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STRATEGIC WORKFORCE STABILIZATION THROUGH INCENTIVE – BASED MANAGEMENT IN TIMES OF ORGANIZATIONAL DISRUPTION

СТРАТЕГІЧНА СТАБІЛІЗАЦІЯ РОБОЧОЇ СИЛИ ЗА ДОПОМОГОЮ УПРАВЛІННЯ НА ОСНОВІ СТИМУЛІВ У ЧАСИ ОРГАНІЗАЦІЙНИХ ЗБОЇВ

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Strategic workforce management is crucial for ensuring entrepreneurial resilience amid persistent organizational disruptions. This article develops a comprehensive theoretical approach to workforce stabilization through advanced incentive-based management systems. It thoroughly explores the core characteristics of organizational disruptions and defines key fundamental concepts like strategic resilience management. The study outlines essential principles for building an effective sustainable incentive system: fairness, transparency, diversification, and individualization, examining motivational tools. It proposes a proactive management strategy requiring anticipatory strategic decisions and integrating long-term employee interests. Successfully overcoming disruptions necessitates adaptive HR policy adjustments to create a dynamic, supportive and motivating productive environment.

Keywords: strategic stabilization, incentive-based management, organizational failures, non-monetary incentives, staff policy, crisis management of staff.

У сучасних умовах глибокої невизначеності та організаційних збоїв особливої актуальності набуває стратегічне управління робочою силою, спрямоване на забезпечення стабільності та резилієнтності підприємницьких структур. Значний вплив соціально-економічних трансформацій обумовлює необхідність впровадження інноваційних підходів до управління людськими ресурсами, зокрема через розробку цілісних систем стимулювання. Управління на основі стимулів виступає ключовим фактором підвищення продуктивності, збереження ключових фахівців та підтримки конкурентних переваг у періоди турбулентності. Метою статті є розробка теоретико-методичного підходу до стратегічної стабілізації робочої сили підприємницьких структур на основі впровадження системи управління стимулами в умовах організаційних збоїв. У роботі досліджуються концептуальні засади формування системи стимулювання персоналу, зокрема визначено сутнісні характеристики організаційних збоїв як об'єкта управління. Обґрунтовано підходи до трактування понять «стратегічне управління стійкістю», «стабілізація робочої сили», «управління на основі стимулів». Визначено ключові напрями побудови системи стимулювання, її принципи (справедливість, прозорість, диверсифікація, індивідуалізація) та механізм функціонування. Окрему увагу приділено аналізу немонетарного стимулювання, його видів, характеристик та ролі в підвищенні ефективності діяльності. Досліджено етапи формування системи стимулювання в умовах невизначеності: діагностика кадрового потенціалу, бенчмаркінг мотиваційних практик конкурентів, збір зворотного зв'язку від персоналу, інформування та комунікація змін. Запропоновано підхід,

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згідно з яким організаційні збої вимагають індивідуальної стратегії управління, що ґрунтується на проактивних діях керівництва, здатності до антиципативних рішень та інтеграції інтересів працівників у загальну систему стабілізації. Підкреслено, що успішне подолання наслідків збоїв неможливе без внесення зважених коректив у кадрову політику, орієнтованих на створення адаптивної, динамічної та мотивуючого середовища.

Ключові слова: стратегічна стабілізація, управління на основі стимулів, організаційні збої, немонетарне стимулювання, кадрова політика, антикризове управління персоналом.

Problem statement. In the context of contemporary socio-economic turbulence, the relevance of this study is underscored by the intensification of crisis phenomena within national economies, which are further compounded by a series of adverse societal processes is ranging from geopolitical instability and demographic shifts to technological disruptions and institutional fragmentation. These multidimensional challenges have exposed the vulnerability of organizational systems and highlighted the urgent need for a strategic, multidimensional approach to workforce stabilization across all tiers of management.

Labor collectives within economic entities have become particularly susceptible to the consequences of these transformations. The erosion of traditional employment models, the rise of precarious labor conditions, and the fragmentation of organizational cohesion have placed human capital under considerable strain. In such conditions, operational breakdowns, leadership vacuums, and systemic inefficiencies pose a direct threat to organizational sustainability. These disruptions are not merely financial in nature; they often entail the loss of key employees, deterioration of institutional knowledge, and weakening of competitive positioning in volatile markets.

Strategically oriented human resource management thus emerges as a critical imperative. It must transcend conventional administrative functions and evolve into a proactive system capable of anticipating risks, fostering resilience, and aligning workforce capabilities with long-term organizational goals. Central to this transformation is the implementation of incentive programs designed to retain and engage highly qualified professionals. Such programs must be embedded within a comprehensive incentive architecture that integrates transparent communication, individualized motivational strategies, and adaptive feedback mechanisms.

Incentive-based management is not only a tactical tool for enhancing employee performance is a strategic lever for shaping organizational culture, sustaining operational continuity, and fostering innovation under conditions of uncertainty. To fulfill both immediate and long-range objectives, enterprises must develop robust mechanisms that unlock the latent potential of their workforce, promote psychological safety, and cultivate a shared commitment to institutional resilience.

Analysis of recent research and publications. To effectively counteract the multifaceted impact of both external and internal destabilizing factors, and to prevent the onset of organizational disruptions, global scientific practice has produced a wide array of diagnostic models aimed at early detection and strategic response. Among the most recognized are the models developed by R. Lis, D. Fulmer, G. Springate, R. Taffler, J. Conan and M. Holder, W. Beaver, and D. Durand. These frameworks serve as analytical tools for assessing the probability of crisis emergence by examining a range of key performance indicators, such as operational productivity, return on assets, liquidity ratios, profitability margins, and overall financial stability. Their application enables organizations to anticipate structural vulnerabilities and respond proactively before disruptions escalate into systemic failures.

The evolution of these models reflects a growing consensus in the academic and professional communities regarding the necessity of integrating financial diagnostics with strategic foresight. They are not merely instruments of retrospective analysis but are increasingly used as predictive mechanisms embedded within broader risk management architectures. In particular, their relevance has intensified in the face of global economic volatility, supply chain fragility, and the accelerated pace of technological change all of which heighten the susceptibility of enterprises to crisis conditions.

Parallel to the development of diagnostic tools, scholarly attention has increasingly turned toward the strategic management of organizational resilience, with a specific focus on workforce stabilization as a critical dimension of enterprise sustainability. R. Kaplan and D. Norton's concepts of strategic alignment and the balanced scorecard have provided the foundational framework for integrating human resource metrics into long-term planning and performance evaluation. These frameworks emphasize the alignment of employee incentives with strategic objectives, thereby reinforcing organizational coherence and adaptability.

Further research by A. Russell, H. Hungenberg, D. Hahn, and others has expanded the discourse by exploring diverse management mechanisms aimed at enhancing resilience. Their studies highlight the importance of leadership agility, decentralized decision-making, and the cultivation of a resilient organizational culture capable of absorbing shocks and maintaining continuity. These scholars underscore that resilience is not a static attribute but a dynamic capability that must be continuously developed through targeted interventions, including incentive systems, communication strategies, and participatory governance models.

Identification of previously unresolved aspects of the general problem. However, critical aspects of strategic workforce stabilization during organizational disruptions remain underexplored. Specifically, comprehensive incentive systems designed for volatility and uncertainty lack sufficient research. While many studies cover general HR management, they often ignore the specific needs of crisis environments where traditional employee engagement and retention models become inadequate.

Existing motivational models typically assume stable organizational conditions and predictable performance. During disruptions marked by rapid change, limited resources, and heightened stress these models fall short. They cannot fully address complex employee reactions to uncertainty, shifting priorities, or the need for adaptive management strategies. Consequently, organizations risk losing workforce cohesion, institutional knowledge, and operational continuity.

Effective crisis management requires more than just retaining key staff. It involves maintaining productivity, morale, and strategic alignment. Employees must stay motivated and capable of contributing to adaptation and recovery. This necessitates moving away from standardized incentives toward differentiated approaches that reflect diverse employee needs and values.

These tailored incentives must be integrated into the organization’s resilience strategy. They should combine financial and non-financial elements such as recognition, growth opportunities, and participatory decision-making to support psychological safety, shared responsibility, and innovation. Only such adaptive systems can ensure sustainable recovery and long-term competitiveness during disruptions.

Formulation of the article’s objective. The primary objective of this research is to develop a theoretical and methodological framework for the strategic stabilization of the workforce in entrepreneurial structures during organizational disruptions and uncertainty. Given the increasing frequency of destabilizing events, enterprises require adaptive human resource strategies that go beyond conventional practices.

This study conceptualizes an incentive-based management system as a core mechanism for enhancing organizational resilience, sustaining productivity, and aligning human capital with long-term goals. It integrates motivational theory, strategic HR planning, and crisis management to address complex disruption challenges.

The proposed approach focuses on creating differentiated incentive structures tailored to individual needs and crisis dynamics. It offers practical solutions, including diagnostic tools for assessing workforce vulnerability, models for proactive engagement, and mechanisms for continuous adaptation.

Ultimately, this research aims to demonstrate how incentive-based systems can serve as a foundation for organizational continuity, innovation, and competitive advantage in disruptive environments.

Presentation of the main research material. At the current stage of development, entrepreneurial structures are increasingly exposed to a wide range of destabilizing factors, among which organizational disruptions occupy a central role. The evolutionary logic of socio-economic systems indicates that existing operational models gradually lose their effectiveness and cease to align with the strategic objectives of owners or management, thereby necessitating their transformation into more progressive and adaptive configurations.

A fundamental aspect of the modern approach to resilience management is the conceptualization of organizational disruptions as a natural stage of development is one that requires not only mitigation but also strategic utilization for further growth. In a broad sense, an organizational disruption represents an adverse, often unpredictable situation that poses serious challenges to enterprise functioning. A review of scholarly literature allows for the identification of key characteristics of organizational disruptions, including:

– An unforeseen change or escalation of circumstances that triggers an urgent problem and requires immediate intervention [1]: This refers to a sudden and unexpected shift in internal or external conditions such as market volatility, regulatory changes, or technological failures that rapidly escalates into a critical situation. The disruption demands swift managerial response, often under time pressure and with limited information, to prevent further deterioration of operational stability or reputational damage.

– An incident capable of causing significant harm to employee health and safety, organizational reputation, or financial stability [2]: Such incidents may include workplace accidents, cyberattacks, data breaches, or ethical violations. These events not only jeopardize the physical and psychological well-being of personnel but also threaten the organization's public image and financial integrity. The consequences often extend beyond immediate losses, affecting stakeholder trust and long-term viability.

– A period of instability accompanied by a high probability of adverse consequences [3]: This condition is characterized by prolonged uncertainty, fluctuating performance indicators, and increased vulnerability to external shocks. It may arise from leadership transitions, supply chain disruptions, or macroeconomic downturns. The likelihood of negative outcomes such as reduced productivity, employee turnover, or strategic misalignment is significantly elevated during such periods.

– An unfavorable, unpredictable, and unprecedented event that provokes widespread loss of trust and social disorientation [4]: These are high-impact disruptions such as pandemics, political crises, or large-scale organizational scandals that defy prior experience and forecasting models. They generate confusion, fear, and mistrust among employees, customers, and partners, undermining the social fabric of the organization and complicating recovery efforts.

– Partial or complete dysfunction of core business processes caused by asset destruction, employee injury, or breakdown of operational linkages [5]: This scenario involves the interruption or collapse of essential workflows due to physical damage (e.g., fire, flood, sabotage), human resource incapacitation, or severed interdepartmental coordination. The resulting dysfunction impairs service delivery, decision-making, and strategic execution, often requiring structural reconfiguration and resource reallocation to restore functionality.

Organizational disruptions significantly destabilize operational activities, requiring management to possess deep expert knowledge and practical competencies in the timely identification of threats, assessment of their potential consequences, and development of preventive crisis strategies. Overcoming such disruptions is achieved through mechanisms of strategic resilience management, which integrate forecasting, prevention, continuity assurance of business processes under turbulent conditions, and the transformation of threats into opportunities for further organizational development.

Thus, resilience management in the context of organizational disruptions represents a set of strategic actions aimed at preserving the viability of the economic system, adapting it to changes in the external environment, and establishing mechanisms for strategic recovery. It encompasses financial diagnostics, the development of proactive response scenarios, business process optimization, financial stabilization, and risk management, as emphasized by the author in work [6].

Particular emphasis is placed by the author on the critical role of the human factor, as the workforce represents the primary source of organizational resilience and adaptive capacity. The staff management system must be dynamic, responsive, and focused on maintaining high levels of employee engagement, motivation, and participation in strategic transformation processes. Effective resolution of organizational disruptions is impossible without leadership, team synergy, and transparent communication [6]. This position is supported by the authors referenced in the present study.

In the contemporary business landscape, resilience management is of critical strategic importance, especially during periods of heightened uncertainty. It enables not only the preservation of an enterprise's operational functionality but also the transformation of threats into opportunities for growth, using disruptions as catalysts for innovation, digital transformation, and the rethinking of business models.

It is important to emphasize that the workforce represents the most critical and irreplaceable strategic asset of any enterprise. In an era defined by rapid technological advancement, market volatility, and shifting socio-economic paradigms, employees are not merely executors of operational tasks, they are the architects of organizational value creation. Through their expertise, initiative, and adaptability, they drive innovation, uphold quality standards, optimize resource allocation, and ensure the continuity and evolution of core business processes.

Consequently, human resource management must be conceptualized as a strategic, integrative process designed to align workforce capabilities with the organization's long-term vision and operational imperatives. It involves a complex set of interrelated functions, including the design of motivational frameworks, the development and assessment of competencies, the implementation of targeted training programs, strategic workforce planning, and the establishment of performance evaluation systems that reinforce accountability and excellence.

Moreover, effective HR management must be proactive and data-informed, capable of anticipating future skill requirements, identifying talent gaps, and fostering a culture of continuous improvement. It should also incorporate mechanisms for employee engagement, well-being, and career development, recognizing that organizational success is inseparable from the fulfillment and empowerment of its people. As such, the strategic management of human resources is not only a functional necessity but a foundational pillar of enterprise resilience, innovation, and long-term growth [7].

This perspective is also supported by E.S. Devlin, who in his work [3] emphasizes that effective human resource management constitutes a critical pillar of organizational resilience strategy. Devlin argues that human capital is not merely a functional component of enterprise operations, but a dynamic and strategic resource that enables rapid response to emerging threats, ensures the flexibility and adaptability of business processes, and safeguards organizational integrity in the face of destabilizing conditions. According to Devlin, the ability of an organization to withstand and recover from disruptions is directly linked to the preparedness, engagement, and psychological resilience of its workforce. Therefore, he underscores the necessity of integrating human resource strategies into the broader resilience management framework. This integration should encompass transparent and consistent internal communication, targeted employee training programs, and the cultivation of psychological resilience as a core competency across all levels of staff.

Devlin’s position reinforces the view that resilience is not solely a structural or financial attribute, but a human-centered capability that must be nurtured through strategic HR interventions. By embedding these elements into the organizational fabric, enterprises can transform their workforce into a proactive force for stability, innovation, and long-term sustainability.

A staff management system oriented toward stabilization must be grounded in a set of key principles: systemic coherence and team unity; legal and social protection of employees; active participation of staff in decision-making processes; maintenance of a balanced relationship between managerial and collective interests; and engagement with institutions of civil society [8].

The requirements for human resource management systems in the context of organizational disruptions differ markedly from those applicable during periods of operational stability. This divergence is rooted in the fundamentally altered nature of managerial priorities and workforce dynamics under conditions of uncertainty and turbulence. In stable environments, HR systems typically emphasize long-term planning, incremental development, and standardized procedures. Nevertheless, in periods of destabilization, including economic recessions, technological disruptions, or structural crises, human resource management must emphasize agility, responsiveness, and strategic congruence with short-term organizational survival.

Under such conditions, workforce management is no longer confined to administrative oversight but becomes a central component of crisis navigation. It must be built upon a foundation of effective, transparent communication and a collaborative partnership between leadership and employees. The success of this partnership depends on mutual trust, shared situational awareness, and the capacity to mobilize collective effort toward adaptive solutions. In this context, the business strategy itself undergoes a transformation, shifting its focus toward the optimization of operational processes, diversification of revenue streams, rigorous cost control, preservation of operational liquidity, and continuous monitoring of market trends and competitive signals [7].

Moreover, HR systems must be capable of identifying emerging risks, reallocating human capital in real time, and supporting psychological resilience across the workforce. This includes not only maintaining functional continuity but also fostering a sense of purpose, stability, and engagement among employees who may be facing heightened stress and uncertainty. The ability to integrate HR functions into the broader strategic and financial architecture of the enterprise becomes a decisive factor in navigating disruption and positioning the organization for recovery and growth.

Periods of organizational disruption are typically accompanied by a range of human resource challenges, including delayed wage payments, heightened socio-psychological tension within the workforce, and the loss of key specialists. In response to these conditions, a workforce stabilization strategy must focus on two critical directions: ensuring the retention of a core group of qualified staff and minimizing levels of dissatisfaction and conflict within the organization.

For this reason, both global and domestic practices have increasingly adopted incentive models that utilize the degree of professional engagement as a central regulator of employee behavior. Under conditions of instability, a well-designed incentive system serves as a primary instrument for maintaining operational efficiency, sustaining productivity, and securing the long-term resilience of the enterprise.

Consequently, the implementation of a comprehensive and balanced incentive package plays a vital role in increasing labor productivity, thereby driving improvements in the organization's core economic metrics, including profitability, operational efficiency, and market competitiveness. Within the context of organizational disruption, such a system functions not merely as a motivational mechanism but as a strategic asset for maintaining workforce stability and fostering long-term resilience.

The formation of an effective incentive system should be guided by several interrelated strategic directions:

– Integration of the human resource strategy into the overall stabilization strategy: HR initiatives must be aligned with the enterprise's broader crisis response and recovery plans. This ensures that staff policies actively support organizational continuity, risk mitigation, and adaptive capacity during periods of instability.

– Diagnosis of employees' core needs and expectations in their professional activity: A thorough assessment of workforce priorities, such as job security, career development, recognition, and work-life balance, is essential for designing incentives that resonate with employees and foster sustained engagement.

– Design of a differentiated incentive package: Incentives should be tailored to reflect the diversity of roles, competencies, and motivational profiles within the organization. This includes both monetary and non-monetary components, structured to reward performance, innovation, and loyalty under crisis conditions.

– Continuous monitoring of the effectiveness of the existing incentive system: Regular evaluation of incentive outcomes using performance metrics, employee feedback, and organizational benchmarks, allows for timely identification of gaps and inefficiencies, ensuring the system remains relevant and impactful.

– Timely adjustment in response to changes in the external and internal environment: The incentive framework must be flexible and responsive to evolving market dynamics, regulatory shifts, and internal organizational changes. Rapid recalibration of incentive mechanisms helps maintain strategic alignment and workforce morale in volatile conditions.

By adhering to these principles, enterprises can construct an incentive system that not only mitigates the adverse effects of organizational disruption but also serves as a catalyst for productivity, innovation, and sustainable development.

Stimulation is a process of purposeful influence on employee work behavior through a system of external factors (incentives) aimed at achieving organizational goals [9]. Conceptually, the stimulation process can be represented as a cycle consisting of four interrelated elements: need → motivation to act (motive) → result (goal achievement) → reward/feedback. The process begins with the identification of a need, which generates a motive to achieve a goal and obtain a desired reward - this, in turn, initiates a new cycle.

The staff incentive system is a key instrument for realizing the organization's human resource potential. The development of an effective incentive framework - one that aligns individual employee goals with the strategic priorities of the enterprise is a top management priority. At the core of the stimulation concept lies the motive, whose structure includes: the need the employee seeks to satisfy; the reward capable of fulfilling that need; the actions required to obtain the reward; and the evaluation of the balance between the value of the reward and the effort expended to achieve it.

A critical factor in shaping work motivation is the employee's subjective assessment of the likelihood of receiving the desired reward. If the reward is perceived as too easily attainable or, conversely, excessively difficult to achieve, motivation for productive activity fails to develop, and the employee remains passive.

In the process of constructing an incentive system within an enterprise, it is advisable to adhere to the following principles (see Table 1).

Table 1

Key Principles for Constructing an Incentive System

Principle	Characteristic of the Principle
Principle of fairness and transparency	Rules and criteria of the system must be objective, clearly defined, and accessible to all employees
Principle of effectiveness	Rewards must be directly linked to the achievement of specific goals and results
Principle of reward dominance	The balance between incentives and sanctions should be shifted in favor of rewards
Principle of non-monetary incentive diversity	A varied, balanced, and integrated application of different types of non-material incentives
Principle of autonomy expansion	Delegation of authority and granting freedom in decision – making
Principle of opportunity	Creating conditions for self-realization rather than rigid control
Principle of individualization	Development of personalized incentive packages based on achievements, experience, and individual contribution
Principle of linkage to enterprise performance	Demonstrating the connection between individual contribution and organizational success

During periods of organizational disruptions, management's efforts to incentivize staff become a top priority. In conditions of uncertainty, it is necessary to ensure the mobilization of the team, support the psychological state of employees for adequate perception of changes, and maintain the effective work of each employee to preserve the stability of the enterprise's operations. In a changing environment, management must promptly make well-considered decisions regarding adjustments to both the system of material incentives and non-monetary motivational mechanisms.

Non-monetary incentives are a system of measures aimed at encouraging staff to achieve goals by influencing factors of internal satisfaction, such as social recognition, professional development, and personal self-realization, without direct financial reward. An important aspect of non-monetary incentives is the recognition and fulfillment of employees' emotional, social, and psychological needs, which directly impacts work performance and the company's production metrics. Non-monetary incentives are a professionally organized system that serves as a powerful tool for increasing labor productivity without direct material encouragement. The main goals of non-monetary incentives are: increasing employee efficiency; growing the company's profitability; forming a favorable socio-psychological climate within the team; developing professional competencies and improving staff qualifications; enhancing the organization's competitiveness; unleashing the creative potential of employees.

The role of non-monetary incentives in enhancing work performance lies in:

– Increasing employee satisfaction: Recognizing the value of each employee fosters a sense of personal significance and job fulfillment, which directly correlates with improved efficiency and productivity.

– Strengthening team collaboration: Non-monetary incentives contribute to building strong team spirit and an atmosphere of mutual support and respect, which is critical for effective collective work.

– Enhancing loyalty to the company: Active use of non-monetary incentives strengthens the emotional connection between employees and the company, reduces staff turnover, and increases employees' interest in achieving strategic goals.

– Stimulating professional development: Incentives such as access to training, career growth opportunities, and the realization of professional ambitions promote continuous improvement of employees' competencies and qualifications.

– Boosting overall productivity: Recognizing achievements and providing support create sustained internal motivation for employees to exert additional effort, ultimately positively impacting the productivity and performance of the entire enterprise.

Thus, non-monetary incentives play a crucial role in enhancing both individual efficiency and overall team productivity. Enterprises that strategically integrate these mechanisms into their HR policies create a favorable environment for development, increase the level of organizational resilience, and achieve greater competitive advantages. The main types of non-monetary incentives for staff and their characteristics are presented in Table 2.

In the current dynamic business environment, where organizational culture plays a decisive role, non-monetary incentives are becoming a strategic workforce management tool. Employees increasingly value an environment that provides not only financial rewards but also professional growth and personal fulfillment. The effectiveness of non-monetary incentives is evident in several key aspects:

– Creating a supportive and trusting environment. Employees develop a sense of belonging to a common cause and psychological safety. Motivated staff feel their significance to the organization, which increases their sense of responsibility and contributes to achieving high results.

– Strengthening loyalty and reducing employee turnover. Non-monetary incentives deepen the emotional bond between employees and the company. This leads to greater commitment and retention of key specialists, especially during periods of market instability.

– Increasing productivity and operational efficiency. Higher employee engagement directly impacts operational performance, ultimately contributing to revenue growth and profit maximization.

Organizational disruptions are always stressful situations accompanied by fears of job loss, disruption of routines, and anxiety about the future. Developing an incentive system under uncertainty requires consistent and well-considered actions:

– Preparation and communication stage. Management must ensure transparent communication with staff about plans and measures aimed at overcoming difficulties, clearly explaining the essence of upcoming changes.

– Assessment of human resource potential. The HR department should conduct a detailed analysis of employees by categories, including information about functional roles of departments, age structure, education level, professional experience, and specialization.

– Benchmarking motivational practices. It is necessary to analyze incentive systems used by competitors in the labor market for similar employee categories to identify best practices and potential areas for improvement.

– Gathering employee feedback. This stage involves monitoring staff satisfaction with current incentive tools through surveys, questionnaires, and interviews.

– Final communication and implementation of changes. Before rolling out the updated incentive system, it is important to ensure open discussion of the planned changes with staff, clearly defining the stages and timelines for implementation.

Conclusions. In times of profound uncertainty, organizational disruptions require flexible and individualized solutions. Strategic stability depends not only on rapid response to threats but also on proactively building resilience. An effective incentive system-combining financial and non-financial tools is key to workforce stabilization. Such systems must be transparent, fair, and directly link employee contributions to strategic goals.

Table 2

Non-Monetary Employee Motivation

Type of Motivation	Description	Expected Effect
Career advancement	Opportunities for growth within the company	Increased employee loyalty
Flexible working schedule	Adaptation of working hours to individual needs	Improved work – life balance
Recognition of achievements	Public acknowledgment of employee accomplishments	Enhanced motivation and team spirit
Training and development	Courses, seminars, mentoring programs	Improved professional qualifications
Team - building activities	Corporate events and team-building initiatives	Strengthened interpersonal collaboration

Notably, non-monetary incentives like recognition, autonomy, and development opportunities often boost engagement and loyalty more than financial ones during crises. They build trust, cohesion, and psychological resilience. Successful implementation requires analyzing human resource potential, monitoring employee needs, and maintaining open feedback. Changes must be communicated clearly, and staff involved in decision-making. Ultimately, crisis HR management should become a deliberate stabilization strategy, where incentives are not just reactive fixes but foundational to long-term resilience and competitive advantage.

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