

Lupak, R. L., Polyova, I. M., and Vasylytsiv, V. H. "Upravlinnia pokrashchenniam investytsiinoho zabezpechennia pidprijemstv" [Management of Improving the Investment Support of Enterprises]. *Biznes Inform*, no. 12 (2015): 88-92. [https://www.business-inform.net/export\\_pdf/business-inform-2015-12\\_0-pages-88\\_92.pdf](https://www.business-inform.net/export_pdf/business-inform-2015-12_0-pages-88_92.pdf)

Malii, O. H. "Finansovi resursy pidprijemstv ta dzherela ikh formuvannia: teoretychni aspekty" [Financial Resources of Companies and Sources of their Formation: Theoretical Aspects]. *Aktualni problemy innovatsiinoi ekonomiky*, no. 2 (2016): 71-74. <http://surl.li/qwjcw>

Mulska, O. et al. "Assessment of the population's social resilience environment (the case of the Carpathian region of Ukraine)". *Problems and Perspectives in Management*, vol. 20, no. 1 (2022): 407-421.

DOI: [http://dx.doi.org/10.21511/ppm.20\(1\).2022.33](http://dx.doi.org/10.21511/ppm.20(1).2022.33)

Rudchenko, I. V. "Udoskonalennia mekhanizmu upravlinnia finansovomy resursamy pidprijemstva" [Improvement of the Mechanism of Management of Financial Resources of the Enterprise]. *Suchasni pytannia ekonomiky i prava*, iss. 1 (2011): 16-19. [http://nbuv.gov.ua/UJRN/Sppep\\_2011\\_1\\_5](http://nbuv.gov.ua/UJRN/Sppep_2011_1_5)

Rybalko, N. O. "Finansovi resursy - osnova diialnosti pidprijemstv" [Financial Resources are the Basis of Enterprise Activity]. *Formuvannia rynkovykh vidnosyn v Ukraini*, no. 3 (2009): 27-29.

Vasylytsiv, T. H. et al. "Monetary and financial policy of Ukraine: theoretical-empirical connections and priorities of state regulation". *Financial and Credit Activity Problems of Theory and Practice*, no. 4 (2019): 320-330.

DOI: <https://doi.org/10.18371/fcaptp.v4i31.190934>

UDC 339.138: 332.821

JEL: M12; O33

DOI: <https://doi.org/10.32983/2222-4459-2024-8-399-412>

## MOTIVATIONAL MECHANISM OF AN ARCHITECTURAL AND CONSTRUCTION MANAGER'S ACTIVITY

©2024 KUBANOV R. A., MAKATORA D. A., YASHCHENKO O. F.

UDC 339.138: 332.821

JEL: M12; O33

### Kubanov R. A., Makatora D. A., Yashchenko O. F. Motivational Mechanism of an Architectural and Construction Manager's Activity

*The motivational mechanism of an architectural and construction manager's activity is a complex and multifaceted process that requires careful studying and analysing various aspects. This article is a study of this mechanism with a view to the identification of the key factors and their impact on the motivation of managers. According to the authors, motivating an architectural and construction manager is a complex and multifaceted process that includes two main components: motivating subordinates and personal and professional development of the manager himself. An important component of successful management in the construction industry is employee motivation. The motivation of employees towards the achievement of common goals through encouragement, training and development, as well as support in difficult situations, are key aspects of this process. Financial incentives also continue to be an important factor for some members of staff. Creating individualised plans that take into account the needs and motivations of employees is important to motivate them effectively. Key elements of a motivation strategy include developing creativity, professional skills and setting clear goals. The personal motivation of a manager also plays an important role in the achievement of success. Factors that influence a manager's motivation and performance include the internal need for success and recognition, self-actualisation through creativity, and the need for recognition and professional achievement. In addition to technical skills, a successful manager in the architecture and construction industry must have leadership skills, strategic thinking and adaptability to changes in the industry. To ensure the sustainability of the company's development, it is important to manage resources and budgets rationally. The conclusions emphasise that an important aspect of successful management in the architectural and construction industry is the development and stimulation of managerial motivation. This process is a matter of continuous improvement and consideration of the various factors that have an impact on motivation and productivity. The key components of effective motivation are approaching each employee individually, developing the manager's personal and professional qualities, as well as leadership and strategic thinking skills. An important task for a manager is to create a stable and effective team that shares common goals and knows how to work together. Employees should be given opportunities to grow and develop, encouraging them to be creative and take the initiative to generate new ideas and increase overall productivity. In addition, in order to achieve high results in the architecture and construction industry, it is important to maintain a positive working climate and to develop effective motivational strategies that would add energy and motivation.*

**Keywords:** motivational activity mechanism, manager, architecture and construction industry, management, professional growth, developing managerial qualities, motivating subordinates, material incentives, individual plans.

**Bibl.:** 27.

**Kubanov Ruslan A.** – PhD (Pedagogy), Associate Professor, Associate Professor of the Department of Economics, Management and Territorial Administration, Separate structural subdivision "Institute of Innovative Education of the Kyiv National University of Civil Engineering and Architecture" (4 Osvity Str., Kyiv, 03037, Ukraine)

**E-mail:** [kubanov12@gmail.com](mailto:kubanov12@gmail.com)

**ORCID:** <https://orcid.org/0000-0002-0121-4858>

**Researcher ID:** <https://www.webofscience.com/wos/author/record/L-6715-2018>

**Makatora Dmytro A.** – PhD (Engineering), Associate Professor of the Department of Machines and Units for Printing Production of the Educational and Scientific Publishing and Printing Institute of the National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute» (37 Beresteiskiy Ave., Kyiv, 03056, Ukraine)

**E-mail:** makatora\_d@ukr.net

**ORCID:** <https://orcid.org/0000-0002-1909-900X>

**Researcher ID:** <https://www.webofscience.com/wos/author/record/AHB-4079-2022>

**Scopus Author ID:** <https://www.scopus.com/authid/detail.uri?authorId=58572089000>

**Yashchenko Oleksii F.** – PhD (Architecture), Associate Professor, Professor of the Department of Architecture and Urban Planning, Institute of Architecture, Construction and Energy of the Ivano-Frankivsk National Technical University of Oil and Gas (15 Karpatska Str., Ivano-Frankivsk, 76019, Ukraine)

**E-mail:** yaschenko\_af@ukr.net

**ORCID:** <https://orcid.org/0000-0001-6181-6597>

УДК 339.138: 332.821

JEL: M12; O33

**Кубанов Р. А., Макатьора Д. А., Ященко О. Ф. Мотиваційний механізм діяльності менеджера архітектурно-будівельної галузі**

Мотиваційний механізм діяльності менеджера в архітектурно-будівельній галузі є складним і багатограним процесом, який передбачає ретельне вивчення й аналіз різноманітних аспектів. У статті проводиться дослідження цього механізму з метою виокремлення ключових факторів, їх впливу на мотивацію менеджерів. На думку авторів, мотивація діяльності менеджера архітектурно-будівельного напрямку – це складний і багатограний процес, який включає в себе дві основні складові: формування мотивації в підлеглих і особистісно-професійний розвиток самого менеджера. Основна увага приділяється формуванню мотивації в підлеглих, що є важливою складовою успішного управління в будівельній галузі. Стимулювання працівників до досягнення спільних цілей через заохочення, навчання та розвиток, а також підтримка в складних ситуаціях є ключовими аспектами цього процесу. Матеріальне стимулювання також залишається важливим фактором для деяких працівників. Для ефективного мотивування підлеглих важливо створювати індивідуальні плани, враховуючи їхні потреби та мотиви. Розвиток творчих здібностей, професійних навичок і постановка чітких цілей є критичними пунктами стратегії мотивації. Особистісна мотивація менеджера відіграє також важливу роль у досягненні успіху. Внутрішня потреба досягнення успіху та визнання, самореалізація через творчість, а також потреба визнання та професійного досягнення – все це фактори, які впливають на мотивацію та результативність менеджера. Крім професійних навичок, успішний менеджер в архітектурно-будівельній галузі повинен володіти лідерськими якостями, стратегічним мисленням і здатністю адаптуватися до змін у галузі. Важливо раціонально управляти ресурсами та бюджетом, щоб забезпечити сталість розвитку підприємства. У висновках підкреслюється, що розвиток і стимулювання мотивації менеджера в архітектурно-будівельній галузі є важливим аспектом успішного управління. Цей процес потребує постійного вдосконалення й урахування різноманітних факторів, що впливають на мотивацію та продуктивність. Ключовими складовими ефективною мотивації є індивідуальний підхід до кожного працівника, розвиток особистісних і професійних якостей менеджера, а також навички лідерства та стратегічного мислення. Створення стабільної й ефективною команди, яка має спільні цілі та вміє працювати разом, є важливим завданням менеджера. Працівникам слід надавати можливості для професійного зростання, стимулювати їхню творчість та ініціативу, що сприятиме появі нових ідей та підвищенню загальної продуктивності. Крім того, важливо підтримувати позитивний робочий клімат і виробляти ефективні стратегії мотивації, які б додавали енергії та мотивації для досягнення високих результатів в архітектурно-будівельній галузі.

**Ключові слова:** мотиваційний механізм діяльності, менеджер, архітектурно-будівельна галузь, управління, професійне зростання, розвиток якостей менеджера, формування мотивації в підлеглих, матеріальне стимулювання, індивідуальні плани.

**Бібл.:** 27.

**Кубанов Руслан Анатолійович** – кандидат педагогічних наук, доцент, доцент кафедри економіки, менеджменту та управління територіями, Відокремлений структурний підрозділ «Інститут інноваційної освіти Київського національного університету будівництва і архітектури» (вул. Освіти, 4, Київ, 03037, Україна)

**E-mail:** kubanov12@gmail.com

**ORCID:** <https://orcid.org/0000-0002-0121-4858>

**Researcher ID:** <https://www.webofscience.com/wos/author/record/L-6715-2018>

**Макатьора Дмитро Анатолійович** – кандидат технічних наук, доцент кафедри машин та агрегатів поліграфічного виробництва Навчально-наукового видавничо-поліграфічного інституту Національного технічного університету України «Київський політехнічний інститут імені Ігоря Сікорського» (просп. Берестейський, 37, Київ, 03056, Україна)

**E-mail:** makatora\_d@ukr.net

**ORCID:** <https://orcid.org/0000-0002-1909-900X>

**Researcher ID:** <https://www.webofscience.com/wos/author/record/AHB-4079-2022>

**Scopus Author ID:** <https://www.scopus.com/authid/detail.uri?authorId=58572089000>

**Ященко Олексій Федорович** – кандидат архітектури, доцент, професор кафедри архітектури та містобудування Інституту архітектури, будівництва та енергетики Івано-Франківського національного технічного університету нафти і газу (вул. Карпатська, 15, Івано-Франківськ, 76019, Україна)

**E-mail:** yaschenko\_af@ukr.net

**ORCID:** <https://orcid.org/0000-0001-6181-6597>

In the successful implementation of construction projects, the architectural and construction manager plays a key role. Not only is he responsible for the planning and organisation of the work, but he is also largely responsible for motivating his team to-

wards the achievement of common goals. Since much of the success of a construction project depends on the efficiency and productivity of the entire team, the motivational component in the work of an architect and construction manager is extremely important.

The relevance of the study lies in the fact that in the modern world, increasing attention is being paid to the human factor of success in all industries, including construction. As a rule, companies achieve better results and ensure the stable development of their business if they manage to promote a high level of motivation and satisfaction among their employees. A study of the motivational component in the activities of an architect and construction manager will help to identify the key aspects that have an impact on the productivity and efficiency of the team, as well as the development of strategies for their improvement.

In particular, the success of any construction project is determined not only by the quality of the materials used or the accuracy of the calculations made, but also by the willingness and motivation of the team involved in carrying it out. Improving the quality and speed of project implementation, as well as reducing potential costs and risks, will be achieved by studying the most effective motivational methods in this area. In addition, such a study will provide an opportunity to identify and solve problems and difficulties that managers in the architecture and construction industry may face in planning, organising and controlling work. Communication and teamwork can be improved, stress and conflict reduced, and overall job satisfaction increased by understanding and implementing effective motivational methods. The importance of retaining talented professionals and attracting new talent to the industry is another important reason for researching motivation in the architecture and construction industry. The market for construction services is becoming increasingly competitive. It is therefore important to provide your team with the best possible working and development conditions. A key factor in attracting and retaining high quality staff can be an effective motivation system.

This is why studying and developing motivation within architectural and construction managers is very important and relevant research. The efficiency and success of construction projects, business development and stability in the field of architecture and construction can be significantly increased by understanding and implementing effective motivational strategies.

Various aspects of this problem have been the subject of study and presentation in the works of Ukrainian and foreign scientists, such as N. Biloshkurska, O. Stolbova [1]; T. Bondar, A. Krasnonos [2]; G. Muterko, D. Mikhalev [3]; N. Slivinska [4]; N. Iziumtseva, M. Ivashchenko [5]; I. Mosiychuk [6]; L. Prodanova, O. Kotliarevskyi [7]; M. Semykina, S. Luchyk, L. Zapirchenko et al. [8]; O. Gugul [9]; I. Biletska, T. Sabetska [10]; N. Lysenko, L. Burmaka

[11]; O. Kobyletskyi, S. Zaviiskyi, R. Sarvas et al. [12]; N. Mala, L. Uhryn [13]; Yu. Sikorskyi [14]; L. Hnatiuk, O. Goliar [15]; Z. Pushkar, S. Pavlyk [16]; S. Shepelenko [17]; S. Kotselko [18]; Ye. Rezvykh, I. Bulakh [19]; D. Butenko [20]; M. Melnyk [21]; T. Aleksieieva [22]; D. Diakon, R. Aslanzade [23].

The *purpose* of the research is to study and analyse the motivational mechanism of a manager's activity in the architectural and construction industry; it is planned to identify the main aspects influencing a manager's motivation in this industry, to study their relationship and impact on productivity and efficiency in work; special attention will be paid to considering possible strategies and approaches to increase the motivation of managers in the architectural and construction industry to achieve their personal and professional goals.

The motivation of an architectural and construction manager's activities is a complex and multifaceted process, which has two main components: the formation of motivation in subordinates and the personal and professional development of the manager himself. Each of these components is important for managing and achieving effective goals.

Motivating subordinates is where we start. Effective teamwork is the key to success in the construction industry. A manager must be able to stimulate and motivate his subordinates towards the achievement of common goals and objectives. This can involve using various methods of motivation, such as praise, rewards, training and development, creating team spirit and supporting subordinates in difficult situations [1, p. 106]. Creating motivation among subordinates is an important element of successful leadership. It stimulates higher performance and improves overall performance when the team feels supported by the manager and sees the possibility of achieving their own goals. A manager needs to be a skilled leader who is able to motivate and inspire his or her team to achieve a great deal of success. Therefore, a key role in achieving success in the construction industry is played by the motivational mechanism and stimulation of the manager's work activity in the architecture and construction industry. As the leader of a project, the manager is responsible for the coordination of the work, the control of the quality and urgency of the tasks, as well as the planning and organisation of the whole team. Key elements of a successful construction project include effective management and motivation of staff.

Understanding employees' needs and motivations is the first step in designing a motivational mechanism. Some employees may be interested in rewards and financial incentives. Others may be interested in opportunities for professional growth and develop-

ment [2]. To ensure optimal productivity and job satisfaction, a manager must be able to tailor his or her motivational strategy to the needs of each employee.

One type of motivation that continues to be one of the most commonly used is the financial incentive. For some employees it may be important to reward high levels of productivity and performance and for them a financial incentive can be a key factor in their motivation to achieve their goals.

**A**n important part of an effective strategy for motivating and achieving success in an organisation is to provide financial incentives to employees. This type of motivation is one of the most common and quite effective. For many employees, rewards and financial incentives are indeed the key factors that drive them to high productivity and goal achievement [4, p. 215]. Financial incentives can take many forms. They can include a fixed salary, bonuses, rewards for achieving targets, promotions for the best employees and other forms of rewards. For many employees, a pay rise or bonus can be an additional incentive to perform at a high level and achieve results.

However, it is important to bear in mind that not all employees will rely on financial incentives as their sole motivation, or even as their primary motivation. Some employees may value other aspects of their work more, such as career development opportunities, work recognition, and opportunities for self-realisation and advancement. It is therefore important for supervisors and managers to understand that each employee may have different needs and motivations, and to tailor the motivation strategy to the specific situation and personality of the employee. For example, having the opportunity to improve their skills by attending specialised courses or training, as well as receiving a bonus for high performance, may be important to some employees.

Honesty, transparency and fairness are also essential to a successful financial incentive strategy. Transparency in the definition of the criteria for the awarding of bonuses and rewards contributes to the motivation of employees and creates additional motivational factors for their performance. Attention should also be paid to developing the moral and ethical side of the employee, not just the financial side. In order to maintain a high level of motivation and satisfaction in the team, the organisation can implement interesting and useful programmes to improve employee morale. In conclusion, financial incentives remain one of the most important and effective means of motivating employees. However, to achieve maximum results, they need to be combined with other types of motivation, taking into account the individual needs and character of each employee.

Creating individual plans for each employee, taking into account their needs and motivations, is one of the key strategies in building a motivational mechanism. This helps to increase the effectiveness of motivating and ensures that each employee is able to achieve optimum job satisfaction. Individual plans encourage employees to actively participate in the life of the company and to achieve their goals by making them feel that their needs and achievements are important to the organisation. Thanks to this approach, employees have a sense of value and importance to the team, which motivates them to be productive and high achievers.

**I**t is important to understand that each employee has his or her own unique set of needs, goals and motivations. As a result, the same approach to motivating all employees is not always going to be effective. Creating individual plans allows management to better understand the employee, his or her strengths and weaknesses, and to find an approach to motivating him or her that works [10, p. 191]. Individual plans help to create a transparent system for evaluating and monitoring progress made. Each employee has clearly defined tasks and expectations, individual success criteria, which increases responsibility and motivation for development and achievement of results. Creating individual plans also helps to develop an employee's professional career. Personalised goals and objectives enable employees to see the path to professional success. They enable them to grow and develop in their chosen field. It is important that individual plans are realistic and that they are achievable. Unattainable goals can cause stress and frustration for an employee, while achievable and feasible goals motivate them to continue to perform and set new high standards.

It should be noted that with the development of modern technology, individual plans can be agreed and monitored online, which facilitates interaction between management and subordinates and allows prompt changes and adjustments to the employee development strategy. Thus, an important step in building a successful motivational mechanism that helps to increase the productivity, satisfaction and development of the entire team is the creation of individual plans for each employee. Engaging, supporting and motivating everyone to achieve a common goal helps to achieve significant results and move forward successfully.

There are a number of tools which can be used as part of a work stimulation process. Providing opportunities to participate in interesting creative projects and to develop their professional skills is one of the most effective ways. Providing the opportunity to participate in professional training, workshops and seminars is another way to stimulate work activity. Ongoing self-development and professional development con-

tribute to the maintenance of high levels of motivation and continuous professional development [5, p. 451].

Participating in creative projects allows employees to realise their potential, develop their creative skills and get involved in innovating and finding new solutions. It is a stimulus for self-expression, a way for employees to contribute to a common cause and a feeling of importance in the team. Another important aspect of stimulating work activity is providing employees with opportunities for professional development. Participation in professional training courses, workshops and seminars helps employees to continuously improve their skills and acquire new knowledge and skills, which is a guarantee of successful careers and professional growth. Employees can not only keep their motivation high, but also achieve their goals faster through continuous self-improvement and skills development. The willingness to learn and improve their skills enables employees to be competitive in the labour market. It also gives them an advantage in their career development.

**P**roviding opportunities for self-development within the company, access to courses and training, and facilitating participation in professional programmes and trade unions is particularly important. This not only increases the company's competitiveness in the market, but also encourages employees to develop and achieve results. Thus, not only does it help to maintain high levels of motivation and productivity, but it also ensures the successful development of the company and its employees by creating favourable conditions for employee development and training, providing opportunities to participate in interesting creative projects, and stimulating their work through training and growth.

Creating a comfortable and conducive working environment is an important part of stimulating work activity. Comfort at work not only affects how employees feel, but also how productive and efficient they become. Managers should be aware that the stimulation of work activity is not limited to financial incentives, but also includes the creation of conditions for the comfortable and efficient work of their subordinates [3].

There are a number of ways in which a pleasant working environment can be created for employees. First of all, it is important to have comfortable workplaces where employees have all the necessary materials and tools for the performance of their duties. The workplace should also be clean, tidy and well-lit. Managers should also provide opportunities for rest and relaxation during the working day to ensure the health of their employees. For example, allowing short breaks, organising special areas for resting or relaxing, as well as company events and parties to reduce stress and improve team morale [15, p. 93].

It is also important to create a supportive team atmosphere where communication is open and constructive. Mutual respect, helping each other and supporting conflict resolution help to create a positive working climate, which in turn helps to increase employees' motivation and work activity [6, p. 86]. In the process of creating a pleasant working environment, it is also important to take into account the individual needs and wishes of employees. For some employees it may be important to be able to work from home or to have flexible working hours, which should also be taken into account in the planning of work processes and the organisation of working hours.

Ensuring transparency and openness in communication between management and employees is equally important. Transparency in decision making, open exchange of information and the opportunity to share opinions and ideas contribute to an increase in trust in the management team and have an impact on the overall motivation of employees [12]. It is also worth looking at developing the corporate culture and the values that need to be upheld. In order to attract and retain talented employees, it is essential to create a positive corporate culture that promotes cooperation, tolerance and mutual understanding. To sum up, creating a pleasant and conducive environment for employees to work in is an important factor in stimulating work and increasing the productivity of the whole team. To ensure that their employees have a positive and effective working environment, managers should actively work to create such conditions.

Setting clear and realistic goals is an important part of a manager's successful incentives. Employees will be more motivated to complete their tasks and achieve their goals if they know what is expected of them and what they can achieve. Clearly defined goals have a positive impact on employee performance, productivity and motivation.

**T**here are *several principles* a manager should have in mind for successful goal setting. *First*, goals should be specific and measurable. For example, rather than a general goal of 'increase sales', it is better to have a goal of 'increase sales by 10% in the next quarter'. Employees understand exactly what they need to achieve when goals are clearly defined. *Second*, goals should be realistic and attainable. The tasks that are set should be within a range that is sufficient for them to be achieved, but not so large that they become unattainable and demotivating. It is important to have an understanding of your team's capabilities and to set goals in line with their skills and potential. *Third*, goals should be established within a clear timeframe. Time frames help to create pressure and encourage people to perform at a higher level. It is also important to re-

view and update the goals on a regular basis and to make appropriate adjustments depending on the situation and the current circumstances. *Fourth*, managers should ensure transparency and clarity. Employees will be more committed to their work and work more effectively to achieve a goal if they understand its purpose and significance. The manager should be prepared to explain to employees why this particular goal is important and what the implications are for the organisation as a whole.

Furthermore, it is important to follow the SMART principle when setting goals. This approach means that goals should be specific, measurable, achievable, relevant and time-bound [11, p. 48]. The use of this approach helps to avoid ambiguity and to ensure that the goals are achieved in an effective manner.

To ensure that the objectives are successfully achieved, the manager also needs to support and resource those who report to him. Support can include providing the necessary information, training and developing skills, as well as helping to solve problems and obstacles to achieving goals. *Finally*, a manager must be flexible and willing to adapt goals to changing situations in order to be successful in goal setting. To achieve the best results, it is important to be open to change and willing to adjust objectives. In summary, the setting of clear and realistic objectives is an important element in the successful motivation of employees and the achievement of high levels of commitment and productivity. Managers should consider a number of principles that will help them to set goals effectively, facilitate achieving them and incentivise employees to achieve positive results.

A system of ongoing feedback and performance evaluation is part of an effective employee incentive mechanism. Improving the performance of the architecture and construction team and ensuring the development of employees as modern professionals is achieved by understanding and addressing shortcomings.

Feedback is a vital part of improving a company's processes. It contributes to the identification of the causes of shortcomings and the development of strategies for their correction [17, p. 82]. This process allows the team to constantly increase their efficiency and achieve better results in their work. Another important stage in human resource management is the evaluation of employee performance. It is an opportunity to understand how effectively each employee does his or her job and what aspects of the job need improvement. In addition, performance appraisals assist in the prioritisation of team work and the allocation of tasks in order to achieve maximum results. In order for employees to respond with understanding and improve

their performance in the future, it is important that the appraisal is objective and well-founded.

Special attention should be paid to developing employees into modern professionals. A training and development system helps to improve the quality of work performed by enabling employees to continuously improve their skills and master new technologies and approaches. A key element in maintaining the company's competitiveness is to focus on employee development. Specialists who are in touch with the latest trends in the industry and are constantly improving their skills can be at the heart of a company's success.

Therefore, organising a motivational mechanism and stimulating employees' work activity is a complex process. It requires taking into account individual characteristics, needs and motives of employees, as well as constant monitoring and adjustment of the motivation strategy. It is only with such an approach that we can achieve high results in the construction process and ensure the stable development of the company.

As well as professional skills, personal motivation determines the successful performance and professional development of an architectural and construction manager. Personal motivation is a set of internal factors that have an impact on a manager's behaviour and performance.

The intrinsic need for success and recognition is a key aspect of personal motivation. Many managers in the industry feel driven to achieve great results, believe in their abilities and are constantly trying to improve themselves. This motivation is a driving force for continuing to develop and reach new professional heights [18, p. 86].

There is often an internal need to set and achieve big goals for managers in architecture and construction. They have great confidence in their abilities, are able to take responsibility for the results they achieve and are prepared to go to great lengths to succeed. Recognition of their work and achievements is important to many people in the architecture and construction industry. It energises them and motivates them to keep going. An employee's self-esteem and performance can be boosted by receiving recognition. Managers in the architecture and construction industry who have high levels of intrinsic motivation are able to have an influence on their team and encourage other employees to achieve success. Their example and energy can be extremely important in motivating the whole team towards the achievement of common goals and objectives. In architecture and construction teams, stable and effective team performance can be achieved by developing intrinsic motivation for success and recognition. This will have a positive impact on the achieve-

ment of the organisation's internal and external objectives, the level of professionalism and the achievement of tangible business results.

In the professional development of managers and employees in the architecture and construction industry, the internal need for success and recognition plays an important role. It is an incentive to continue to improve, to achieve new goals and to recognise the results of their work. It can contribute to team development and professional success by creating a motivating and supportive atmosphere.

Self-realisation and satisfaction from one's own creativity is another important aspect of personal motivation. Many architects and construction managers feel the need to express themselves in a creative way, to create their own unique projects and to bring their ideas to life. This need is a driver of creativity and a source of great success in the field of architecture and construction [19, p. 102].

Undoubtedly, for many professionals in architecture and construction, self-expression and creativity are key components of personal motivation. The satisfaction of one's own creativity, the ability to realise unique projects and to implement one's own ideas make a significant contribution to developing a creative approach to work and to achieving great professional success. The ability to express themselves and create something new and unique is important to many architects and construction managers. If they enjoy designing their projects, they can not only be inventive and creative, but also work more effectively, which can lead to new heights and successes in their field [9, p. 57].

Creativity can be a motivating factor for people working in architecture and construction. It can help them achieve great results and develop themselves. They can achieve complex goals, find new ways and solutions to improve projects and enhance the quality of their work through a creative approach to their work. Creativity and the ability to express themselves enable architects and construction managers to bring their ideas to life and to create exceptional architectural structures that can become the symbols of an era and a culture. Achieving recognition and success in their profession can be a great incentive. It is also important to have the opportunity for continuous development and self-improvement through creative activity. Through the improvement of their skills and the enhancement of their professional abilities, architects and construction managers can achieve new achievements and discover new opportunities in their field.

Creativity and self-realisation can contribute to a favourable environment for employees in the field of architecture and construction. Team performance

and activities can be positively influenced by the ability to freely express ideas and visions, to collaborate with like-minded people and to implement innovative solutions. Self-realisation through creativity can be a source of motivation and satisfaction. It not only allows employees to develop their talents and skills, but also allows them to find satisfaction in their work and to grow and improve as individuals. Architects and construction managers can influence the world around them and leave their mark on the history of architecture and design by creating their own masterpieces and unique projects. Not only for the individual, but for the entire team and professional community, this can be a source of pride and recognition.

To achieve great success in architecture and construction, self-realisation and creativity are important. This is an important incentive for employees to find new solutions, achieve high results and continuously develop in their professional activities. Creativity and the ability to express oneself can be the basis for a successful career and recognition in the industry.

The need for recognition and praise for their professional work is an important component of personal motivation for many managers in the architecture and construction industry. An additional incentive to achieve good results and further professional development can be the recognition of successful work, awards and positive feedback from colleagues and partners. For example, a positive assessment of one's work by other professionals can be an affirmation of one's own competence and effectiveness in the performance of tasks, which contributes to an increase in self-esteem and motivation. Another important aspect is having the opportunity to win public awards and to become recognised. Participation in competitions, exhibitions or publications in professional journals can help in the identification of talent and professional excellence, which in turn can help in the attraction of new clients and partners. Focusing on gaining recognition can be a positive factor in continuing to improve and develop. It can encourage managers to seek new ideas, approaches and solutions in their professional activities by seeking positive feedback and reactions from others.

Increased self-esteem and intrinsic motivation can result from recognition and praise for one's own achievements. This can lead to greater job satisfaction, increased self-confidence and a positive attitude towards continuing to work. Having a positive attitude to work and believing in one's own abilities can be key factors in achieving professional success [20].

It is also important to be able to communicate with and receive support from colleagues who are successful in order to increase motivation and goal achievement.

Being able to benchmark their performance against global standards and industry best practice is important for leaders in the architecture and construction sector. This not only raises the level of their own professional performance, but also encourages a desire to develop their skills and abilities to higher levels. Being awarded and recognised for your work can motivate you to reach new heights in career development and professional success. The positive influence of the environment and the recognition of colleagues can encourage managers to improve themselves on a continuous basis and to strive for the best results [21, p. 281]. Ultimately, career development and success can be greatly influenced by receiving recognition and praise for one's work. It can be a strong motivating factor to achieve high levels of performance, to attract new opportunities and to create a stable base for further growth in the field of architecture and construction.

It is also particularly important for managers in architecture and construction to have a sense of professional achievement and confidence in their competence. Achieving success in construction is often challenging and rewarding, and it is important to feel confident in your abilities and skills to effectively solve complex problems.

In the architecture and construction industry, the development of a manager is an integral part of his or her success. Continuing to improve one's skills and knowledge will help the manager to become more competent and effective in his or her work [22, p. 63]. It also helps to increase the manager's authority and influence in the team through personal development, improvement of communication skills and leadership qualities.

The personal development of a manager also includes the ability to work under pressure, the ability to make difficult decisions and the ability to resolve conflicts in the team. A manager must be a skilled negotiator and consensus builder. He or she must be able to find the best solutions and achieve constructive results in any situation.

The ability to deal effectively with stressful situations and to make important decisions under conditions of limited time and resources is part of the personal development of a manager in the field of architecture and construction. Stress management skills, which allow you to remain calm and productive even in the most challenging situations, are an important quality for a successful manager. As a leader, you will also need to make tough decisions that can affect the future actions of the team and the entire project. An analytical approach to decision-making, considering all possible consequences and alternatives, is essential. Being able to choose the best course of action and take

responsibility for what happens is an important aspect of working in construction.

Conflicts in a team can arise for a variety of reasons – ranging from personal misunderstandings to differences in professional points of view. A leader needs to be a skilled mediator and consensus builder, able to find a common solution and resolve disputes peacefully [13, p. 215]. Effective conflict resolution is key to the maintenance and development of positive team relationships and the achievement of common goals. A manager with the ability to negotiate can achieve more successful results in managing projects and engaging stakeholders. It is important to be able to engage in dialogue, to listen to the views of others, to understand their needs and to agree on the terms of co-operation that are mutually beneficial. Maintaining partnerships and achieving goals can be achieved through successful negotiation. Therefore, an important quality for a successful leader in architecture and construction is the ability to achieve constructive results in any situation. The leader must be ready to face all challenges and to find the best and most effective solutions that will contribute to the success of the project and will ensure the sustainable development of his or her team.

Building effective relationships with partners, customers and other stakeholders is also important for a manager. This requires listening skills, an understanding of others' needs, the development of mutual understanding and the achievement of common goals. The ability to communicate and build relationships is no less important to a manager's success than their technical knowledge.

It is impossible to overstate the importance of effective relationship building for an architectural and construction manager. In order to achieve common goals and successfully complete projects, a manager must be able to communicate with partners, clients and other stakeholders. Important components of a successful leader are the ability to listen and consider the opinions of others, to develop mutual understanding and to build consensus.

The ability to build trust is another important aspect of working with partners. Trust can greatly facilitate communication and cooperation and is the foundation of any partnership. Leaders must keep their promises and communicate openly and honestly with others because trust is hard to build and easy to lose.

Leaders can also gain important information that can influence the decision-making process by communicating effectively with others. A key aspect of successful management in the construction industry is the ability to listen and gather information according to the specific needs of the project. In order to give due attention to all aspects of their professional activities, a



successful manager must also be able to manage their time and resources effectively. Key skills for success in the construction industry include planning and organising the working day. Just as important is the ability of a manager to adapt to changes in the professional environment and to be able to react quickly to new circumstances. Flexibility and openness to innovation can help to avoid the negative effects of unexpected changes and to ensure the sustainable development of projects and of the organisation as a whole [16, p. 191].

**S**trategic thinking and the ability to see the long term are essential to an effective architectural and construction manager. He or she must be able to plan and execute strategic tasks, and have a clear vision of the company's purpose and development strategy. This approach will help the manager to identify opportunities and risks, to make informed decisions and to steer the development of the company.

Strategic thinking is the ability to analyse the company's situation at a strategic level and to develop long-term plans for the achievement of the company's objectives. A manager must choose the path of the company's development in a conscious and calculated way. He must make informed decisions and anticipate possible risks. The ability to identify opportunities for development and innovation is a key aspect of strategic thinking. A manager should be open to new ideas, be able to assess their effectiveness and risks, and decide how to implement them in the company.

In the construction industry, strategic planning is an essential tool for success. Taking into account current market trends and competitive advantages, a manager should develop strategies for the company's development. Planning allows you to combine short term and long-term goals in a harmonious way and to ensure sustainable success in the future. Strategic planning also involves making decisions based on analysing available information and anticipating possible consequences. To achieve successful results and the company's functioning in the market, a manager must be prepared to make the necessary adjustments to the strategy. The ability to adapt to changes in the macro-economic environment, technological advances and competitive pressures in the marketplace is also part of strategic management. To ensure the stable development of the company, the manager must be flexible and able to respond quickly to new challenges and opportunities.

Successful strategic management is based on the ability to analyse how well a strategy works and to adjust it if necessary. A manager must constantly evaluate the results of his or her activities, consider the internal and external factors affecting the company's development, and make the necessary changes needed to succeed. In the construction industry, risk man-

agement is an integral part of strategic management. A manager must be prepared for unforeseen situations and be able to respond to them appropriately in order to ensure the sustainability of the business and the minimisation of potential risks. In summary, strategic thinking and strategic management are key skills for a successful manager in the architecture and construction industry. These skills enable managers to plan and achieve the organisation's long-term goals, respond to market challenges and ensure the business continues to thrive and prosper.

Being open to new ideas and innovations is essential for a successful architectural and construction manager. He or she needs to be able to adapt to changes in the industry and to identify new opportunities for development and for the improvement of processes. Thinking creatively and being open to improvement helps a manager to compete and succeed in today's environment [14].

**T**he ability to develop and implement innovative approaches and technologies in the company's operations is an important part of successful strategic management. A manager should stimulate creativity in his or her team, encourage new ideas to emerge and make changes to optimise business processes. It is only in this way that a company can be open to innovation and to changes in the market. One of the most important aspects of creative thinking in the construction industry is the ability to look at a task from a different point of view and to come up with non-standard solutions. The ability to think creatively can help solve complex problems, find new development opportunities and compete effectively. Creative thinking will also help a manager to maintain a high level of motivation in the team and to encourage its development. Team productivity and the achievement of common goals can be increased by encouraging creativity and the search for new ideas.

Making innovation part of the company's strategy can help to achieve high results. It can also help to position the company as a leader in the industry. A manager should be ready to change and innovate, which will allow the company to become efficient and competitive in its market. One of the key tasks of a successful manager in the architecture and construction industry is to create a culture of innovation in the team. Encouraging creativity and improving processes in the team can be a source of new ideas and developments that will help the company to compete [7, p. 103].

The support of the company's management is an important aspect of the successful implementation of innovation. In order to successfully implement new ideas and develop the company, the manager must have the support and openness of the owners and stake-

holders. Last but not least, an innovative approach to management can also be a key factor in attracting new customers and partners to the company. A willingness to embrace change and process improvement can be a decisive factor in the choice of a particular company in the construction industry. Therefore, for a successful manager in the architecture and construction industry, creative thinking and openness to innovation are essential qualities. The use of innovative approaches and technologies can be a source of competitive advantage and business development in the face of constant market changes and challenges [8, p. 21].

The ability to rationally allocate resources and manage budgets is also an important aspect of successful management in the architecture and construction industry. An important part of a manager's job is effective financial planning and cost control. He or she needs to have a clear understanding of the financial processes and be able to manage the financial resources of the company in an effective way.

**A**n important stage in the activities of a manager in the architecture and construction industry is effective financial planning. A well-designed financial plan will help to ensure the best possible use of resources, to prevent possible financial risks and to ensure a stable financial position for the company. Another important component of successful management in architecture and construction is budget management. A manager needs to be able to estimate costs correctly, monitor how they are spent, and look for effective ways to optimise budgeted expenditure. Clear budgeting enables the company to maintain financial stability and ensure that the business continues to develop [24, p. 134].

A manager needs to have a deep understanding of the financial processes and tools that will help him or her to manage the financial resources of the company in an effective way. Successful financial management requires an understanding of financial statements, the analysis of financial indicators and the ability to make informed financial decisions. A successful manager should be able to carry out a financial analysis of the company's activities in order to identify problematic situations in time, to analyse current and forecast financial indicators and to develop strategies to improve the financial situation of the company [25, p. 140]. It is also important to be able to effectively manage the working capital, to optimise the financial flows and to ensure the smooth functioning of the financial system of the company. This is a prerequisite for financial stability and for the maintenance of a high level of profitability in the business. Planning investments and making sound financial decisions about their implementation are also part of financial management. In order

to identify effective ways and means to increase the company's capital and ensure its sustainable development, a manager must have a strategic vision. Effective financial management involves monitoring financial indicators, analysing their dynamics and making timely adjustments to the company's financial management strategies. This helps to avoid financial risks and to ensure the sustainability of the company in the face of unpredictable changes in the market.

Budget and financial management is not only a component of successful management in the architecture and construction industry, but also a key aspect of the development and high competitiveness of the company. Competence in this area helps to achieve strategic goals and high results, ensuring the stability and successful development of the company.

**I**n addition, continuous market research and the identification of new opportunities for business development are essential for a successful architectural and construction manager. He or she needs to be aware of the latest trends in the industry, be able to predict how the market is changing and adapt the company's strategy to meet the new conditions. By carrying out market and competitor analysis, a manager can obtain information about customer needs, their requirements for products and services, as well as opportunities for the development of new products or the improvement of existing ones. This enables the company to respond to changing market conditions and adjust its strategy and plans accordingly.

Identifying new market opportunities and potential partners for collaboration is also part of a successful manager's job. These can extend a company's geographical reach, attract new customers and boost sales. Collaboration with other companies can also lead to mutually beneficial agreements and projects. Market research and customer needs analysis enable a successful manager to identify market needs and choose the best sales strategies [26, p. 88]. Building sustainable relationships with customers and implementing loyalty programmes that help maintain long-term relationships with partners is important. At the same time, a successful manager should be actively engaged in studying the technological and innovative achievements in the field of architecture and construction. Production efficiency can be improved, costs reduced and the company's competitiveness increased through the introduction of new technologies. Another important aspect of an architectural and construction manager's job is project management. The timely completion of projects and the achievement of planned results depend on the ability to properly plan and organise construction projects, monitor their implementation and allocate resources. When managing a company's

operations, it is also important to consider environmental sustainability and sustainable development factors. Operating according to environmental standards and using energy efficient technologies not only reduces environmental impact but also saves money on energy costs. Key skills for successful management in the architecture and construction industry are flexibility in solving problems, analytical skills and the ability to make quick, informed decisions [27, p. 33].

The possibility of social influence and change in the field of urban planning is also important for some managers in the architecture and construction sector. Building major projects can be more than just a source of profit. It can also be a way of improving the quality of life of local people and developing infrastructure. In the architecture and construction industry, this social responsibility can be a powerful motivator for successful business.

**C**orporate social responsibility in the construction sector is becoming an increasingly important part of doing business successfully in the architecture and construction industry. It is important to understand the impact of construction projects on the environment and the community and to take this factor into account in the planning and implementation of projects [23, p. 83]. An effective manager must have a sense of responsibility towards society and be concerned about the sustainability of the development of the project. His success in the construction industry can be a determinant not only of the financial sustainability of the company, but also of a positive social impact on the environment. The implementation of social projects in the urban development sector can be the construction of housing complexes for socially vulnerable groups, the reconstruction of cultural heritage sites and the development of infrastructure for the improvement of the quality of life of citizens. A successful manager should see the prospects for the development of the city and a positive contribution to the socio-economic environment in social projects, as well as the benefits for his company. His or her leadership and vision can not only determine the company's reputation. It can also contribute to the creation of a positive image in the eyes of the public.

A company that integrates social responsibility into its strategy can gain competitive advantage not only in terms of sustainable resource use and environmental standards, but also in making a positive impact on the surrounding community. Team morale and employee motivation can also be improved by implementing socially responsible projects. An additional incentive to develop and expand a company's activities can be participation in such projects. The successful implementation of social projects and their future support

and development can be ensured through cooperation with local authorities, NGOs and other stakeholders. Incorporating social responsibility into a company's development strategy can be a key success factor. It can also contribute to the development of a positive corporate image and increase consumer and partner confidence in the brand. Therefore, a successful architectural and construction manager must not only be an effective leader and strategist. He or she must also be willing to fulfil a social mission in the field of urban development. His or her ability to make a positive difference in the world, as well as his or her social responsibility and ability to work with different stakeholders, can determine not only the success of the company.

In general, an important role in achieving success in the industry is played by the personal motivational component in the activities and professional development of an architectural and construction manager. Key components that encourage managers to reach new heights and develop in the field of architecture and construction are the perception of their work as a challenge, the opportunity for creative expression, a sense of recognition and confidence in their abilities.

## CONCLUSIONS

To sum up, it can be said that the motivational mechanism of a manager working in architecture and construction is an important factor in achieving success and working efficiency. The effective communication with the subordinates, the creation of a favourable working environment, the use of various methods of motivation and the development of the personal qualities of the manager play an important role in this. Of particular importance in the motivation process is an individual approach to each employee, consideration of their needs and motivations, and support for their professional development. Important components of the motivation process include stimulating creativity and developing leadership and management skills.

Internal factors such as the need for success, self-actualisation, recognition and job satisfaction also have a significant impact on managerial motivation. These aspects contribute to developing self-awareness, achieving goals and stimulating personal growth. Continuous self-improvement, learning new technologies and keeping abreast of innovations are essential to the professional development of an architectural and construction manager. Adaptability to change, openness to new ideas and innovation are key to successful management. The ability to rationally allocate resources and manage budgets is also crucial to the success of a manager in the architecture and construction industry. Achieving set goals and ensuring the sustainability of the company's development requires the efficient use of resources and funds.

Therefore, a comprehensive approach that takes into account their professional and personal qualities is required to develop and stimulate the motivation of managers in the architecture and construction industry. Success and high performance in this industry can only be achieved through a balanced approach to motivation and development. In general, it is a complex process that requires constant improvement and self-development to motivate the activities of an architectural and construction manager. Key components of successful management in this field are the motivation of subordinates and the personal and professional development of the manager. It is only through the combination of these elements that a manager will be able to achieve high results, stable development of the company and a new level of competitiveness. ■

#### BIBLIOGRAPHY

1. Білошкурська Н. В., Столбова О. С. Вплив матеріальної та нематеріальної мотивації персоналу на ефективність діяльності підприємства. *Актуальні питання розвитку економіки: світові та національні аспекти* : матеріали II Міжнар. наук.-практ. конф. (м. Умань, 21 трав. 2024 р.). Умань : Візаві, 2024. С. 106–108.
2. Бондар Т. В., Краснонос А. С. Сучасні методи мотивації персоналу. *Економіка та суспільство*. 2023. Вип. 57. DOI: <https://doi.org/10.32782/2524-0072/2023-57-114>
3. Мутерко Г. М., Михальов Д. А. Особливості мотивації персоналу підприємства в умовах воєнного стану. *Економіка та суспільство*. 2024. Вип. 60. DOI: <https://doi.org/10.32782/2524-0072/2024-60-141>
4. Слівінська Н. М. Матеріальне стимулювання як складова системи управління ефективністю роботи персонал. *Соціально-трудова відносина: теорія і практика*. 2014. № 2. С. 213–217. URL: <http://surl.li/epbqy>
5. Ізюмцева Н. В., Іващенко М. В. Механізм підвищення відповідальності працівників. *Фінансово-кредитна діяльність: проблеми теорії та практики*. 2018. № 2. С. 446–454.
6. Мосійчук І. В. Мотивація як дієвий механізм в системі управління персоналом підприємства. *Вісник Київського інституту бізнесу і технологій*. 2018. Вип. 1. С. 84–89. URL: <http://surl.li/uxncke>
7. Проданова Л. В., Котляревський О. В. Мотиваційний механізм розвитку підприємницької діяльності в економіці України : монографія. Черкаси : Видавець Пономаренко Р. В., 2019. 240 с.
8. Семикіна М. В., Лучик С. Д., Запірченко Л. Д. та ін. Мотиваційний механізм розвитку економіки на етапі євроінтеграції : кол. монографія. Кропивницький : ЦНТУ, 2022. 281 с.
9. Гугул О. Формування механізму мотивації інноваційної активності працівників підприємства. *Галицький економічний вісник*. 2014. Т. 45. № 2. С. 56–61. URL: <https://galicianvisnyk.tntu.edu.ua/pdf/45/203.pdf>
10. Білецька І., Сабецька Т. Напрями та засоби вдосконалення мотивації праці в системі менеджменту персоналу підприємства в умовах нестабільності. *Development Service Industry Management*. 2024. № 2. С. 189–194. DOI: [https://doi.org/10.31891/dsim-2024-6\(28\)](https://doi.org/10.31891/dsim-2024-6(28))
11. Лисенко Н. С., Бурмака Л. О. Дослідження чинників, що впливають на активізацію інноваційної діяльності портів. *Менеджер*. 2018. № 4. С. 43–51. URL: <https://journals.indexcopernicus.com/api/file/viewByFileId/1112309>
12. Кобилецький О., Завійський С., Сарвас Р. та ін. Вплив стилю управління на ефективність діяльності персоналу. *Академічні візії*. 2023. Вип. 24. DOI: <http://dx.doi.org/10.5281/zenodo.8429874>
13. Мала Н. Т., Угрин Л. Є. Конфлікт у організації: класифікація та моделювання. *Науковий вісник Національного лісотехнічного університету України*. 2010. Вип. 20.15. С. 212–219. URL: [https://nv.nltu.edu.ua/Archive/2010/20\\_15/212\\_Mal.pdf](https://nv.nltu.edu.ua/Archive/2010/20_15/212_Mal.pdf)
14. Сікорський Ю. М. Оцінка драйверів ринку робочої сили в контексті діджиталізації. *Здобутки економіки: перспективи та інновації*. 2024. № 8. DOI: <https://doi.org/10.5281/zenodo.13121071>
15. Гнатюк Л. Р., Голяр О. Ю. Основні засади створення психологічно комфортного середовища в офісних приміщеннях. *Сучасні проблеми архітектури та містобудування*. 2013. Вип. 34. С. 92–97. URL: [http://nbuv.gov.ua/UJRN/Spam\\_2013\\_34\\_12](http://nbuv.gov.ua/UJRN/Spam_2013_34_12)
16. Пушкар З. М., Павлик С. М. Якісні характеристики керівника та їх вплив на ефективність управління. *Науковий вісник Ужгородського університету. Серія «Економіка»*. 2013. Вип. 2. Ч. 1. С. 189–193. URL: <http://dspace.wunu.edu.ua/bitstream/316497/2835/1/Pushkar%20Pavlik.pdf>
17. Шепеленко С. М. Формування корпоративної культури підприємств та її вплив на процес інтелектуалізації. *Збірник наукових праць ДУІТ. Серія «Економіка і управління»*. 2024. Вип. 55. С. 76–86. DOI: [10.32703/2664-2964-2024-55-76-86](https://doi.org/10.32703/2664-2964-2024-55-76-86)
18. Коцелко С. Сутність і методи мотивування працівників на малих підприємствах. *Регіональні аспекти розвитку продуктивних сил України*. 2017. № 17. С. 85–88. URL: <http://rarrpsu.wunu.edu.ua/index.php/rarrpsu/article/view/87/86>
19. Резвих Є., Булах І. Мотивація професійної діяльності дорослих. *Науковий часопис НПУ імені М. П. Драгоманова. Серія 12. Психологічні науки*. 2022. Вип. 17. С. 96–108. DOI: [https://doi.org/10.31392/NPU-nc.series12.2022.17\(62\).09](https://doi.org/10.31392/NPU-nc.series12.2022.17(62).09)
20. Бутенко Д. С. Теорії мотивації: практичний аспект. *Ефективна економіка*. 2020. № 5. DOI: [10.32702/2307-2105-2020.5.103](https://doi.org/10.32702/2307-2105-2020.5.103)
21. Мельник М. О. Ціннісна взаємодія з соціальним середовищем як чинник становлення обдарованої особистості. *Актуальні проблеми психології*. 2016. Т. VI: *Психологія обдарованості*. Вип. 12.

- C. 280–289. URL: <http://appspsychology.org.ua/data/jrn/v6/i12/31.pdf>
22. Алексеева Т. В. Відповідальність як значущий показник професійної компетентності майбутнього фахівця. *Актуальні проблеми психології*. 2013. Т. VI: Психологія обдарованості. Вип. 9. С. 61–71. URL: <http://appspsychology.org.ua/data/jrn/v6/i9/5.pdf>
23. Д'якон Д., Асланзаде Р. Соціально відповідальна діяльність будівельних компаній у міжнародних ланцюгах поставок. *Міжнародна економічна політика*. 2020. № 1–2. С. 81–99. DOI: 10.33111/iep.2020.32\_33.04
24. Makatora D., Yashchenko O., Kubanov R. Features Preparation of the Project Manager in the Architecture and Construction Industry. *Management*. 2023. No 2. P. 133–150. DOI: <https://doi.org/10.30857/2415-3206.2023.2.11>
25. Yashchenko O., Makatora D., Kubanov R. Impact of Economic Factors on Design and Construction Processes in Architecture and Construction. *Таврійський науковий вісник. Серія «Економіка»*. 2024. № 19. С. 139–150. DOI: <https://doi.org/10.32782/2708-0366/2024.19.17>
26. Makatora D., Kubanov R., Yashchenko O. Marketing Strategy for Constructing and Promoting Love-Rise Buildings. *Вісник Хмельницького національного університету. Серія «Економічні науки»*. 2024. № 2. С. 88–94. DOI: <https://doi.org/10.31891/2307-5740-2024-328-13>
27. Kubanov R., Yashchenko O., Makatora D. Adaptive Strategies for Managing the Compleitive Potential of an Architectural and Construction Company. *Інклюзивна економіка*. 2024. № 1. С. 32–41. DOI: [https://doi.org/10.32782/inclusive\\_economics.3-5](https://doi.org/10.32782/inclusive_economics.3-5)
- nia rozvytku ekonomiky: svitovi ta natsionalni aspekty*. Uman: Vizavi, 2024. 106-108.
- Bondar, T. V., and Krasnonos, A. S. "Suchasni metody motyvatsii personalu" [Modern Methods of Staff Motivation]. *Ekonomika ta suspilstvo*, no. 57 (2023). DOI: <https://doi.org/10.32782/2524-0072/2023-57-114>
- Butenko, D. S. "Teorii motyvatsii: praktychnyi aspekt" [The Theories of Motivation: A Practical Aspect]. *Efektivna ekonomika*, no. 5 (2020). DOI: 10.32702/2307-2105-2020.5.103
- Diakon, D., and Aslanzade, R. "Sotsialno vidpovidalna diialnist budivelnykh kompanii u mizhnarodnykh lantsiuhakh postavok" [Socially Responsible Activities of Construction Companies in International Supply Chains]. *Mizhnarodna ekonomichna polityka*, no. 1-2 (2020): 81-99. DOI: 10.33111/iep.2020.32\_33.04
- Hnatiuk, L. R., and Holiar, O. Yu. "Osnovni zasady stvorenia psykholohichno komfortnoho seredovyscha v ofisnykh prymishchenniakh" [Basic Principles of Creating a Psychologically Comfortable Environment in Office Premises]. *Suchasni problemy arkhitektury ta mistobuduvannia*, iss. 34 (2013): 92-97. [http://nbuv.gov.ua/UJRN/Spam\\_2013\\_34\\_12](http://nbuv.gov.ua/UJRN/Spam_2013_34_12)
- Huhul, O. "Formuvannia mekhanizmu motyvatsii innovatsiinoi aktyvnosti pratsivnykiv pidpriemstva" [The Formation of Motivation Mechanism of Employees' Innovative Activity of the Enterprise]. *Halytskyi ekonomichnyi visnyk*, vol. 45, no. 2 (2014): 56-61. <https://galicianvisnyk.tntu.edu.ua/pdf/45/203.pdf>
- Iziumtseva, N. V., and Ivashchenko, M. V. "Mekhanizm pidvyshchennia vidpovidalnosti pratsivnykiv" [A Mechanism for Increasing the Responsibility of Employees]. *Finansovo-kredytna diialnist: problemy teorii ta praktyky*, no. 2 (2018): 446-454.
- Kobyletskyi, O. et al. "Vplyv styliu upravlinnia na efektyvnist diialnosti personalu" [The Influence of Management Style on the Effectiveness of Personnel]. *Akademichni vizii*, no. 24 (2023). DOI: <http://dx.doi.org/10.5281/zenodo.8429874>
- Kotselko, S. "Sutnist i metody motyvuvannia pratsivnykiv na malykh pidpriemstvakh" [The Essence and Methods of Motivating Employees at Small Enterprises]. *Rehionalni aspekty rozvytku produktyvnykh syl Ukrainy*, no. 17 (2017): 85-88. <http://rarrpsu.wunu.edu.ua/index.php/rarrpsu/article/view/87/86>
- Kubanov, R., Yashchenko, O., and Makatora, D. "Adaptive Strategies for Managing the Compleitive Potential of an Architectural and Construction Company". *Inklyuzivna ekonomika*, no. 1 (2024): 32-41. DOI: [https://doi.org/10.32782/inclusive\\_economics.3-5](https://doi.org/10.32782/inclusive_economics.3-5)
- Lysenko, N. S., and Burmaka, L. O. "Doslidzhennia chynnykiv, shcho vplyvaiut na aktyvizatsiiu innovatsiinoi diialnosti portiv" [Study of Factors Influencing the Activation of Innovative Activity of Ports]. *Menedzher*, no. 4 (2018): 43-51. <https://journals.indexcopernicus.com/api/file/viewByFileId/1112309>

## REFERENCES

- Aleksieieva, T. V. "Vidpovidalnist yak znachushchyi pokaznyk profesiinoi kompetentnosti maibutnyoho fakhivtsia" [Responsibility as a Significant Indicator of the Professional Competence of the Future Specialist]. *Aktualni problemy psykholohii*, vol. VI, iss. 9 (2013): 61-71. <http://appspsychology.org.ua/data/jrn/v6/i9/5.pdf>
- Biletska, I., and Sabetska, T. "Napriamy ta zasoby vdokonalennia motyvatsii pratsi v systemi menedzhmentu personalu pidpriemstva v umovakh nestabilnosti" [Directions and Means of Improving Work Motivation in the Personnel Management System of Enterprises in Conditions of Instability]. *Development Service Industry Management*, no. 2 (2024): 189-194. DOI: [https://doi.org/10.31891/dsim-2024-6\(28\)](https://doi.org/10.31891/dsim-2024-6(28))
- Biloshkurska, N. V., and Stolbova, O. S. "Vplyv materialnoi ta nematerialnoi motyvatsii personalu na efektyvnist diialnosti pidpriemstva" [The Influence of Material and Non-material Motivation of Personnel on the Efficiency of the Enterprise]. *Aktualni pytan-*

- Makatora, D., Kubanov, R., and Yashchenko, O. "Marketing Strategy for Constructing and Promoting Love-Rise Buildings". *Visnyk Khmelnytskoho natsionalnogo universytetu. Seriiia «Ekonomichni nauky»*, no. 2 (2024): 88-94.  
DOI: <https://doi.org/10.31891/2307-5740-2024-328-13>
- Makatora, D., Yashchenko, O., and Kubanov, R. "Features Preparation of the Project Manager in the Architecture and Construction Industry". *Management*, no. 2 (2023): 133-150.  
DOI: <https://doi.org/10.30857/2415-3206.2023.2.11>
- Mala, N. T., and Uhryn, L. Ye. "Konflikt u orhanizatsi: klasyfikatsiia ta modeliuvannia" [Conflict in Organization: Classification and Modeling]. *Naukovyi visnyk Natsionalnogo lisotekhnichnogo universytetu Ukrainy*, iss. 20.15 (2010): 212-219. [https://nv.nltu.edu.ua/Archive/2010/20\\_15/212\\_Mal.pdf](https://nv.nltu.edu.ua/Archive/2010/20_15/212_Mal.pdf)
- Melnyk, M. O. "Tsinnisna vzaiemodiia z sotsialnym sere-dovyschem yak chynnyk stanovlennia obdarovanoi osobystosti" [Valuable Interaction With the Social Environment as a Factor in the Formation of a Gifted Personality]. *Aktualni problemy psykholohii*, vol. VI, iss. 12 (2016): 280-289. <http://appspsychology.org.ua/data/jrn/v6/i12/31.pdf>
- Mosiichuk, I. V. "Motyvatsiia yak diievyi mekhanizm v systemi upravlinnia personalom pidpriemstva" [Motivation as an Effective Mechanism in the Personnel Management System of the Enterprise]. *Visnyk Kyivskoho instytutu biznesu i tekhnolohii*, iss. 1 (2018): 84-89. <http://surl.li/uxncke>
- Muterko, H. M., and Mykhalyov, D. A. "Osoblyvosti motyvatsii personalu pidpriemstva v umovakh voiennoho stanu" [Features of the Motivation of Enterprise Staff under the Conditions of Marital State]. *Ekonomika ta suspilstvo*, no. 60 (2024).  
DOI: <https://doi.org/10.32782/2524-0072/2024-60-141>
- Prodanova, L. V., and Kotliarevskiy, O. V. *Motyvatsiinyi mekhanizm rozvytku pidpriemnytskoi diialnosti v ekonomitsi Ukrainy* [The Motivational Mechanism for the Development of Entrepreneurial Activity in the Economy of Ukraine]. Cherkasy: Vydavets Ponomarenko R. V., 2019.
- Pushkar, Z. M., and Pavlyk, S. M. "Yakisni kharakterystyky kerivnyka ta yikh vplyv na efektyvnist upravlinnia" [Qualitative Characteristics of the Manager and Their Influence on Management Efficiency]. *Naukovyi visnyk Uzhhorodskoho universytetu. Seriiia «Ekonomika»*, iss. 2, part 1 (2013): 189-193. <http://dSPACE.wunu.edu.ua/bitstream/316497/2835/1/Pushkar%20Pavlik.pdf>
- Rezvykh, Ye., and Bulakh, I. "Motyvatsiia profesiinoi diialnosti doroslykh" [Motivation of Adult Professional Activity]. *Naukovyi chasopys NPU imeni M. P. Drahomanova. Seriiia 12. Psykholohichni nauky*, no. 17 (2022): 96-108.  
DOI: [https://doi.org/10.31392/NPU-nc.series12.2022.17\(62\).09](https://doi.org/10.31392/NPU-nc.series12.2022.17(62).09)
- Semykina, M. V. et al. *Motyvatsiinyi mekhanizm rozvytku ekonomiky na etapi yevrointehratsii* [The Motivational Mechanism of Economic Development at the Stage of European Integration]. Kropyvnytskyi: TsNTU, 2022.
- Shepelenko, S. M. "Formuvannia korporativnoi kultury pidpriemstv ta yih vplyv na protses intelektualizatsii" [Formation of the Enterprises' Corporate Culture and their Influence on the Process of Intellectualization]. *Zbirnyk naukovykh prats DUIT. Seriiia «Ekonomika i upravlinnia»*, no. 55 (2024): 76-86.  
DOI: [10.32703/2664-2964-2024-55-76-86](https://doi.org/10.32703/2664-2964-2024-55-76-86)
- Sikorskyi, Yu. M. "Otsinka draiveriv rynku robochoi sylu v konteksti didzhitalizatsii" [Assessment of Labour Market Drivers in the Context of Digitalisation]. *Zdobutky ekonomiky: perspektyvy ta innovatsii*, no. 8 (2024).  
DOI: <https://doi.org/10.5281/zenodo.13121071>
- Slivinska, N. M. "Materialne stymuliuвання yak skladova systemy upravlinnia efektyvnosti roboty personala" [Material Incentives as a Component of the Personnel Efficiency Management System]. *Sotsialno-trudovi vidnosyny: teoriia i praktyka*, no. 2 (2014): 213-217. <http://surl.li/epebqy>
- Yashchenko, O., Makatora, D., and Kubanov, R. "Impact of Economic Factors on Design and Construction Processes in Architecture and Construction". *Tavriiskiy naukovyi visnyk. Seriiia «Ekonomika»*, no. 19 (2024): 139-150.  
DOI: <https://doi.org/10.32782/2708-0366/2024.19.17>