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## INCLUSIVE APPROACHES TO STRATEGIC STAFF MOTIVATION IN THE CONTEXT OF CORPORATE SOCIAL RESPONSIBILITY

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### Dudnieva I. E., Soboliev T. E. Inclusive Approaches to Strategic Staff Motivation in the Context of Corporate Social Responsibility

*The article explores inclusive approaches to strategic staff motivation in the context of corporate social responsibility (CSR), highlighting the importance of human capital management under conditions of social and economic transformation. The study emphasizes that staff motivation today extends beyond traditional economic incentives and increasingly relies on inclusive mechanisms that ensure fairness, equal access to opportunities, and the recognition of diversity within organizations. The authors argue that strategic motivation policies must be integrated with CSR objectives, as this alignment not only improves employee satisfaction and loyalty but also strengthens corporate reputation and long-term competitiveness. A conceptual framework is proposed for understanding how inclusive motivation practices, such as flexible reward systems, participatory decision-making, professional development opportunities, and social support measures, can become drivers of sustainable organizational growth. Special attention is paid to the Ukrainian context, where war-related challenges and the processes of European integration create new requirements for HR policy and the adoption of international CSR standards. The analysis demonstrates that inclusive motivational strategies can reduce the negative effects of uncertainty, support employee resilience, and promote trust within organizations. The article draws on comparative analysis of international practices and domestic trends, offering recommendations for Ukrainian companies to balance economic performance with social responsibility through personnel management. The results contribute to the development of modern management theory by linking inclusive HR strategies with CSR and provide practical tools for managers aiming to foster resilience, adaptability, and ethical corporate culture. These findings may also serve as a basis for future research on the transformation of motivation systems in emerging economies and their role in achieving sustainable development goals.*

**Keywords:** strategic staff motivation, inclusive HR practices, corporate social responsibility (CSR), HR-management, sustainable development.

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### Дуднева Ю. Е., Соболев Т. Е. Інклюзивні підходи до стратегічної мотивації персоналу в контексті корпоративної соціальної відповідальності

У статті досліджено інклюзивні підходи до стратегічної мотивації персоналу в контексті корпоративної соціальної відповідальності (КСВ), що набуває особливого значення в умовах соціально-економічних трансформацій. Наголошено, що сучасна мотивація працівників виходить за межі традиційних економічних стимулів і дедалі частіше спирається на інклюзивні механізми, які забезпечують справедливість, рівний доступ до можливостей і визнання різноманіття в організаціях. Аргументовано, що стратегічна політика мотивації персоналу повинна бути інтегрована з цілями КСВ, оскільки таке поєднання не лише підвищує задоволеність і лояльність працівників, а й зміцнює репутацію компанії та її довгострокову конкурентоспроможність. Запропоновано концептуальні підходи до розуміння того, як інклюзивні практики мотивації, а саме – гнучкі системи винагород, участь у прийнятті рішень, можливості професійного розвитку та соціальні програми підтримки, можуть стати драйверами сталого організаційного розвитку. Особливу увагу приділено українському контексту, коли воєнні виклики та процеси євроінтеграції формують нові вимоги до кадрової політики та впровадження міжнародних стандартів КСВ. Показано, що інклюзивні мотиваційні стратегії здатні зменшувати негативний вплив невизначеності, підтримувати стійкість персоналу та формувати довіру в організаціях. На основі порівняльного аналізу міжнародних практик і вітчизняних тенденцій сформульовано рекомендації для українських компаній щодо поєднання економічної результативності із соціальною відповідальністю у сфері управління персоналом. Отримані результати розвивають сучасну теорію менеджменту,

поєднуючи інклюзивні HR-стратегії з КСВ, і пропонують практичні інструменти для керівників, які прагнуть підвищити адаптивність, стійкість і етичність корпоративної культури. Висновки роботи можуть стати підґрунтям для подальших досліджень трансформації систем мотивації в економіках, що розвиваються, та їхнього внеску в досягнення цілей сталого розвитку.

**Ключові слова:** стратегічна мотивація персоналу, інклюзивні практики управління персоналом, корпоративна соціальна відповідальність (КСВ), HR-менеджмент, сталий розвиток.

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In the context of profound transformations in both national and global economic systems driven by global challenges such as the pandemic, the digital revolution, and demographic shifts, as well as regional crises, particularly the war in Ukraine, the issue of building an effective and adaptive employee motivation system has become especially relevant. Today, companies increasingly recognize the need to balance business performance with ethical and social dimensions of management, laying the foundation for the integration of inclusive approaches into corporate social responsibility (CSR) strategies. From this perspective, strategic employee motivation should be viewed not merely as a tool for stimulating work engagement, but as a component of a comprehensive human capital management system. Such a system is essential for ensuring sustainable organizational development, fostering employee alignment with the company's core values, and strengthening reputational capital. In this regard, the implementation of inclusive motivational practices, which promote diversity, equality, and access to professional development opportunities for all employee groups, is becoming a key priority.

The issues of inclusive economic development, employee motivation, and corporate social responsibility (CSR) have been the subject of extensive study by both foreign and Ukrainian scholars. The conceptual foundations of inclusion in the field of human resource management were laid in the works of R. Freeman, M. Armstrong [1], and G. Dessler [2], who emphasized the importance of an individualized approach to employee motivation as a means of enhancing organizational effectiveness. Notably, M. Armstrong's "Total Reward" model underscores the need to combine material and non-material incentives, including emotional support, values-based management, and personal development [1]. Recent research confirms that strategic human resource management (SHRM) holds con-

siderable potential for fostering inclusive workplaces through coordinated HR practices and active involvement of leadership [3–5]. However, the effectiveness of these approaches depends on the implementation of a long-term, integrated strategy focused on eliminating structural barriers and embedding inclusion within organizational culture.

In Ukrainian academic discourse, strategic HRM and the social responsibility of business are explored in the works of V. Prokhorova and others [6], I. Gontareva, N. Gavkalova, O. Arefieva, O. Prodius, Ya. Havrylenko [7], O. Naumova [8], among others. These researchers examine the interrelation between human capital management and the development of socially oriented business strategies in the context of labor market transformation and economic recovery.

A number of recent studies have attempted to rethink approaches to SHRM in the context of growing interest in inclusive practices, especially in the post-war recovery period. In particular, scholars emphasize the increase in the number of people with disabilities in Ukraine, which calls for a transformation of HR strategies in line with the principles of sustainable development [9]. In [7] explores conceptual approaches to integrating people with disabilities into the workforce as a component of inclusive economic growth and business competitiveness. T. Shmatkovska and O. Stashchuk focuses on the importance of inclusive growth in HR strategies, highlighting the role of personnel as a key resource for sustainable development [10].

Despite the increasing attention to inclusive strategies in HR management, there is still no unified position in academic literature regarding the most effective mechanisms and their long-term impact. Scholars continue to debate whether inclusiveness has a direct positive effect on employee engagement, innovation, and long-term organization-

al resilience [10–12], while some researchers warn that overly fragmented HR policies could weaken management effectiveness. Another important issue is the contextual relevance of inclusive HR practices. The place of inclusion in the overall structure of strategic human resource management remains a subject of debate, with some viewing it as a separate goal, while others see it as an integral component of a broader corporate social responsibility policy. Some scientists support an autonomous approach that enables the development of specific effectiveness indicators [7; 12], while others advocate for an integrated model in which inclusiveness is embedded in the core of organizational culture [9; 10].

However, despite the existing research efforts, the strategic dimension of inclusive motivation as a form of social responsibility remains underdeveloped. This area still requires further theoretical generalization and practical recommendations. The issue becomes particularly relevant in the context of post-crisis economies, especially in Ukraine, where social inequalities, population displacement, workforce trauma, and the overall increase in societal vulnerability demand a revision of approaches to human resource management. At the same time, the absence of well-established models adapted to post-conflict conditions significantly limits the practical implementation of inclusive strategies.

The *aim* of this study is to define the content and specific features of inclusive approaches to strategic employee motivation as a component of corporate social responsibility in modern business.

In modern management theory, strategic motivation is viewed as a multidimensional system that goes beyond short-term incentives and is formed at the intersection of an organization's long-term goals, business value orientation, and employee expectations. The essence of strategic motivation lies in its focus not only on achieving operational performance, but also on ensuring the sustainable development of human capital, including loyalty, engagement, and adaptability in times of change. Strategic motivation is characterized by long-term planning, personalized approaches, and flexibility in managing employee expectations. It involves not only financial incentives, but also a wide range of non-material mechanisms, such as opportunities for professional growth, participation in decision-making, mentoring, and the development of emotional commitment to the organization [13–15].

From a theoretical perspective, strategic motivation is closely linked to the concept of socially responsible human resource management [16]. In this context, motivational policy is seen as derived from the overall business strategy, which defines the objectives,

tasks, and priorities for the HR function. Employee motivation thus becomes not only a tool for achieving strategic advantage, but also a means of expressing the company's value identity. This connection is especially visible in organizations that define social responsibility as part of their mission. In such companies, HR strategy becomes a logical extension of CSR strategy, where motivational tools are used to promote inclusion, fairness, and ethical treatment in interactions with employees.

Unlike the traditional view of corporate social responsibility (CSR), which often takes the form of isolated PR campaigns or charitable initiatives, the modern understanding of CSR treats it as a system of strategic commitments made by a company to its stakeholders, including employees. In this sense, CSR is no longer a supplement to core business activities, it becomes an integral part of a company's internal logic. Accordingly, a motivational policy that reflects inclusiveness, equality, and development opportunities for all employee categories is not only a sign of business ethics but also an indicator of the strategic maturity of the management system. Within the inclusive approach, strategic motivation becomes a key instrument for realizing the principle of social partnership between employers and employees. It creates the foundation for an organizational culture in which each employee is regarded not merely as a resource but as a full participant in the company's development processes [17]. This perspective helps to increase employee engagement, strengthen trust in the employer, and enhance the organization's adaptability to external challenges.

Thus, combining strategic motivation with a values-based approach to corporate social responsibility opens new opportunities for advancing modern HR management. This model is focused not only on efficiency but also on social sustainability and trust as the basis for long-term business competitiveness.

In today's increasingly turbulent external environment, with the labor market instability, demographic challenges, and growing social inequality, inclusive employee motivation is no longer seen as a socially desirable option. Instead, it is viewed as an essential element of SHRM. Its importance goes beyond corporate ethics or reputation management, taking on a clearly practical role in shaping resilient organizational models.

A key characteristic of inclusive motivation is its systemic nature and long-term orientation. Unlike fragmented social initiatives, inclusive HR practices must be integrated into the strategic framework of a company, covering all stages of the employee life cycle, from recruitment to career development [18].

These practices help establish a long-term social contract between employer and employee, built on mutual respect, trust, and the recognition of diversity as an organizational value. Such integration ensures consistency between declared CSR principles and actual management practices, supporting sustainable organizational development.

**T**his study identifies three types of inclusive motivation strategies, each with its own logic of implementation, yet all forming part of a unified management paradigm.

The *preventive strategy* of inclusive motivation is based on the fundamental principles of equality, non-discrimination, and transparency. Its primary goal is to ensure equal access to employment opportunities, remove barriers during the onboarding stage of new employees, and create fair starting conditions for all social groups. This strategy includes the implementation of clearly regulated recruitment procedures, the development of inclusive vacancy requirements, and consideration of gender, age, and social sensitivity throughout the selection process. An essential component of the preventive approach is diversity analytics and regular audits to ensure fairness in hiring practices. Another important instrument is training for managers in inclusive leadership principles to prevent unconscious biases and stereotypes that may influence staffing decisions [9; 16]. In this way, the preventive strategy helps minimize the risks of marginalization, segregation, or discrimination at the early stages of a professional career.

The *adaptive strategy* focuses on creating an enabling environment for the successful professional integration of vulnerable employee groups who are already part of the workforce. In this context, adaptation is not limited to physical accessibility of the workplace but implies a comprehensive adjustment of employees to the organizational environment [7]. The main tools of the adaptive strategy include the introduction of flexible working hours, remote work arrangements, individual career development plans, mentoring programs, and inclusive communication strategies. It is important to note that adaptation is not a one-time action, but a continuous and dynamic process, involving regular monitoring of employee engagement, periodic evaluation of job satisfaction, and adjustment of management practices in response to changes in team composition. Such an approach ensures the sustainable integration of diverse groups into the corporate structure and reduces the risk of social isolation or maladaptation [14; 18].

The *integrative strategy* represents the most complex form of inclusive motivation, requiring the full incorporation of inclusion principles into all as-

pects of strategic human resource management. Under this model, inclusion is not treated as a separate initiative but as an integral part of the company's governance system and organizational culture. The integrative strategy involves active engagement of representatives from all social groups in decision-making processes, the development of institutional feedback mechanisms, support for horizontal communication, and the creation of platforms for collective discussion of strategic issues. As a result, this approach fosters a high level of organizational cohesion, where employees identify with the company's values, show strong loyalty, and actively contribute to the achievement of strategic goals.

**A**n important theoretical and practical aspect of inclusive motivation is its focus on specific target groups that are considered to be at social risk. These include persons with disabilities, women with children, young people without work experience, internally displaced persons, pre-retirement age employees, and war veterans. A successful motivational strategy not only takes into account the particular needs of these groups but also recognizes the potential value they can bring to the organization. This approach creates a strategic advantage for businesses by expanding access to the labor force, reducing staffing risks, strengthening the employer brand's social appeal, and ensuring compliance with ESG criteria, which are increasingly influencing companies' investment attractiveness. In a context marked by demographic aging, labor migration, and the rising cost of recruitment, inclusive motivation is not only an ethical decision but also a tool for maintaining organizational viability.

Thus, within the framework of SHRM, inclusive motivation becomes a structured, socially significant, and economically viable policy that supports both the internal resilience of the organization and its external competitiveness. Inclusive motivation not only facilitates the adaptation of employees to the internal environment, but gradually evolves into a tool for shaping corporate identity, with which the company is associated as an employer and a socially responsible actor. From a strategic perspective, inclusiveness is not merely a set of HR practices, it becomes part of the company's value platform, shaping its uniqueness, cultural distinction, and capacity for social dialogue.

It is through markers such as openness, respect for diversity, equal access to opportunities, and the absence of discriminatory practices that stakeholder trust, both internal and external, is built. Inclusive policies directly influence a company's reputational capital and its ability to attract and retain qualified professionals. In today's context, the labor market is gradually shifting from an employer-driven to an em-



employee-driven model, and competition for talent is becoming increasingly intense. Competitive advantage belongs to those organizations that can demonstrate a real commitment to fairness, transparency, and social support. Inclusive motivation, which embraces diverse groups of employees and offers them genuine opportunities for professional growth, serves not only as evidence of ethical standards, but also as a strategic marker of long-term employee loyalty.

In practice, such policies help reduce staff turnover, increase employee engagement, and shape a positive employer image, which directly influences the stability and efficiency of internal business processes. These outcomes are supported by numerous international case studies. For instance, companies like Accenture plc and IKEA demonstrate the successful implementation of inclusive HR strategies. Accenture's "Inclusion Starts with I" program focuses on supporting people with disabilities, war veterans, and members of the LGBTQ+ community through leadership training, a zero-discrimination policy, and flexible working conditions, all of which contribute to stronger team cohesion. IKEA, through its "Skills for Employment" initiative, provides internships, language support, and adapted schedules for youth, refugees, and older workers, thereby integrating inclusiveness into its strategic HR model.

**I**n the Ukrainian context, positive developments can be observed in the practices of companies such as Kyivstar, Auchan Ukraine, and Nova Poshta [19]. For example, Kyivstar runs programs to support women in the tech sector, implements internal educational platforms for self-development, and creates an environment of equal opportunities for career advancement. Nova Poshta, in turn, has launched regional initiatives to employ veterans and internally displaced persons, adapting working conditions to the needs of these groups.

Inclusive motivation, from a strategic perspective, is not only an ethically justified practice but also a rational and effective managerial decision that brings tangible social and economic outcomes. Ultimately, a socially responsible approach to human resource management becomes one of the key factors of business resilience and the organization's ability to recover under uncertainty and systemic challenges.

Despite the growing awareness of the importance of socially oriented HR management, the integration of inclusive principles into the strategies of Ukrainian companies remains fragmented and inconsistent. This process involves a range of strategic risks and advantages that shape employers' behavior and determine the pace of organizational transformation.

On one hand, implementing an inclusive motivational model requires the revision of established practices, adaptation of internal policies, and capacity-building of managerial staff, all of which involve organizational costs. There is a risk of formalization, where inclusion is declared but not fully integrated into actual management processes, leading to perceived insincerity and loss of employee trust. In the short term, internal tensions may also arise, associated with bias, stereotypes, or resistance to cultural change.

On the other hand, the long-term strategic benefits of adopting an inclusive approach to motivation far outweigh the risks. These include increased organizational adaptability and resilience, expansion of the talent pool by engaging underrepresented groups, reduced turnover costs, stronger corporate culture, and enhanced market reputation. An inclusive strategy also enables companies to respond more effectively to changes in legislation, investor demands regarding ESG standards, and the expectations of new generations of employees, for whom an employer's social responsibility is a key factor when choosing a workplace.

At the same time, the implementation of inclusive HR strategies in Ukraine is complicated by a number of barriers: regulatory, resource-based, and mental in nature. Although the legal framework on non-discrimination and equality exists, it often remains declarative and is not supported by effective mechanisms of enforcement, monitoring, or state support. There is also a lack of specialized methodological guidelines and adaptable templates for inclusive policies that reflect the specifics of different economic sectors.

The resource barrier is reflected in the shortage of financial and human resources needed to design and implement inclusive programs. Small and medium-sized businesses, particularly under wartime conditions, often lack the capacity to invest in specialized staff training, workspace adaptation, or individualized motivational packages. In addition, many managers demonstrate mental inertia, relying on conservative management models, ignoring issues of social exclusion, and viewing inclusion as a secondary or excessive burden.

**P**articular attention should be given to the impact of the war, which has not only deepened structural labor market problems but has also shifted the social priorities of businesses. Mass population displacement, military mobilization, rising levels of psychological trauma, reallocation of labor, and destruction of infrastructure have forced companies to reconsider their approaches to recruitment, employee adaptation, and retention. At the same time, Ukrainian society is undergoing a profound rethinking of corporate social responsibility. Inclusion, once seen as marginal, is now being viewed as a foundation for building

more resilient and humane models of organizational behavior.

In this context, there is a growing need for a strategic approach to HR policy, one that not only responds to external challenges but also actively shapes an internal value framework that recognizes inclusion as a key element of social partnership and corporate sustainability. This creates space for the introduction of innovative management solutions, cooperation with public and civil institutions, international knowledge exchange, and ultimately for integrating Ukrainian businesses into global responsible development chains.

**G**iven the risks and transformative context described above, the formation of a strategic inclusive motivation system in the Ukrainian business environment requires more than just the managerial will of individual companies. It calls for a systemic approach that encompasses internal organizational mechanisms, state-level initiatives, and international support instruments. Above all, companies must move from declarative positioning of inclusion to its structural integration into HR strategy. This involves a range of actions, including audits of existing practices, identification of vulnerable groups within the workforce, development of targeted motivational programs, training for inclusive leadership, and the introduction of monitoring systems to track the effectiveness of such initiatives. It is especially important to account for the local context, including sectoral characteristics, demographics, employment structure, and the region's level of social sensitivity.

State policy also has a crucial role to play in this process and must shift from primarily declarative to incentive-based. Potential directions may include tax benefits for companies that implement inclusive strategies; public retraining programs for socially vulnerable groups; support for the development of corporate mentorship systems; and the recognition and promotion of successful cases of responsible human resource management. These efforts must be supported by a coherent regulatory framework, enforcement mechanisms, and cross-sector coordination, especially at the level of local government.

International assistance, particularly through technical aid programs, post-war recovery initiatives, and the implementation of ESG standards, also plays a key role in strengthening the institutional capacity of Ukrainian businesses to implement inclusive HR policies. Experience shows that participation in international projects provides companies with access to modern methodologies, analytical tools, and case studies from other countries, thereby accelerating internal transformation processes.

It is also important to emphasize the potential of the educational environment, both at the level of academic training and within the sphere of business education. The development of academic courses, training modules, and certificate programs on inclusive HR management, along with research initiatives in the field of socially-oriented economics and the formation of interdisciplinary expert teams, will contribute to shaping a new generation of managers. These professionals will be able to perceive inclusion not as a limitation, but as a source of strategic value.

Based on a synthesis of theoretical sources and the authors' own conceptual analysis, this paper supports the position that inclusive motivation should not be seen as an auxiliary tool of social policy. Instead, it should be viewed as an integrated element of strategic human resource management that directly influences business model resilience, organizational adaptability, and corporate identity.

**I**n the Ukrainian context, marked by post-crisis transformation and pronounced social inequalities, it is advisable to combine inclusive and value-oriented approaches in HRM. This integration can ensure not only equal opportunities but also the creation of a supportive environment in which employees are empowered to realize their potential as strategic assets of the organization.

A high level of inclusiveness in HR strategies should be regarded as a competitive advantage in the modern business environment. It fosters employee loyalty and trust while enhancing the organization's capacity to respond to the challenges of a volatile external environment. In the long term, such strategies also contribute to increased innovation capacity, as diverse teams tend to demonstrate greater creativity, adaptability, and problem-solving abilities under conditions of uncertainty. ■

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