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## **PECULIARITIES OF PROJECT TEAM'S MOTIVATION IN STRATEGIC PERSPECTIVE**

The decisive factor for any enterprise in the implementation of projects is a well-selected, strategically active staff. And, since the focus of the development of the motivational mechanism of project management was a person, there is a need to analyze the motivational impact on staff during the project.

Depending on the working conditions provided to employees of enterprises that implement the project approach, will depend on the employee's desire for career growth in the enterprise. The percentage of employees dissatisfied with working conditions is constantly increasing. Slightly slower, but still decreasing the percentage of those who are fully satisfied or partially satisfied with working conditions. This suggests that companies do not pay enough attention to this factor. But, despite the fact that a large proportion of employees are not satisfied with working conditions at all, and do not see their further development in these enterprises, there is still a potential majority who are partially satisfied. It is on them that the main attention should be focused, in order to motivate them for career advancement and strategic orientation during the implementation of projects [1].

Companies that apply the project approach should pay more attention to the material motivation of employees, because if the majority of respondents are partially satisfied or not satisfied with wages and only a little more than a tenth of all employees are satisfied with their pay, it means that wages in enterprises are not competitive and most of the needs of workers are not able to meet. Thus, one of the main conditions for the formation of a system of employee motivation in strategically oriented enterprises is not met.

Such a motivating factor as interpersonal relationships with superiors, colleagues, subordinates can be interpreted so that if the team is quite good friendly atmosphere, the employee seeks to perform those tasks that require a high degree of responsibility. That is, the better the

atmosphere in the project team, the more willing employees are to take action, and the more acutely they feel their responsibility for its implementation to members of the project team. Because there is a lot of trust and confidence in each other. After all, if the team is fully distributed responsibilities and employees are quite friendly to each other, it is more likely that team members will perform the work assigned to them quickly and efficiently [3].

The effectiveness of projects largely depends on the psychological climate in the team and the evaluation of the project team by its stakeholders.

No less important is the degree of self-control. Here we can say that if a member of the project team has the opportunity to directly control the work performed, has the right to give orders to other employees and feels important and those in power, it gets the potential for creative and business growth. As it remains indisputable that if a person has the opportunity to manage and feel the status and responsibility, one of the motives begins to be the desire for career growth, and consequently for the disclosure of creative potential.

Therefore, in our opinion, we can draw the following conclusion. The most priority motivating factor for employees of enterprises implementing the project approach is interpersonal relationships. This factor is followed by the factor «Working conditions». After that — «Policy of the enterprise and administration». In fourth place — «Earnings» and only in fifth place — «Career growth» [2].

Having identified the main motives of the project team members, it should also be noted that they all affect the effectiveness of strategic management. And the effectiveness of strategic management is determined primarily by its successful implementation and achievement of all goals.

Thus, meeting the needs of employees of enterprises implementing the project approach, you can influence their strategic behavior, which is defined as the behavior of a legal or natural person, which the person chooses as a reaction to external and internal environmental factors; it is a manifestation of strategic thinking and finds expression in the mechanisms of strategy development and implementation.

Strategic behavior can and should be consciously formed on the basis of certain incentives, which, influencing a certain subject from the outside, direct its activities to achieve certain goals, create behavioral norms, standards and boundaries of activity. The effectiveness of the process of creating appropriate strategic behavior depends on the system of compensation for certain efforts and actions. The formation of strategic behavior is associated with the type of organizational cul-

ture that has developed and is formed in the enterprise, which implements the project approach.

To date, well-selected staff and not just staff, but each employee is indispensable. If the enterprise in the conditions of modern high competition wants to «survive and grow», it cannot afford dispersion both in selection of the personnel, and in motivation of the personnel.

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## **WELL-BEING-ОРІЄНТОВАНИЙ МЕНЕДЖМЕНТ ПЕРСОНАЛУ В УМОВАХ НОВИХ ВИКЛИКІВ**

Сучасні глобальні тенденції і загрози у зв'язку з пандемією COVID-19, технологічними зрушеннями і процесами діджиталізації економіки тощо підвищують актуальність дослідження нових трендів у менеджменті персоналу, забезпеченні професійної безпеки працівників, психології здоров'я і благополуччя персоналу організацій у цих нових умовах тобто проблематики Well-being-орієнтованого менеджменту.

Турбота про здоров'я співробітників і благополуччя працівників є одним із сучасних трендів менеджменту персоналу. Якщо ще рік тому wellbeing програми були просто трендом, то зараз