intrinsic motivation, enabling employees to effectively tackle administrative challenges. The social environment within public institutions also plays a vital role in stimulating motivation. Creating opportunities for knowledge-sharing, teamwork, and professional development promotes personal growth and organizational efficiency. Employees who feel supported and see opportunities for advancement demonstrate greater determination and resilience in achieving organizational objectives.

The development of specialized training modules based on SDT principles can be an effective strategy for optimizing public administration performance (Ryan and Deci, 2000). Such programs may include workshops, seminars, and coaching sessions aimed at enhancing autonomy, strengthening team collaboration, and fostering professional growth. Integrating self-determination principles into motivational systems supports personal development and contributes to improving the overall quality of public service delivery.

The JD-R model is particularly relevant for Ukraine during wartime, as civil servants' motivation is a key factor in ensuring the stability and efficiency of public institutions. Amid increased demands, which involve heightened responsibility, psychological strain, and the necessity to address multiple challenges simultaneously, this model serves as an essential tool for analyzing and improving the work environment. The application of the JD-R model not only helps identify stress zones but also enables the development of specific interventions to optimize working conditions. These measures include redistribution of workload, improvement of feedback mechanisms, and enhanced access to key resources, such as transparent procedures, competitive compensation, career advancement opportunities, and collaboration with external stakeholders. Such initiatives contribute to increased employee engagement, improved organizational performance, and reduced risk of burnout. A personalized approach to implementing these measures, tailored to the specific characteristics of civil service work, can not only reduce stress levels but also enhance overall efficiency and job satisfaction, which is crucially important in crisis conditions.

2. Research methodology

A survey was conducted using a Google Forms questionnaire, encompassing 435 civil servants employed in various localities of Lviv Oblast, Ukraine. Lviv Oblast

was selected for the study due to its strategic significance-as an important administrative, economic, and cultural center of Western Ukraine, it provides a more stable environment compared to frontline regions. This stability allows for a focus on structural motivational factors rather than solely on the impact of the ongoing war. Additionally, the availability of necessary contacts and support from local administrative bodies facilitated high-quality data collection.

The majority of respondents reside in Lviv (271 respondents), while others are from Zolochiv (47), Drohobych (37), Stryi (29), Yavoriv (22), Chervonohrad (18), and Sambir (11), ensuring representation from both large and small cities. The distribution of respondents by civil service category and gender was as follows: Category B (Women – 118; Men – 49) : Women: Generation Z (under 25 years) – 2; Millennials (26-35 years) – 14; Generation X (36-45 years) – 43; Baby Boomers (46-55 years) – 32; Baby Boomers (over 55 years) – 27. Men: Generation Z (under 25 years) – 1; Millennials (26-35 years) – 12; Generation X (36-45 years) – 12; Baby Boomers (46-55 years) – 11; Baby Boomers (over 55 years) – 13.

Category C (Women – 221; Men – 47): Women: Generation Z (under 25 years) – 16; Millennials (26-35 years) – 36; Generation X (36-45 years) – 77; Baby Boomers (46-55 years) – 53; Baby Boomers (over 55 years) – 39. Men: Generation Z (under 25 years) – 4; Millennials (26-35 years) – 21; Generation X (36-45 years) – 14; Baby Boomers (46-55 years) – 4; Baby Boomers (over 55 years) – 4.

Motivation Assessment Scale

To evaluate motivation levels, a 5-point scale was applied: very low motivation – complete lack of interest in job responsibilities, negative attitude toward work; low motivation – partial interest in work, lack of initiative, and high likelihood of burnout; moderate motivation – completion of tasks at an acceptable level but without enthusiasm or extra effort; high motivation – commitment to professional development, active engagement in work processes, job satisfaction; very high motivation – strong dedication to the profession, initiative, and aspiration for career advancement within the civil service.

Additionally, the survey included open-ended questions regarding the impact of martial law on job security perceptions, professional burnout levels, and expectations from leadership.

The JD-R (Job Demands-Resources) model was used to assess motivation, allowing for the evaluation of the impact of job demands and resources on employee engagement and burnout. According to this model, job demands-including physical, psychological, and organizational factors-can lead to stress and exhaustion if they exceed available resources. Conversely, job resources, such as leadership support, career development opportunities, and autonomy, contribute to increased motivation and productivity.

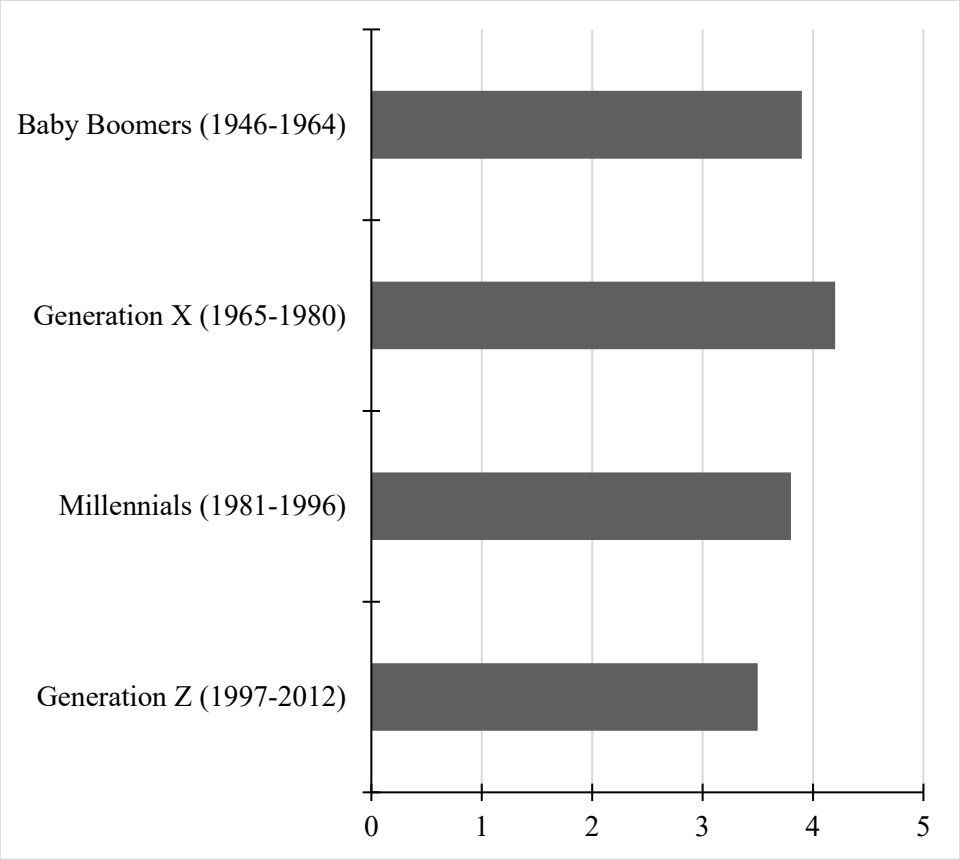
For a comparative analysis of civil servants' motivational systems in Ukraine and EU countries, both qualitative and quantitative research methods were employed, including the case study method, comparative analysis, and synthesis, based on statistical and literature data from open sources.

To develop strategic approaches for improving civil servant motivation in Ukraine, a SWOT analysis was conducted.

3. Research results and discussions

The survey results indicate that the average motivation level among civil servants ranges between 3.8 and 4.2 on a 5-point scale.
The highest motivation levels were observed among respondents aged 36-45, while younger age groups (26-35 years) exhibited lower engagement levels.
Men aged 26-35 reported higher motivation compared to women of the same age group; however, this gender gap diminishes in older age cohorts.
Additionally, motivation levels vary across different categories of civil service.
In Category B, the average motivation level was 3.7, which is lower than in Category C, where it reached 4.1.
The highest motivation levels within Category B were recorded among civil servants aged 36-45, particularly women, whose average motivation score was 3.9.
In contrast, men in Category B aged 26-35 demonstrated a lower motivation level (3.5). Among older male employees (4655 years), the motivation level slightly decreased to 3.9.
Within the millennial cohort (26-35 years), a gender disparity in motivation was observed, with women averaging 4.0 and men 3.6. The following additional insights were obtained:
Baby Boomers (1946–1964): 3.9 – a stable motivation level, likely influenced by experience and traditional work values.
Generation X (1965–1980): 4.2 – the highest motivation level among all groups, particularly among women.
Millennials (1981–1996): 3.8 – a noticeable gender gap, with men scoring 3.6 and women 4.0.
Generation Z (1997–2012): 3.5 – the lowest motivation level, potentially due to lack of experience and unsatisfactory working conditions (see Figure 1).

Figure 1. Motivation levels across age groups and generations

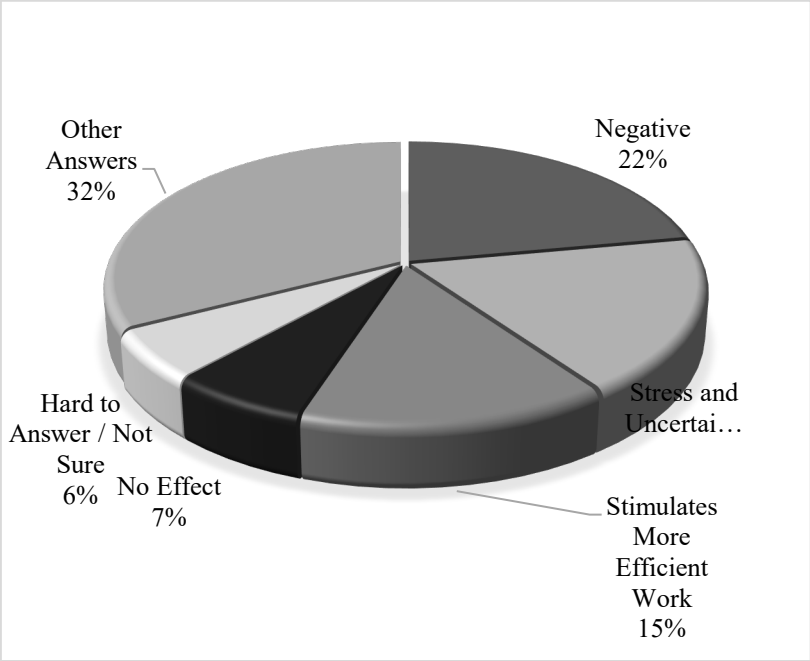


Source: Author's contribution

Among the key factors influencing motivation levels, the following were identified:
- financial aspects (salary, bonuses);
- fareer opportunities (promotion prospects);
- emotional climate (support from leadership);
- working conditions (flexible schedule, technical resources).

The study results also indicate that the majority of respondents believe that martial law increases anxiety levels and affects motivation. The most common responses regarding its impact were:
"Negatively" – 22.1% of respondents;
"Stress and uncertainty" – 18% of respondents;
"Encourages more efficient work" – 15% of respondents;
"No impact" – 6.7% of respondents;
"Difficult to answer / undecided" – 5.7% of respondents;
Other responses (individual statements such as "We must hold on," "I try to work more efficiently") – 32.5% (Figure 2).

Figure 2. The Impact of Martial Law on Civil Servants' Motivation



Source: Author's contribution

In most European countries, motivation systems are based on the principles of transparency, meritocracy, and social protection. Promotion and rewards depend on employees' merits and achievements, which enhances efficiency and engagement. Ensuring social protection and equal career advancement opportunities also plays a key role. This includes job stability, access to professional development, and clear selection and promotion procedures.

The analysis of civil servant motivation systems in EU countries has revealed key features that could be used to improve Ukraine's motivation system. France's experience indicates that the motivation system for civil servants should be built on clear legal foundations. A hierarchical structure and a competitive selection system contribute to greater efficiency, as they ensure accountability and career prospects. In Germany, motivation relies on financial incentives, which consist of a base salary, regional allowance, child allowance, seniority bonus, and rank-based supplement. This reward structure provides stability and predictability for employees. Poland's motivation system is based on transparent procedures, social protection, and flexible reward mechanisms. The salary structure includes a base salary, seniority bonuses (ranging from 5% to 20%), performance-based bonuses, and incentives. Social guarantees include job stability, pension provision, and health insurance. Appointments are made through open competitions, ensuring equal opportunities for career advancement. Systematic performance evaluation allows for identifying

training needs. Poland is also actively developing professional training and digitalization, which reduces bureaucratic burdens.

In Romania, one of the key motivational factors is the opportunity for professional development and training. Significant attention is paid to digitalizing work processes, which simplifies task execution and reduces bureaucratic burdens. Sweden actively applies flexible working conditions, allowing civil servants to balance their professional and personal commitments, which increases their productivity and job satisfaction. Denmark extensively uses automated performance evaluation systems, which help optimize work processes and increase employee productivity. Estonia places a strong focus on digitalizing HR processes. The use of electronic HR platforms allows for automating recruitment, performance evaluation, and civil servant reward systems, which enhances transparency and efficiency in public administration. In the Netherlands, the civil servant motivation system is based on a combination of financial and non-financial incentives, including career development opportunities, educational programs, and employee involvement in strategic decision-making.

Ukraine faces certain challenges regarding civil servant motivation. Salaries remain significantly lower than in EU countries, which may lead to demotivation and the outflow of qualified personnel. The lack of transparent career advancement procedures, insufficient digitalization of personnel management processes, and weak social protection mechanisms are factors that reduce motivation levels.

The results of the SWOT analysis for developing strategic approaches to improving civil servant motivation in Ukraine are presented in Table 1.

Table 1. Analysis for Developing Strategic Approaches to Improving the Motivation of Civil Servants in Ukraine

Strengths	Weaknesses
Job stability and social guarantees for civil servants. High motivation levels among Generation X (36–45 years old). Clearly defined management structures, enabling the effective implementation of motivational measures. Application of modern motivational model (JD-R model). Access to professional development, opportunities for qualification enhancement and international cooperation.	Low motivation among younger professionals (Generation Z). Insufficient financial attractiveness of civil service compared to the private sector. Bureaucratic processes hinder the implementation of flexible work approaches. Lack of an effective system for non-financial incentives. Low level of digitalization in human resource management processes.

Strengths	Weaknesses
Increasing salaries and introducing financial incentives. Expanding professional development programs and implementing international internships. Optimizing workload through process automation. Strengthening leadership roles by training managers in effective motivation strategies. Implementing a system of non-financial incentives (recognition programs, corporate culture, mentorship programs). Utilizing digital technologies to enhance human resource management efficiency.	Prolonged martial law and its consequences (increased stress, burnout, instability). Competition with the private sector, which offers better working conditions. Limited funding of the public sector, making it difficult to implement motivational measures. Bureaucratic barriers and inertia of the government apparatus, slowing down reforms. Increased emotional burden on civil servants due to crisis conditions.

Source: Author's contribution

Given the challenges of martial law, it is advisable to implement psychological support programs, rapid training for adapting employees to crisis situations, and process optimization to reduce bureaucratic burdens. As Wright (2007) argues, ensuring process transparency and reducing administrative burdens are key factors in enhancing civil servants' motivation.

An analysis of the research findings indicates significant gender differences in the motivation of civil servants, driven by social factors, career expectations, and job satisfaction levels. Survey data reveal that women demonstrate higher motivation levels compared to men, particularly in the 36-45 age group. This may be due to the fact that women are more likely to view public service as a stable workplace with social guarantees, offering a balance between professional and family responsibilities, which makes them more interested in long-term employment. Men, particularly in the 26-35 age group, show lower motivation levels, which may be explained by higher expectations regarding financial rewards and faster career advancement. For them, key factors include professional development opportunities, promotion prospects, and competitive salaries. The absence of clear career advancement mechanisms and limited financial incentives may reduce their interest in working in the public sector.

Gender differences in motivation also manifest in varying attitudes toward non-material incentives. Women tend to respond more positively to managerial support, training opportunities, and corporate culture, whereas men prioritize material incentives and career prospects. These factors should be taken into account when developing motivation strategies, offering flexible incentive mechanisms that align with the expectations of different groups of civil servants.

A comparison of motivational systems in Ukraine and EU countries has helped identify key areas for improving public administration. France demonstrates the effectiveness of a strict competitive system and a hierarchical career advancement structure, ensuring stability and predictability in promotions. Poland and Germany

have well-developed social protection mechanisms, including seniority-based allowances, health insurance, and pension benefits, which positively impact civil servants' motivation. Meanwhile, Poland is actively implementing digitalization in human resource management processes, helping to reduce bureaucratic burdens and improve personnel management efficiency. Scandinavian countries, particularly Sweden and Denmark, successfully apply flexible employment models that support work-life balance, reduce stress levels, and enhance overall job satisfaction. In Ukraine, this approach could be effective in adapting public service to crisis conditions and post-war recovery. Denmark also demonstrates high efficiency in automated performance assessment systems, which enhance civil servants' productivity through objective evaluations of their achievements.

It is also important to highlight the experience of Estonia and the Netherlands in the digitalization of human resource management. One of the most significant aspects of this process is the implementation of HR analytics systems, which enable the analysis of employee performance, identification of training needs, and assessment of engagement levels. These systems utilize algorithms to predict burnout risks, determine key motivational factors, and personalize civil servants' career trajectories.

E-learning platforms have become an integral part of the motivational system in EU countries. Online courses, virtual training, and international internship programs allow civil servants to receive training without disrupting their work, fostering their professional development and increasing their level of engagement. In Ukraine, similar initiatives are already in place, such as the "Diia.Osvita" portal, but the system requires further development and adaptation to the specific needs of civil servants.

Digital technologies also significantly improve feedback mechanisms between employees and management. The use of electronic surveys, rating systems, and internal communication platforms facilitates prompt responses to staff needs and enhances employee engagement. Remote work and hybrid employment models, which gained prominence after the COVID-19 pandemic, are also key components of digitalization. The use of electronic document management, project management systems, and online communication tools allows for flexible work organization, positively impacting civil servants' motivation. The automation of bonuses and material incentives through electronic payroll systems increases the transparency of financial compensation and reduces corruption risks. In some EU countries, such as Poland and Estonia, such systems have already been implemented, enabling civil servants to track their financial earnings and bonuses in real-time. Implementing similar systems in Ukraine would promote transparency, reduce administrative burdens, and enhance employee motivation.

Thus, the development of a motivation strategy for civil servants should incorporate a multi-level approach that combines economic, organizational, and psychological aspects of personnel incentives. Based on the results of a SWOT analysis, the following strategic approaches can be proposed to improve the motivation of civil servants in Ukraine:

- Financial incentives and competitive remuneration (introducing a flexible performance-based bonus system, increasing the base salary in line with inflation and the country's economic situation, providing additional financial incentives for tasks performed under challenging conditions, particularly during martial law, and implementing a system of personalized bonuses for high performance).
- Career development and professional growth (establishing a clear career advancement system based on a competency-based approach, providing civil servants with opportunities for professional development through courses, training, and international exchange programs, developing a mentorship institute to help young professionals adapt to work in government agencies, and implementing an employee performance evaluation mechanism with personalized career growth recommendations).
- Improvement of working conditions and social guarantees (modernizing workplaces, ensuring access to modern technologies, and enhancing the digitalization of administrative processes, introducing flexible working hours and options for remote or hybrid employment, improving health insurance, providing psychological support and burnout prevention programs, and offering additional social guarantees for employees working in high-risk areas).
- Strengthening leadership roles in management (implementing leadership development programs for heads of government agencies, encouraging open communication between management and subordinates to foster a positive work environment, building a culture of trust, support, and transparency in decision-making, and holding leaders accountable for maintaining motivation and professional development within their teams).
- Implementation of non-material incentives (establishing public recognition and award mechanisms for effective performance, creating mentorship programs where experienced civil servants assist young specialists in adaptation, expanding opportunities for participation in public administration policy-making, and organizing initiatives to strengthen corporate culture and team cohesion).
- Addressing the challenges of martial law (introducing specialized support programs for employees working in critical conditions, providing additional psychological services and counseling, implementing rapid training programs to prepare civil servants for crisis situations, and optimizing work processes to reduce bureaucratic burdens during martial law).

Further research may focus on assessing the effectiveness of these proposed measures and developing adaptive digital tools to support civil servant motivation in crisis conditions.

4. Conclusions

The research findings expand scientific understanding of civil servant motivation, particularly in crisis conditions, by complementing the theoretical JD-R (Job Demands-Resources) model. For the first time, specific factors influencing civil

servant motivation during martial law have been identified, including increased sensitivity to job stability, workplace security, social protection, and managerial support. Unlike traditional economic and professional factors, psychological well-being and anxiety levels have emerged as key determinants of motivation in crisis situations.

Data analysis revealed significant variations in motivation levels depending on age group, gender, and job category. The highest motivation levels were observed among experienced civil servants aged 36-45, which can be attributed to accumulated professional experience, job stability, and clear career prospects. Meanwhile, the lowest motivation levels were found among younger employees (especially men aged 26–35), likely due to limited career advancement opportunities, insufficient financial incentives, and a lack of workplace flexibility. Civil servants in category B, holding managerial positions, demonstrated higher motivation compared to those in category C, which may be explained by better career prospects and higher salaries. At the same time, category C civil servants, particularly young professionals, require additional incentives, including expanded professional development opportunities, improved working conditions, and enhanced social protection.

Martial law has been identified as a significant factor influencing motivation. Over 40% of respondents reported increased anxiety and workplace instability as factors reducing job engagement. However, some respondents noted that crisis conditions strengthened their sense of responsibility and dedication to their profession, highlighting the need for specialized approaches to maintaining motivation under high-stress conditions. In this context, management strategies such as psychological support, communication initiatives, social protection systems, and non-material incentives play a crucial role in mitigating the negative impact of martial law on work productivity.

A comparative analysis of motivation systems in EU countries revealed that Ukraine's level of financial incentives and social guarantees is lower than in many European nations, including Poland, France, and Germany. Additionally, European systems emphasize digital solutions for performance evaluation and career development, which are not yet fully implemented in Ukraine.

Digitalization plays a key role in enhancing civil servant motivation through the automation of performance evaluation processes, the introduction of e-learning platforms, and the improvement of internal communication. The use of digital HR tools can increase transparency in career progression, provide greater work flexibility, and improve financial incentives.

A differentiated approach to civil servant motivation management has been proposed, considering age, gender, and professional characteristics, as well as external crisis challenges. To improve the effectiveness of personnel policy, the following recommendations have been made:

- Enhancement of financial incentives (flexible bonuses, personalized allowances, salary adjustments based on economic conditions).
- Expansion of career growth and professional development opportunities through training programs, mentorship, and international internships.

- Improvement of working conditions, including the digitalization of administrative processes, flexible work schedules, and social guarantees.
- Development of leadership roles to strengthen corporate culture and promote a transparent work environment.
- Implementation of non-material incentives, such as public recognition, mentorship programs, and employee participation in decision-making processes.
- Development of mechanisms for rapid response to martial law challenges, including psychological support, adaptive training programs, and process optimization.

Further research could focus on a deeper analysis of the long-term impact of martial law on human resource management in the public sector, as well as the evaluation of digital tools for maintaining civil servant motivation in crisis conditions.

Conflict of Interest Statement

The authors declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

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