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**Innovative approaches to personnel management: the psychological
dimension of performance effectiveness**

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***Abstract.** The study develops a comprehensive theoretical and empirical framework explaining how innovative personnel management approaches influence employee performance through a system of psychological mechanisms within organizational environments characterized by socioeconomic instability and structural transformations. Drawing on the principles of occupational psychology, organizational psychology, and social psychology, psychological mechanisms are interpreted as coordinated systems of internal processes, mental states, and stable personality characteristics that mediate the interaction between employees, professional tasks, managerial influences, and the organizational environment.*

The paper systematizes key innovative management practices—particularly participative leadership, a favorable socio-psychological climate, and psychologically grounded job design—as conditions that ensure the alignment of employees' motives, needs, and value orientations with organizational goals. Such alignment determines the characteristics of work behavior, the level of professional



engagement, and indicators of job performance. A systemic model is proposed to explain the motivational, emotional-regulatory, and socio-psychological components through which managerial innovations are transformed into measurable labor efficiency.

The empirical findings revealed statistically significant relationships among job satisfaction, achievement motivation, emotional exhaustion, participative leadership, socio-psychological climate, and employees' psychological well-being. The results of the multiple regression analysis demonstrated that psychological well-being and emotional exhaustion are the strongest predictors of personnel performance, emphasizing the leading role of emotional regulation mechanisms in the context of effective management.

The obtained results have both theoretical and practical significance, as they substantiate psychologically grounded principles for implementing innovative personnel management strategies aimed at increasing labor productivity while simultaneously preserving employees' long-term psychological well-being.

Keywords: *innovative personnel management, employee performance, psychological mechanisms, emotional regulation, psychological well-being, socio-psychological climate, participative leadership.*

Інноваційні підходи до управління персоналом: психологічний вимір ефективності діяльності

Анотація. *У дослідженні розроблено цілісне теоретико-емпіричне обґрунтування того, яким чином інноваційні підходи до управління персоналом впливають на ефективність професійної діяльності працівників через систему психологічних механізмів в організаційних умовах, що характеризуються соціально-економічною нестабільністю та структурними трансформаціями. Спираючись на положення психології праці, організаційної та соціальної психології, психологічні механізми*



інтерпретовано як узгоджені системи внутрішніх процесів, психічних станів і стійких особистісних характеристик, які опосередковують взаємодію працівника з професійними завданнями, управлінськими впливами та організаційним середовищем.

У роботі систематизовано ключові інноваційні управлінські практики – зокрема партисипативне лідерство, сприятливий соціально-психологічний клімат і психологічно обґрунтоване проєктування праці – як умови, що забезпечують узгодження мотивів, потреб і ціннісних орієнтацій працівників із цілями організації. Така узгодженість визначає особливості трудової поведінки, рівень професійної залученості та показники результативності діяльності. Запропоновано системну модель, яка пояснює мотиваційні, емоційно-регуляторні та соціально-психологічні компоненти, через які управлінські інновації трансформуються у вимірювану ефективність праці.

Емпіричні результати засвідчили статистично значущі взаємозв'язки між задоволеністю працею, мотивацією досягнення, емоційним виснаженням, партисипативним лідерством, соціально-психологічним кліматом та психологічним благополуччям працівників. Результати множинного регресійного аналізу показали, що психологічне благополуччя та емоційне виснаження є найпотужнішими предикторами ефективності діяльності персоналу, що підкреслює провідну роль механізмів емоційної регуляції в контексті результативного управління.

Отримані результати мають як теоретичне, так і практичне значення, оскільки обґрунтовують психологічно виважені принципи впровадження інноваційних стратегій управління персоналом, спрямованих на підвищення продуктивності праці за одночасного збереження довготривалого психологічного благополуччя працівників.

Ключові слова: *інноваційне управління персоналом, ефективність діяльності персоналу, психологічні механізми, емоційна регуляція,*



психологічне благополуччя, соціально-психологічний клімат, партисипативне лідерство.

Introduction. Personnel performance within an enterprise is shaped by a complex interplay of psychological, socio-psychological, and psycho physiological determinants. These determinants collectively form psychological mechanisms that regulate professional behavior and sustain organizational functioning. Rather than operating as isolated variables, such mechanisms emerge through the interaction between individual psychological characteristics, organizational culture, managerial practices, and broader socio-economic conditions.

Within personnel management systems, psychological mechanisms function as internal regulatory frameworks influencing motivation, decision-making, professional engagement, and adaptive behavior. By mediating perception, evaluation, and behavioral responses to organizational demands, they ensure alignment between individual aspirations and institutional objectives. In doing so, they facilitate not merely compliance but active participation, responsibility, and sustained professional involvement.

In contemporary human resource management theory, increasing attention has been directed toward psychological determinants of organizational effectiveness. While traditional management paradigms emphasized structural and economic factors, current approaches recognize that sustainable performance growth depends fundamentally on employees' internal psychological resources. Accordingly, clarifying the structure, dynamics, and interrelations of psychological mechanisms represents both a theoretical necessity and a practical imperative.

According to the majority of scholars and practitioners, improving personnel performance crucially depends on a scientifically grounded and practically applicable psychological mechanism affecting an individual employee or a group, stimulating the striving for maximal work contribution while fostering satisfaction



with labor activity.

The theoretical and methodological framework of this research draws on occupational psychology, organizational and social psychology, and interdisciplinary perspectives from pedagogy and sociology. Works by Ukrainian and international scholars, including O. Kocharian, Ya. Kozub, O. Lavryniuk, S. Mykytiuk, Ye. Skvorchevska, V. Frolova, as well as well-known researchers such as A. Maslow, F. Herzberg, D. McClelland, V. Vroom, E. Locke, A. Bandura, R. Kanter, and M. Armstrong, have addressed psychological regularities of motivation, self-regulation, and social interaction in professional activity. While these studies trace the evolution of psychological approaches to understanding work effectiveness, current conditions call for clarifying the structure of psychological mechanisms and the interrelationships among their components, taking into account the specifics of organizational environments.

The purpose of the study is to substantiate the conceptual foundations for forming psychological mechanisms in an enterprise with a view to enhancing personnel performance.

Materials and Methods. The research employed a set of quantitative and qualitative methods, including questionnaires, interviews, statistical analysis of empirical data, and theoretical analysis of scholarly sources and practical cases, thereby enabling a comprehensive examination of psychological mechanisms underlying personnel effectiveness.

Results. Psychological mechanisms in organizational settings may be defined as dynamic internal regulators shaping employees' perception, interpretation, and execution of professional tasks. Although intangible in nature, these mechanisms exert measurable influence on work engagement, behavioral initiative, and performance consistency [1,2, 17].

One of their defining features is dynamism. Being continuously shaped by professional experience, leadership practices, and organizational climate,



psychological mechanisms evolve over time. Through processes of internalization – gradually adopting organizational norms, values, and goals – employees move from externally driven compliance to internally motivated engagement. This transition from external control to internal self-regulation constitutes a critical precondition for sustainable enterprise performance [3].

Another fundamental characteristic is their integrative function. Psychological mechanisms integrate individual cognitive processes, motivational structures, emotional states, and social interactions into a coherent regulatory system. By coordinating these domains, they enable employees to adapt to changing professional conditions, navigate uncertainty, and respond constructively to organizational transformations. Furthermore, these mechanisms condition employees' psychological readiness for innovation, orientation toward professional development and self-improvement, and the formation of engagement and identification with the enterprise [1,4].

Thus, the psychological mechanism within an enterprise can be defined as a set of internal mental processes, states, and personality properties mediating employees' interaction with the working environment, labor activity, and socio-economic relations inside the organization. Such mechanisms ensure the alignment of employees' motives, needs, and value orientations with the enterprise's goals and objectives, which becomes evident in work behavior, engagement, and professional activity.

From a scholarly standpoint, psychological mechanisms should be viewed as an integral, integrative system regulating professional activity and shaping the individual-organization interface. Structurally, this system includes [8]:

- a motivational component, determining internal drivers and the direction of professional activity;
- a cognitive component, associated with perception, comprehension, analysis, and interpretation of professional tasks and social situations;



- an emotional-volitional component, ensuring regulation of emotional states, stress resilience, adaptation to working conditions, and readiness to assume responsibility;
- a social-communicative component, determining the effectiveness of interpersonal interaction, group coordination, and the formation of corporate culture.

Accordingly, a scientific model of the enterprise's psychological mechanism may be presented as a structural-logical scheme in which the central element represents the integral psychological mechanism, while its components (motivational, cognitive, emotional-volitional, and social-communicative) are conceptualized as interrelated subsystems ensuring the integrity and effectiveness of personnel professional activity. The model is shown in Figure 1.

In enterprise practice, the psychological mechanism is represented by a system of psychological phenomena, processes, and interactions affecting work activity, behavior, and relationships among members of a work collective, thereby shaping the psychological climate, motivation, performance, and overall organizational resilience. It encompasses the processes of forming, developing, and functioning of work teams, as well as methods of psychological influence on participants aimed at achieving the enterprise's objectives [1, 9, 16].

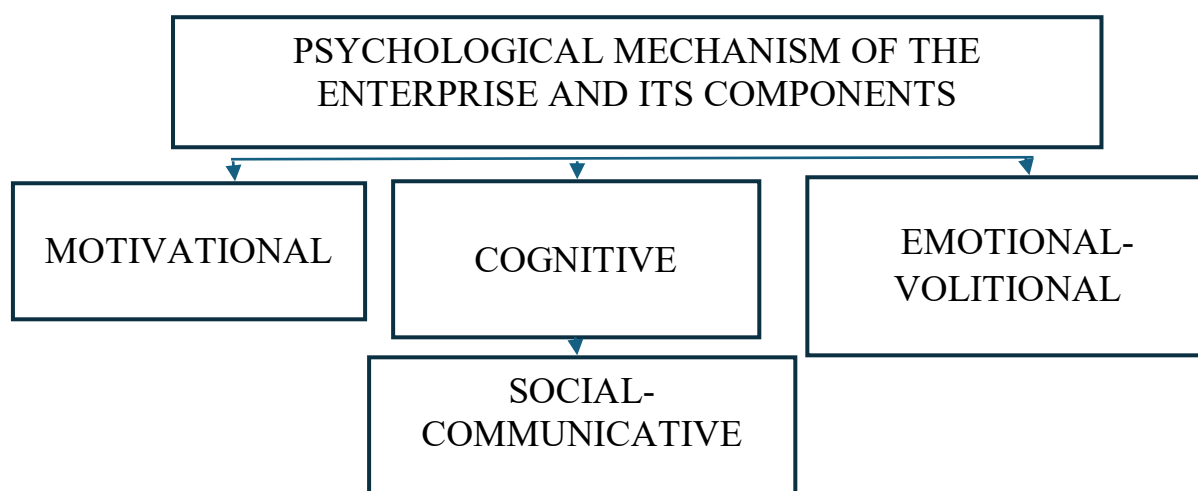


Fig. 1. Psychological mechanism of the enterprise and its components



Personnel management grounded in psychological mechanisms is oriented toward purposefully shaping organizational conditions that enable the activation and productive realization of employees' internal potential. Integrating such mechanisms into the management system contributes to strengthening intrinsic motivation, developing a stable corporate identity, optimizing communication processes, and enhancing employees' adaptive capacities under organizational change. In this context, psychological mechanisms serve as a key instrument for regulating interaction between the subjects of labor activity and the managerial system, aligning individual and organizational interests, and, ultimately, improving the overall effectiveness of enterprise functioning [5, 20].

The empirical study was carried out in educational institutions, organizations, and enterprises in Zhytomyr and the Zhytomyr region. In particular, participants included educators as well as employees from other organizations, institutions, and enterprises of different ownership forms and professional domains.

The total sample comprised 68 individuals, including 42 women (61.8%) and 26 men (38.2%). Respondents' age ranged from 23 to 59 years, with a mean age of 41.6 years. In terms of professional tenure, participants were distributed as follows: up to 5 years – 14 individuals (20.6%); 6 to 15 years – 27 individuals (39.7%); more than 15 years – 27 individuals (39.7%).

The sample included employees from different professional groups, namely teaching staff, administrative and managerial personnel, mid-level managers, and operational specialists. This structure made it possible to examine psychological mechanisms of professional effectiveness while accounting for differences in professional roles and organizational conditions.

The study was conducted under natural working conditions without interfering with workflow processes. Participation was voluntary; all respondents were informed about the purpose of the research and confidentiality principles. The data were used exclusively in aggregated form for scientific analysis.



The formed sample is representative for studying psychological mechanisms of professional effectiveness in organizations from both educational and non-educational sectors, enabling correlational and comparative analyses of the results.

To achieve the research purpose and test the hypothesis, a set of psychodiagnostic instruments was used to examine motivational, emotional, socio-psychological, and organizational-managerial factors, including the following:

- to assess subjective job satisfaction and working conditions, the Gura and Veldbrekht Job Satisfaction Questionnaire was applied, allowing analysis of several aspects of professional life, including the resourcefulness of the organizational environment, work organization, work-life balance, the social value of work, and opportunities for professional development and self-realization [13];
- to investigate the motivational sphere, the McClelland Achievement Motivation Questionnaire (the T. Ehlers version) was used, enabling the assessment of orientation toward success versus avoidance of failure, as well as the intensity of motivation related to work outcomes [20];
- emotional state and risks of professional maladaptation were assessed using the Maslach & Jackson Burnout Inventory, measuring emotional exhaustion, depersonalization, and reduced personal accomplishment [19];
- for analyzing interpersonal relations and socio-psychological conditions, the Method for Analyzing and Assessing Socio-Psychological Climate in a Team (L. M. Karamushka) was used, allowing evaluation of psychological comfort, cohesion, support, and patterns of interaction within work collectives [21];
- to examine managerial influence and leadership style, the Kolomyiskyi Method for Studying Leadership Style in a Pedagogical Collective was employed, identifying the dominant leadership style and its psychological characteristics, while also evaluating the influence of managerial decisions on employees' behavior and motivation [22];



- for a comprehensive assessment of the individual's subjective state in a professional context, Ryff's Psychological Well-Being Scales were used to assess autonomy, positive relations, personal growth, purpose in life, and self-acceptance as psychological resources of effective professional activity [19].

The empirical analysis was based on results from psychodiagnostic assessment of job satisfaction, achievement motivation, burnout, socio-psychological climate, leadership style, and psychological well-being. Data processing employed descriptive statistics and correlation analysis.

At the first stage, descriptive statistics of the main indicators were analyzed. The summarized results are presented in Table 1.

Table 1

Descriptive statistics for psychological mechanisms of personnel
performance (N = 68)

Indicator	Min	Max	Mean (M)	Std. Deviation (SD)
Overall job satisfaction	2.31	4.79	3.98	0.46
Achievement motivation	12	29	21.74	4.12
Emotional exhaustion	6	39	22.36	7.85
Depersonalization	1	18	7.41	4.03
Reduced personal accomplishment	10	40	26.18	6.54
Socio-psychological climate	2.70	4.85	4.06	0.51
Participative leadership style	2.10	4.80	3.89	0.58
Psychological well-being	3.01	5.72	4.47	0.63

The mean values indicate predominantly moderate to above-moderate levels of job satisfaction, a sufficiently developed achievement motivation, and a positive assessment of socio-psychological climate. At the same time, emotional exhaustion and reduced personal accomplishment fall within a moderate-risk zone, pointing to strain in the professional functioning of a portion of employees.

To determine relationships among psychological mechanisms of personnel effectiveness, Pearson correlation analysis was conducted. The main statistically significant correlations are shown in Table 2.



Table 2

Correlation matrix of psychological mechanisms of personnel effectiveness (Pearson's r)

Показник	1	2	3	4	5	6
1. Job satisfaction	1					
2. Achievement motivation	.48**	1				
3. Emotional exhaustion	-.52**	-.41**	1			
4. Socio-psychological climate	.56**	.44**	-.47**	1		
5. Participative leadership	.51**	.39**	-.43**	.58**	1	
6. Psychological well-being	.63**	.46**	-.59**	.55**	.49**	1

Note: $p \leq 0.01$.

The correlation analysis revealed stable positive associations between job satisfaction and achievement motivation ($r = .48$), socio-psychological climate ($r = .56$), participative leadership style ($r = .51$), and psychological well-being ($r = .63$). Conversely, significant negative correlations were observed between emotional exhaustion and the key indicators of professional effectiveness, corroborating its destructive impact on personnel functioning.

A qualitative analysis of the data suggests that personnel effectiveness is shaped by the integrated influence of motivational, emotional, and socio-psychological mechanisms. Employees demonstrating high job satisfaction tend to display strong achievement motivation, a positive perception of the organizational environment, and high psychological well-being, with professional activity being experienced as personally meaningful and serving as a resource for self-realization.

By contrast, respondents showing elevated emotional exhaustion exhibit decreased job satisfaction, weakened motivational orientations, and a more critical attitude toward leadership style and interpersonal relations within the team. This indicates that burnout functions as a systemic barrier to professional effectiveness, disrupting both individual and group-level mechanisms regulating work behavior.

A particularly important role is played by a participative leadership style, which is associated with higher employee engagement, a more favorable socio-psychological climate, and lower emotional strain. This supports treating leadership



style as a psychological resource for optimizing personnel performance.

Overall, the psychodiagnostic results confirm that personnel effectiveness is determined not by isolated characteristics but by an integral system of psychological mechanisms embedded in professional activity and organizational context.

Personnel effectiveness in contemporary organizations rests on a system of psychological foundations that shape the regularities of forming, implementing, and regulating professional activity. From a psychological perspective, effectiveness is not reducible to quantitative productivity metrics alone; rather, it is an integrative phenomenon reflecting the fit between the employee's individual resources, the demands of the professional role, and the conditions of the organizational environment (see Tab. 3) [1, 14, 16, 21].

Table 3

Psychological foundations and principles for improving personnel effectiveness

Nº	Psychological principle	Substantive description	Psychological effect
1	Principle of subjectivity in professional activity	Viewing the employee as an active subject capable of self-regulation and goal-setting	Greater autonomy, responsibility, engagement
2	Principle of motivational determination	Aligning intrinsic motives with organizational goals	More stable and effective work activity
3	Principle of psychological well-being	Ensuring a positive emotional state and job satisfaction	Higher productivity and professional stability
4	Principle of emotion regulation	Developing the ability to recognize and manage emotions	Lower stress and reduced burnout risk
5	Principle of socio-psychological interaction	Building trust, support, and constructive communication	Improved socio-psychological climate
6	Principle of participative management	Involving employees in managerial decision-making	Stronger ownership and responsibility
7	Principle of person-role fit	Considering individual psychological characteristics	Optimized use of labor potential
8	Principle of professional competence development	Ensuring continuous learning and professional growth	Greater adaptability and innovation readiness
9	Principle of fairness and transparency	Providing objectivity in evaluation and resource allocation	Increased trust in leadership
10	Principle of goal alignment	Integrating individual and organizational goals	Meaningful involvement in activity
11	Principle of burnout prevention	Early identification and prevention of psycho-emotional depletion	Sustained long-term effectiveness



12	Principle of individualized managerial influence	Adapting management strategies to employees' psychological characteristics	More effective management
13	Principle of reflexivity in activity	Encouraging professional reflection and self-analysis	Better decision quality
14	Principle of psychological safety	Creating an environment without fear of punishment for mistakes	Increased initiative and openness
15	Principle of systemic psychological influence	Implementing mechanisms in a comprehensive manner	Stable improvement in effectiveness

One of the basic foundations for enhancing personnel effectiveness is the principle of subjectivity in professional activity: the employee is treated as an active agent capable of conscious goal-setting, self-regulation, and reflection. Implementing this principle involves creating conditions for autonomy, responsibility, and participation in decision-making.

Another important foundation is the principle of motivational determination of professional activity [3,12]. Personnel effectiveness largely depends on the structure of motivation, the balance between intrinsic and extrinsic motives, and the congruence between employees' needs and organizational goals [20]. The predominance of intrinsic motivation promotes engagement, persistence, and higher-quality task performance.

The principle of psychological well-being is fundamental to sustaining stable effectiveness. Well-being encompasses a positive attitude toward oneself, perceived control over professional situations, job satisfaction, and opportunities for personal and professional development [1, 3, 14]. A decrease in well-being, conversely, may lead to professional maladaptation and diminished productivity.

Equally significant is the principle of emotion regulation in professional activity. Being able to recognize, manage, and constructively express emotions is essential for effective functioning under high work intensity and organizational change. Poorly developed emotion-regulatory mechanisms increase the risk of stress and burnout [1, 7].



The principle of socio-psychological interaction determines effectiveness through the quality of interpersonal relations within a work collective. Social support, trust, cohesion, and psychological safety help reduce emotional strain while improving cooperation and coordination. When socio-psychological interaction is impaired, motivation and work outcomes tend to deteriorate.

The principle of participative management constitutes an important psychological condition for improving effectiveness. By involving employees in discussing and making managerial decisions, organizations increase employees' sense of ownership, responsibility, and the perceived meaningfulness of their professional role. Participative leadership, consequently, supports the activation of employees' internal resources and a more positive attitude toward organizational change.

The principle of matching individual psychological characteristics to the demands of professional activity implies accounting for abilities, temperament, value orientations, and professional attitudes. An optimal person-role fit ensures effective use of labor potential while reducing the risk of maladaptation.

Another essential foundation is the principle of professional competence development and learning orientation. Effectiveness increases when continuous professional learning is ensured, cognitive flexibility is fostered, and employees are prepared to acquire new knowledge and skills. Psychological readiness to learn functions as a factor of adaptation to innovation.

The principle of fairness and transparency in organizational processes has substantial psychological significance. Perceived fairness in resource distribution, performance evaluation, and sanctions affects trust in leadership and motivational orientations. Violations of this principle reduce engagement and trigger psychological barriers [22].

The principle of aligning individual and organizational goals involves building a shared meaning framework for professional activity. Effectiveness



increases when employees recognize the significance of their contribution to strategic goals and identify with the organization's mission and values.

The principle of preventing professional stress and burnout is required for sustaining long-term effectiveness. Implementing this principle entails early detection of psycho-emotional depletion, optimizing workload, and creating recovery opportunities [16].

A further foundation is the principle of individualized managerial influence: by taking into account individual differences in motivation, work styles, and psychological readiness for change, management interventions become more accurate and effective.

Finally, the principle of reflexivity in professional activity involves fostering employees' capacity to analyze their actions, outcomes, and professional experience. Reflection supports recognizing strengths and difficulties, adjusting behavioral strategies, and improving the quality of professional decisions.

Conclusions. The study demonstrates that economic growth and the resolution of a complex set of socio-economic objectives can be achieved only by enhancing the effectiveness of using an enterprise's labor potential.

In enterprise settings, psychological mechanisms serve to provide multi-level regulation of work behavior – from internal motivational impulses to social forms of interaction. They determine the quality of professional activity, stress resilience, teamwork capability, responsibility, and initiative. Using these mechanisms effectively within personnel management creates conditions for improved work outcomes, optimized organizational processes, and the formation of competitive labor potential.

The empirical results further indicate that personnel effectiveness is driven by the complex interplay of motivational, emotional, socio-psychological, and organizational-managerial mechanisms. Job satisfaction, achievement motivation, and psychological well-being were generally at moderate to above-moderate levels,



suggesting the presence of resource potential for maintaining effective professional activity.

Correlation analysis revealed statistically significant relationships among key psychological mechanisms: job satisfaction was positively related to achievement motivation, socio-psychological climate, participative leadership style, and psychological well-being. At the same time, emotional exhaustion showed stable negative associations with indicators of professional effectiveness, confirming the destructive role of burnout.

The results of multiple regression analysis made it possible to identify the relative contribution of specific psychological factors to personnel effectiveness. The most significant predictors were psychological well-being and emotional exhaustion, thus confirming the leading role of emotion-regulatory mechanisms in maintaining stable professional functioning.

The significant contribution of achievement motivation, socio-psychological climate, and participative leadership underscores the importance of managerial and socio-psychological working conditions in sustaining engagement and performance. The findings support the appropriateness of participative approaches to management as a psychological resource for enhancing effectiveness.

Synthesizing qualitative and quantitative evidence, it can be concluded that psychological mechanisms of personnel effectiveness function as an integrated system, whereby disruption of one element (particularly emotion regulation or socio-psychological interaction) may lead to a decline in overall work outcomes.

Prospects for Further Research. Personnel effectiveness presupposes purposeful use of psychological and organizational mechanisms of stimulation aimed at activating work behavior and achieving strategic organizational objectives. In this context, work motivation is viewed as a core management function that aligns employees' individual needs with the enterprise's goals, increasing engagement,



responsibility, and result orientation in professional activity – thereby defining prospects for further research.

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