Стаття та будь-який пов'язаний з нею опублікований матеріал поширюється за ліцензією Creative Commons Attribution License (CC BY 4.0).
The article and any related published material are licensed under the Creative Commons Attribution License (CC BY 4.0).

UDC 614.2
JEL classification: I 12, I 18, I 19, V 14, D 91
DOI: https://doi.org/10.17721/1728-2667.2026/229-2/6

Oleksandr DLUHOPOLSKYI[1,2], DSc (Econ.), Prof.
ORCID ID: 0000-0002-2040-8762
e-mail: dlugopolsky77@gmail.com

Alina ZHUKOVSKA[1], DSc (Econ.), Prof.
ORCID ID: 0000-0003-0891-1952
e-mail: zhuk_alina81@gmail.com

Yurii IVASHUK[1], PhD (Econ.), Assoc. Prof.
ORCID ID: 0000-0002-8459-4744
e-mail: yu.ivashuk@wunu.edu.ua

Natalia HORBAL[3], PhD (Econ.), Assoc. Prof.
ORCID ID: 0000-0003-1448-5603
e-mail: natalia.i.horbal@lpnu.ua

Oleh DZIKH[1,4], Master's Student
ORCID ID: 0009-0003-2868-6796
e-mail: dzikh@gmail.com

[1]West Ukrainian National University, Ternopil, Ukraine
[2]University of Economics and Innovation in Lublin (WSEI), Lublin, Poland
[3]Lviv Polytechnic National University, Lviv, Ukraine
[4]Ternopil Regional Clinical Hospital, Ternopil, Ukraine

REWARD POLICY IN CORPORATE GOVERNANCE: THE UKRAINIAN PUBLIC HEALTHCARE SECTOR CASE

Background. *Ukraine's healthcare institutions operate under conditions of extreme military, economic and social pressure, which heightens the importance of effective human resource management and the development of modern reward mechanisms. Motivation and retention of medical personnel remain critically important challenges, as municipal healthcare institutions face staff shortages, burnout risks and the need to maintain service quality while operating under financial constraints. The object of this study is the reward system in a municipal healthcare institution, while the subject is the doctors' expectations and behavioural responses to monetary and non-monetary incentives. The purpose of the research is to assess key motivational factors and identify structural imbalances in the existing reward policy.*

Methods. *The study applies a system-structural and behavioural approach. A survey of 250 physicians was conducted to identify their expectations regarding recognition, career development, workload compensation, and financial incentives. Correlation analysis was used to determine the relationships between motivation drivers (recognition, career opportunities, financial rewards) and doctors' willingness to increase work effort. Comparative analysis was employed to contrast the effectiveness of material and non-material rewards. Additionally, the research evaluates the potential of digital HR tools (HRIS, electronic performance systems, AI-driven analytics) for improving transparency and communication within reward management.*

Results. *The findings reveal that recognition and financial incentives constitute the strongest drivers of professional motivation: 88% of doctors view monetary rewards as the most effective incentive, while 92% report increased effort when recognition is ensured. The most valued non-financial motivator is career development (68%). Correlation analysis demonstrates a strong relationship between recognition expectations and career-growth motivation ($r = 0.885$; $R^2 = 0.78$), and between the perceived importance of rewards and preference for financial incentives ($r = 0.935$; $R^2 = 0.88$). The results indicate significant structural gaps in existing reward systems, particularly insufficient non-material recognition and limited career advancement pathways, which negatively affect job satisfaction and retention. Integration of digital HR tools enhances administrative efficiency and supports more transparent reward governance.*

Conclusions. *A balanced and transparent reward policy is essential for strengthening the resilience and performance of Ukraine's healthcare institutions. The results of the study indicate the need to diversify reward mechanisms by combining financial incentives with structured recognition practices, professional development programmes, and digital HR solutions. Such a system fosters higher motivation, reduces burnout risks, supports staff retention, and improves the quality of medical services. The proposed methodological approach can be applied to other public healthcare settings, while future research may further explore behavioural responses to reward components and the impact of digital HR infrastructures on motivation dynamics.*

Keywords: *reward policy, healthcare governance, motivation of medical staff, recognition, HR digitalisation, career development, public healthcare institutions.*

Background

In the current context of Ukraine's socio-economic development, where the healthcare system is undergoing constant changes and reforms driven by numerous military, political, and financial-economic challenges, effective human resource management is one of the key factors for the successful development of any medical institution. This issue is particularly relevant for public healthcare facilities, which frequently face challenges such as limited funding and a shortage of qualified personnel. Under such conditions, an effective compensation policy becomes especially important, as it not only facilitates the attraction and retention of skilled healthcare professionals but also motivates them toward professional development and the provision of high-quality

© Dluhopolskyi Oleksandr, Zhukovska Alina, Ivashuk Yurii, Horbal Natalia, Dzikh Oleh, 2026

ISSN 1728-2667 (Print), ISSN 2079-908X (Online)

medical care. Research into compensation policies within medical institutions holds significant practical relevance, as its findings can be utilized to develop and improve motivation systems in Ukraine's healthcare sector. Such advancements would contribute to enhancing the efficiency of individual healthcare institutions, attracting and retaining qualified personnel, and increasing patient satisfaction with the quality of medical services provided.

The reward policy is an integral component of corporate governance as well as strategic human resource management in modern organizations. It represents a holistic and systematic approach to managing all aspects of employee compensation, aimed at achieving key business objectives and ensuring high levels of staff motivation. An effective reward policy serves as a powerful tool that enables organizations to attract, retain, and motivate talented employees, enhance their productivity, loyalty, and engagement, and foster a strong corporate culture conducive to achieving the organization's strategic goals (Financial Crime Academy, 2025). In today's business environment, which is characterized by intense competition and rapid change, organizations face increasing pressure in the competition for talented professionals (Metso Outotec, 2024; Bittium, 2024). Human resources are becoming an increasingly valuable asset, and companies are recognizing the need to invest in their development and motivation. Motivated and adequately rewarded employees are a critical success factor, contributing to increased labor productivity, market share expansion, and the achievement of strategic objectives (Lardner, 2023; Shaulska, Chubuk, & Haidamaka, 2025).

The essence of a reward policy lies in the creation of a motivational system that harmoniously aligns the interests of the organization and its employees. This is achieved by aligning the reward system with the organization's strategic objectives. A reward policy should be closely linked to the organization's mission, vision, and strategic goals, and should reflect its core values and priorities (WUNU, 2023). It is also essential to consider the individual needs and achievements of employees. The reward system must be flexible and adaptive, taking into account individual needs, motivational factors, contributions, and accomplishments of each employee. Furthermore, fairness and transparency in the reward process must be ensured, for instance, through the use of performance rating systems. Fairness and transparency are critical for building employee trust and motivation. The reward system should be based on clear evaluation criteria that are understandable to all employees, and the decision-making process regarding rewards must be objective and transparent. A well-designed reward policy can serve as an effective tool for shaping and maintaining a desirable corporate culture by encouraging behaviors and values that support the achievement of the organization's strategic objectives.

The reward policy performs a number of important functions that contribute to effective human resource management and the achievement of organizational objectives: motivational, attracting, communicative, managerial, developmental (Table 1).

Table 1

Functions of reward policy

Functions	Characteristics
Motivational	The motivational function of a reward policy involves encouraging employees to achieve high performance, increased productivity, and overall effectiveness. This is accomplished by establishing a clear link between work outcomes and rewards, utilizing a variety of material and non-material incentives, and creating conditions conducive to professional and career development
Attracting	The attracting function of a reward policy focuses on the recruitment and retention of qualified employees, ensuring the organization's competitiveness in the labor market. Organizations with effective reward systems have a significant advantage in attracting and retaining talented professionals, as they offer competitive salaries, comprehensive benefits packages, and opportunities for personal and professional development
Communicative	The communicative function of a reward policy involves using the reward system as a means of communication between management and employees. It serves to convey organizational expectations, goals, and values, while also recognizing and acknowledging employee achievements. Open and transparent communication regarding reward policies fosters trust and mutual understanding between leadership and staff
Managerial	The managerial function of a reward policy ensures effective human resource management, fair distribution of rewards, and the prevention of conflicts and demotivation. Clear evaluation criteria and transparent decision-making procedures related to compensation help eliminate subjectivity and promote a sense of fairness within the organization
Developmental	The developmental function of a reward policy focuses on motivating employees to continuously improve and enhance their professional skills by providing opportunities for training and further qualifications. Investing in employee development is an investment in the future of the organization; therefore, the reward policy should encourage employees to pursue learning and skill advancement

Sources: systematized by the authors based on (Bebchuk et al., 2002; Green, 2004; Nizhnyk, & Kharun, 2011; Wilson, 2025).

An effective reward policy is underpinned by several foundational principles that ensure its alignment with organizational goals and its capacity to support effective human resource management.

First and foremost, strategic alignment is essential. A well-designed reward system must be closely integrated with the organization's mission, vision, and strategic objectives, reinforcing the behaviors and outcomes that drive strategic success. It should not function in isolation, but rather serve as a tool to promote the realization of broader organizational goals.

The principles of fairness and transparency play a crucial role in fostering trust and motivation among employees. The reward process must be objective and accessible, providing equal opportunities for all employees. Clear and understandable criteria for reward determination should be established, ensuring that all staff members are aware of the mechanisms by which their performance is evaluated and rewarded.

Another critical principle is the individualized approach. Reward systems should be flexible and adaptable, taking into account the unique needs, motivations, and achievements of individual employees. This personalization enhances employee engagement by recognizing diverse contributions and offering a range of reward forms tailored to various motivational profiles.

Competitiveness is also a key element in contemporary reward strategies. To attract and retain qualified personnel, organizations must ensure that their compensation packages are appealing within the broader labor market. This requires ongoing market analysis and benchmarking

against comparable institutions to maintain a competitive edge in terms of remuneration.

Equally important is the principle of effectiveness, which emphasizes the need to balance the costs associated with employee rewards and the outcomes achieved. Regular evaluation of reward policy effectiveness is necessary to ensure optimal resource allocation and maximize return on investment in human capital.

Finally, continuous improvement is a vital characteristic of any reward policy in a dynamic environment. As both internal and external conditions evolve, reward systems must remain responsive and flexible, capable of adapting to new challenges and opportunities. A dynamic reward policy not only maintains relevance over time but also serves as a proactive tool for organizational resilience and sustained performance.

The development and implementation of a reward policy are influenced by a variety of external factors. Macroeconomic conditions, labor market legislation, the level of competition for talent, technological advancements, as well as social and cultural dynamics must all be taken into account when designing and applying reward strategies. These external conditions shape the broader context in which organizations operate and significantly affect the feasibility and effectiveness of compensation-related decisions. At the same time, a range of internal factors plays a pivotal role in shaping reward policy. These include the organization's overall strategy, its structural design, corporate culture, financial capacity, and the demographic and professional characteristics of its workforce. Each of these internal elements determines how rewards are structured and delivered, and how well they align with organizational goals and employee expectations. A comprehensive and responsive reward policy must therefore integrate both external and internal influences to ensure its strategic relevance, sustainability, and positive impact on employee motivation and organizational performance.

The purpose of this study is to identify the expectations, preferences, and behavioural responses of physicians toward the existing reward system in a municipal healthcare institution, and to develop evidence-based recommendations for constructing an effective and balanced reward policy that enhances staff motivation, productivity, and organizational performance.

Literature review. In the modern business environment, characterized by high dynamics, globalization, and intense competition, effective corporate governance is essential to the success of any organization, including public and non-profit institutions. Corporate governance encompasses a broad range of issues, including strategic planning, risk management, financial control, stakeholder engagement, and, of course, human resource management. One of the key elements of corporate governance is the reward policy, which not only ensures employee motivation and engagement but also promotes the alignment of interests among various stakeholders, optimizes decision-making processes, and enhances the overall effectiveness of the company's operations (Judge et al., 2001; Mettler, & Pinto, 2018).

To gain a deeper understanding of the principles behind the formation and impact of reward policies on the effectiveness of corporate governance, it is essential to explore contemporary theoretical approaches that offer different perspectives and analytical tools. We will examine in detail two key theories: agency theory and prospect theory, analyzing their significance for explaining the development of reward policies and their impact on corporate governance effectiveness. Additionally, we will review other important motivation theories, such as expectancy theory, equity theory, goal-setting theory, and self-determination theory, and analyze how they can be integrated into reward policies to enhance their effectiveness.

Agency theory and its application in the context of reward policy

Agency theory is one of the most influential theories in contemporary economic science. It emerged in the 1970s as a result of research by economists Michael Jensen and William Meckling, who proposed a new perspective on the nature of the firm. They argued that a firm should not be viewed as a single entity, but rather as a collection of contracts between various individuals, each pursuing their own interests (Jensen, & Meckling, 1976).

Agency theory examines the interaction between the principal (owner or shareholder) and the agent (manager), where the principal delegates certain powers to the agent to manage the company. The main idea of the theory is that agents, acting in their own interests, may make decisions that do not always align with the interests of the principals (Matinheikki et al., 2022; Bilovodska et al., 2026). This creates the so-called "agency problem", which can lead to inefficient management and a decrease in the company's value.

The agency problem arises from a number of factors that create conditions for a potential conflict of interest between principals (owners) and agents (managers). First, there is informational asymmetry, where agents possess more information about the company's operations than principals, which may lead to the use of this information for the agents' personal benefit. Second, there is a divergence of interests, where the goals and motivations of agents do not align with those of the principals, such as managers seeking to increase their own compensation at the expense of the company's profits (Syafriadi et al., 2023; Khandelwal et al., 2023). Third, there is limited control by the principals, which grants agents a certain degree of freedom in their actions, potentially leading to the use of this freedom for personal gain.

To address the agency problem, the theory suggests using various control and incentive mechanisms that would encourage agents to act in the interests of the principals, as presented in Table 2.

Table 2

Mechanisms for aligning the interests of principals and agents

Mechanisms	Characteristics
Board of directors	It oversees strategic management, approves key decisions, and evaluates the performance of managers
Audit	Verification of financial statements for accuracy and compliance with standards
Internal control	Procedures and measures for the effective and legal operation of the company
Corporate governance	It defines the rules and principles of interaction between shareholders, the board of directors, and management
Bonuses	They are paid based on the achievement of specific performance indicators

Sources: systematized by the authors based on (Duffhues, & Kabir, 2008; Ivashuk, 2016; Gauld, 2016; Wilson, 2025; Barinua, Edem, & Harry, 2022).

The agency theory provides valuable tools for understanding and addressing the problem of the divergence of interests between the owners and managers of a company. It emphasizes the importance of creating a compensation policy

that motivates managers to act in the best interests of the owners, promotes transparency, and takes into account managers' risk preferences (Table 3). This is achieved by linking compensation to financial performance, encouraging information disclosure, and considering the level of risk in decision-making.

Agency theory provides essential insights into how to design reward policies that address the principal-agent problem, which arises from the potential conflict of interest between owners (principals) and managers (agents). In this context, reward policies are designed to align the interests of both parties and reduce the information asymmetry and risk-bearing differences that characterize their relationship (Kolluru, 2021):

1. Aligning interests through performance-based rewards. One of the key recommendations of agency theory is to design compensation systems that align the interests of managers with those of the company owners. This is achieved by linking managerial rewards to performance metrics, such as company profitability or stock price performance, ensuring that managers are incentivized to act in the best interests of the organization.

2. Reducing information asymmetry. Agency theory suggests that managers, as agents, often possess more information about the company's operations than the owners. To mitigate this, reward policies can include mechanisms that encourage transparency and information disclosure. This could be achieved through regular reporting requirements or open meetings where managers communicate performance and challenges, which also helps in reducing moral hazard.

3. Risk management in reward policies. Another element emphasized by agency theory is the difference in risk aversion between principals and agents. Owners may have a higher tolerance for risk, while managers may prefer less risk in their compensation structure. Reward policies can be tailored to balance this risk by offering a mix of fixed salary and performance-based incentives, such as stock options, to motivate managers without unduly exposing them to financial risk.

4. Monitoring and control mechanisms. According to agency theory, effective monitoring is essential for ensuring that managers act in the best interests of the owners. Reward policies can incentivize managers to be more transparent and accountable. Additionally, the board of directors or a third-party audit can serve as a monitoring mechanism, ensuring that the compensation practices are fair and aligned with the company's strategic goals.

5. Long-Term Incentives for Sustained Performance. To avoid short-termism and encourage long-term strategic thinking, agency theory recommends incorporating long-term incentives into reward policies. Stock options, performance shares, or deferred bonuses can help align managerial behavior with the long-term health and profitability of the company, motivating managers to prioritize long-term value creation over short-term gains.

Table 3

Forming reward policy in the light of agency theory

Aspect	Description	Example
Aligning interests	Linking rewards to the company's financial performance, stock price growth, or the achievement of strategic goals.	A bonus system for managers who achieve target profitability or market share growth.
Reducing information asymmetry	Encouraging managers to disclose information and ensure transparency.	A higher reward for managers who timely and fully provide information about the company's financial status and activities.
Considering risks	Motivating managers to make informed decisions and avoid excessive risk.	A reward system that encourages managers to make conservative decisions or, conversely, stimulates them to make more risky decisions depending on the company's goals.

Sources: systematized by the authors based on (Freeman, & Kleiner, 2005; Kuo et al., 2014; Barinua, Edem, & Harry, 2022).

By addressing the principal-agent problem through well-designed reward policies, organizations can improve managerial performance, reduce conflicts of interest, and increase overall corporate efficiency and value. This approach fosters a more harmonious relationship between owners and managers, benefiting all stakeholders involved.

Explanation of the impact of reward policy on decision-making and motivation from the perspective of prospect theory

Prospect theory, developed by Daniel Kahneman and Amos Tversky (Kahneman, & Tversky, 1979; Sunstein, & Thaler, 2016), is a behavioral theory that examines how people make decisions under conditions of risk and uncertainty. It is based on the idea that individuals do not always act rationally, and their decisions are often influenced by subjective perceptions of the situation and potential outcomes. A key concept of this theory is the "loss function", which demonstrates how people perceive losses and gains. According to prospect theory, individuals are more sensitive to losses than to gains of the same size. This means that the loss of a certain amount of money generates stronger negative emotions than the pleasure derived from receiving the same amount.

Prospect theory is crucial for understanding the formulation of reward policies, as it helps explain how managers respond to different forms of rewards and incentives. For instance, the loss of a bonus may have a greater demotivating effect than receiving a bonus of the same size. This is important to consider when developing reward policies to ensure their motivational impact and to avoid demotivating employees.

Prospect theory explains the impact of reward policies on the effectiveness of corporate governance as follows:

- optimization of decision-making. Understanding how managers perceive risks and losses allows for the development of a reward policy that encourages them to make optimal decisions in the best interests of the company. For example, if managers are overly risk-averse, it may lead to missed opportunities. In this case, the reward policy should encourage them to make more risky, yet well-founded, decisions;
- avoidance of excessive risk. Prospect theory demonstrates that managers may be inclined to take excessive risks if their rewards depend solely on positive outcomes. With this in mind, the reward policy should be balanced, considering both potential gains and potential losses. This will help avoid situations where managers take unjustified risks to achieve high rewards, disregarding the company's interests. Various tools can be employed to address this, such as limits on bonus sizes or penalties for taking excessive risks;

• enhancing motivation. A well-designed reward policy that accounts for how individuals perceive losses and gains can have a strong motivational impact on managers. For instance, instead of solely offering bonuses for achieving specific targets, organizations might implement penalty systems for failing to meet those targets. This approach could be more effective, as people tend to be more sensitive to potential losses. Additionally, various forms of non-monetary incentives – such as public recognition of achievements, opportunities for professional development, or elevated status within the company – can further enhance motivation.

Other motivation theories and their significance for reward policy design

In addition to agency theory and prospect theory, there are several other important motivation theories that can be valuable for shaping an effective reward policy (Table 4): expectancy theory, equity theory, goal-setting theory, self-determination theory, reinforcement theory.

Table 4

Key motivation theories: overview and integration into reward policy

Theory and authors	Key factors of integration	Characteristics
Expectancy theory (Vroom, 1964)	• ensure a clear link between performance and rewards; • design transparent criteria for bonuses or promotions; • align rewards with what employees truly value	This theory posits that individuals are motivated when they believe that their efforts will lead to good performance (expectancy), that good performance will be rewarded (instrumentality), and that the rewards are desirable (valence). In terms of reward policy, this means that employees must clearly understand the link between their performance and the rewards, and those rewards must be perceived as valuable
Equity theory (Adams, 1965)	• promote fairness in reward distribution; • conduct regular compensation benchmarking; • provide clear communication on how rewards are determined	Equity theory emphasizes fairness in the workplace. Employees assess the fairness of their rewards by comparing their inputs and outcomes to those of others. If they perceive inequity, it can lead to demotivation. Thus, reward policies should ensure internal equity (fairness among employees) and external equity (competitive pay relative to the market)
Goal-setting theory (Locke, & Latham, 1990)	• link rewards to the achievement of SMART goals; • provide ongoing feedback and performance reviews; • encourage participation in goal setting for greater commitment	According to this theory, specific and challenging goals lead to higher performance. A reward system that ties bonuses and other incentives to the achievement of clearly defined, measurable goals can enhance motivation, especially when individuals participate in goal-setting and receive feedback on their progress
Self-determination theory (Ryan, & Deci, 2000)	• offer non-financial rewards such as autonomy in task management; • recognize achievements publicly to build competence and connection; • support professional development and meaningful work	This theory differentiates between intrinsic and extrinsic motivation and stresses the importance of autonomy, competence, and relatedness. Reward systems should not only focus on extrinsic incentives like pay and bonuses but also promote intrinsic motivation by providing opportunities for professional growth, decision-making autonomy, and meaningful work
Reinforcement theory (Skinner, 1956)	• use timely and consistent positive reinforcement for high performance; • establish clear reward structures for repeated behaviors	This theory focuses on how behavior is influenced by its consequences. When employees meet a challenging goal and receive a bonus or recognition, that reward reinforces the behavior that led to the achievement – such as increased effort, focus, or persistence. Over time, this strengthens the likelihood that they will continue to pursue goals with similar commitment in the future

Sources: systematized by the authors based on (McCausland, Pouliakas, & Theodossiou, 2005; Green, & Heywood, 2008; Green, 2004; Ryan, & Deci, 2000; Locke, & Latham, 2002; Vroom, 1964; Adams, 1965; Skinner, 1956; Latham, & Pinder, 2005).

The integration of contemporary motivation theories into reward policy design contributes to the development of a comprehensive and strategically aligned remuneration system. Such a system not only leverages financial incentives but also addresses the psychological and emotional drivers of employee motivation. By aligning rewards with individual preferences and values – thereby reflecting the valence component of expectancy theory – organizations can enhance the perceived value of compensation. Ensuring fairness and transparency in the distribution of rewards, as emphasized by equity theory, is crucial for maintaining employee trust and motivation. Furthermore, establishing clear and measurable links between performance and rewards, in line with the principles of expectancy and goal-setting theories, supports consistent and goal-oriented behavior among employees. In addition to extrinsic incentives, effective reward policies should also promote intrinsic motivation. Drawing on self-determination theory, this can be achieved through mechanisms such as recognition programs, opportunities for skill development, and the provision of autonomy in decision-making (Wilson, 2025). These elements contribute to sustained employee engagement and foster a stronger sense of commitment and loyalty to the organization, ultimately enhancing overall corporate performance and governance.

In the modern workplace, organizations are increasingly turning to innovative methods to reward and motivate employees (Bersin, 2020; Kaur et al., 2021). Traditional one-size-fits-all models are being replaced with personalized and data-driven strategies that better align with employee preferences, performance metrics, and organizational goals:

1. *Digital platforms for performance evaluation.* One of the most transformative innovations in employee motivation is the use of digital platforms for real-time performance evaluation. These platforms use data analytics to track employee contributions, set dynamic goals, and offer timely feedback. Tools like 360-degree feedback systems, AI-powered performance dashboards, and mobile apps enable managers to monitor progress and recognize achievements more effectively. This not only increases transparency but also fosters a culture of continuous improvement.

2. *Personalized incentive models.* Organizations are now leveraging data to develop personalized incentive models that consider an employee's role, performance history, career aspirations, and even psychological profiles. Instead of offering uniform bonuses or benefits, companies can tailor rewards – such as flexible work arrangements, learning opportunities, or unique perks – to suit individual needs and motivations. This personalization significantly enhances engagement and retention.

3. *Gamification.* Gamification introduces elements of game design into the workplace, such as points, leaderboards, challenges, and rewards, to motivate employees in a fun and interactive way. This approach can drive productivity, encourage collaboration, and create a sense of achievement. For example, sales teams might earn badges for reaching targets, or employees might compete in wellness challenges for rewards.

4. *Algorithmic reward systems.* With advancements in artificial intelligence, companies are increasingly implementing algorithmic reward systems that automate and optimize bonus distribution. These systems analyze vast datasets – including attendance, task completion rates, peer reviews, and customer feedback – to determine fair and objective reward allocations. This reduces bias and promotes a merit-based culture.

In the healthcare industry, where employee performance directly affects patient outcomes, innovative reward systems are particularly valuable. Digital platforms are used to track metrics such as patient satisfaction, treatment success rates, and adherence to clinical guidelines. Personalized rewards in healthcare might include professional development opportunities, additional vacation time, or wellness programs tailored to the high-stress nature of medical work. Gamification has also been employed to encourage adherence to safety protocols and improve teamwork in hospital settings. Moreover, algorithmic bonus systems can ensure that incentives are distributed fairly among medical staff, recognizing both individual and team contributions in high-pressure environments. By adopting these innovative approaches, healthcare organizations can not only improve staff morale and reduce burnout but also enhance patient care and organizational performance.

Identification of previously unresolved aspects. Although reward systems in healthcare have been widely studied, several important issues remain insufficiently explored, particularly in the context of Ukraine's public healthcare sector during periods of military, economic, and institutional instability. Prior research has not adequately addressed how physicians' behavioural responses to recognition and monetary incentives differ under resource-constrained conditions, nor how expectations regarding career development interact with perceptions of fairness in reward distribution. Furthermore, earlier studies have not captured the motivational dynamics arising from the simultaneous use of financial, non-financial, and digital reward tools within municipal healthcare institutions. The lack of empirical evidence on the correlation between recognition, career growth expectations, and productivity creates a gap that this study aims to fill by providing quantitative and behavioural insights into doctors' motivational drivers. This research also addresses previously unresolved aspects concerning the integration of modern IT solutions (HRIS, AI analytics, e-performance systems) into reward governance, which has received limited scholarly attention in the Ukrainian healthcare context.

Methods

The conducted research is aimed at studying the expectations and preferences of doctors at a municipal healthcare institution regarding the reward system. The information obtained serves as the foundation for developing an effective reward policy that will motivate healthcare professionals towards professional development, increased labor productivity, and the provision of high-quality medical care. The hypothesis 1 proposed for the analysis is that the expectation of recognition is an important motivational factor for doctors who are focused on career growth. The hypothesis 2 proposed for the analysis is that material motivation is a significant factor for doctors who consider rewards and recognition important for improving performance.

The methodological basis of the research is grounded in general scientific methods of cognition: analysis and synthesis, induction and deduction, abstraction and generalization. The study also employs specialized research methods such as correlational analysis and comparative analysis. The informational base of the research consists of scientific works by both domestic and foreign scholars on personnel management, motivation, and rewards, as well as legislative and regulatory acts that govern the payment of healthcare workers. To achieve the stated objective, a survey was conducted with 250 doctors from a municipal healthcare institution in Ternopil region (Ukraine). The questionnaire contained questions designed to identify the respondents' views on various aspects of the reward system, including material (salary, bonuses, allowances) and non-material (professional development opportunities, recognition of achievements, flexible work schedule) components. The analysis of the collected data will help identify key trends and preferences of doctors regarding rewards, as well as uncover problematic aspects of the existing system.

Results

An effective reward system plays a key role in ensuring high motivation and job satisfaction among medical staff, which, in turn, directly impacts the quality of medical services and the overall efficiency of the healthcare institution. Satisfied medical professionals demonstrate a higher level of professionalism, dedication, and a desire to achieve better results. This is why it is important to understand how medical workers perceive the reward system in their institution, what motivational factors are most significant to them, and which aspects of the system need improvement. A thorough study of the opinions and preferences of medical personnel will allow for the development of a reward policy that meets the employees' needs and contributes to achieving the strategic goals of the healthcare institution.

A detailed description of each table from the survey (Appendix A) will be provided, which contains the results of the survey conducted by us.

Table 5 reflects the opinion of doctors from public medical institutions in the Ternopil region (Ukraine) regarding the importance of rewards and recognition in improving the productivity of medical staff. The overwhelming majority of respondents (88%) fully agree or agree with this statement, indicating the high significance of rewards and recognition for employee motivation. Only 12% of the respondents took a neutral stance, and no respondent disagreed with this statement. These results highlight the importance of developing an effective reward system to enhance the productivity of medical personnel.

Table 5

Do you agree that] rewards and recognition are important in enhancing the productivity of medical staff?

Answer	Number of responses	Percentage
Completely agree	129	52.0
Agree	91	36.0
Neutral	30	12.0
Disagree	0	0.0
Strongly disagree	0	0.0

Sources: developed by the authors based on survey results.

Table 6 presents physicians' attitudes toward the statement that monetary rewards are the most effective form of recognition for medical personnel. A total of 88% of respondents agreed with this statement, while 12% disagreed. Interestingly, none of the participants selected a neutral response, indicating clearly defined opinions among the physicians regarding the effectiveness of monetary rewards. The results suggest that while financial incentives are important, they are not the sole motivator for healthcare professionals.

Table 6

Do you agree that] monetary rewards are the most effective form of recognition for medical personnel?

Answer	Number of responses	Percentage
Completely agree	109	44.0
Agree	109	44.0
Neutral	0	0.0
Disagree	32	12.0
Strongly disagree	0	0.0

Sources: developed by the authors based on survey results.

Table 7 presents the attitudes of physicians toward the statement that monetary rewards and recognition foster a healthy atmosphere of competition among medical personnel. The majority of respondents (56%) either strongly agreed or agreed with this statement, while 12% disagreed, and 32% adopted a neutral position.

Table 7

Do you agree that monetary rewards and recognition foster a healthy atmosphere of competition among medical personnel?

Answer	Number of responses	Percentage
Completely agree	30	12.0
Agree	111	44.0
Neutral	79	32.0
Disagree	30	12.0
Strongly disagree	0	0.0

Sources: developed by the authors based on survey results.

The survey results suggest that rewards and recognition can contribute to fostering a competitive environment; however, it is important to ensure that this competition remains healthy and does not lead to adverse outcomes.

Table 8 presents the opinions of physicians regarding the impact of rewards and recognition on the motivation of medical personnel. A majority of respondents (64%) strongly agreed or agreed with the statement that medical workers who regularly receive recognition and rewards are more likely to remain motivated. Additionally, 32% of respondents chose a neutral stance, and none disagreed with the statement. These findings underscore the significance of consistent recognition and rewards in maintaining staff motivation.

Table 8

Do you agree that] medical workers who regularly receive recognition and rewards are more motivated?

Answer	Number of responses	Percentage
Completely agree	70	24.0
Agree	100	40.0
Neutral	80	32.0
Disagree	0	0.0
Strongly disagree	0	0.0

Sources: developed by the authors based on survey results.

Table 9 presents physicians' responses regarding the impact of recognition on their performance. The majority of respondents (68%) indicated that receiving recognition positively influences their productivity. Meanwhile, 32% adopted a neutral stance, and no respondent stated that recognition has no effect on their performance. The data obtained indicate that recognition is an important motivational factor and can contribute to increased productivity among physicians.

Table 9

Do you agree that] workplace recognition correlates with your productivity?

Answer	Number of responses	Percentage
Yes, receiving recognition affects my productivity	172	68.0
No, receiving recognition does not have an impact on my productivity	0	0.00
Neutral	78	32.0

Sources: developed by the authors based on survey results

Table 10 illustrates how often physicians experience a loss of motivation at work due to a lack of recognition for their efforts. 72% of respondents indicated that they "often" or "occasionally" feel a decline in motivation because of insufficient recognition. Meanwhile, 28% reported that they "never" experience a loss of motivation for this reason. These survey results suggest that the absence of recognition can negatively impact the motivation of medical personnel, highlighting the importance of consistently acknowledging their achievements.

Table 10

How often do you feel a loss of motivation at work due to a lack of recognition for your efforts?

Answer	Number of responses	Percentage
Very often	0	0.0
Often	69	28.0
Occasionally	112	44.0
Rarely	0	0.0
Never	69	28.0

Sources: developed by the authors based on survey results.

Table 11 illustrates the likelihood that physicians will make additional efforts in their work if they know their efforts will be recognized and rewarded. A significant majority – 92% of respondents – indicated that it is "very likely" or "likely" they would exert extra effort under such conditions. Only 8% of respondents chose a neutral position. These results confirm that the expectation of recognition and rewards can motivate doctors to work more actively and productively.

Table 11

How likely are you to put in additional effort at work if you know that your efforts will be recognized and rewarded?

Answer	Number of responses	Percentage
Very likely	139	56.0
Likely	91	36.0
Neutral	20	8.0
Unlikely	0	0.0
Very unlikely	0	0.0

Sources: developed by the authors based on survey results.

Table 12 presents the opinions of doctors regarding the most effective reward and recognition schemes in the medical sector. The most popular response was "cash bonuses" (64%), followed by "promotion or career advancement opportunities" (36%). Other response options received no votes. The data suggests that monetary bonuses and career advancement opportunities are the most effective forms of reward for medical staff.

Table 12

Which of the following reward and recognition schemes do you consider to be the most effective in the medical sector?

Answer	Number of responses	Percentage
Cash bonuses	162	64.0
Recognition within the team	0	0.0
Newsletters	0	0.0
Promotion or career advancement opportunities	88	36.0
Other	0	0.0

Sources: developed by the authors based on survey results.

Table 13 shows which non-monetary form of recognition is most significant for doctors. The most popular response was "opportunities for professional development" (68%), followed by "written appreciation" (24%). "Public recognition" was selected by only 8% of respondents, while "verbal praise from supervisors" received no votes. The survey results indicate that doctors highly value opportunities for professional development as a form of recognition.

Table 13

Which non-monetary form of recognition is most significant for you?

Answer	Number of responses	Percentage
Verbal praise from supervisors	0	0.0
Written gratitude	60	24.0
Public recognition	20	8.0
Opportunities for professional development	170	68.0

Sources: developed by the authors based on survey results.

Table 14 shows the importance of career growth opportunities as a form of recognition for doctors. 88% of respondents consider career growth opportunities to be "very important" or "important". Only 12% of respondents chose a neutral position. These results highlight the significance of career growth for motivating healthcare workers and emphasize the importance of considering this factor when designing a reward policy.

Based on the survey data, we can proceed to a detailed analysis of the results obtained. The application of correlation analysis will allow us to identify less obvious relationships between different motivational factors and rewards for medical staff. This will help us understand which factors have the greatest impact on their job satisfaction and productivity, as well as which changes in the reward system will be most effective. The correlation analysis will enable us to determine which factors are most closely related to each other and which ones should be the focus when developing recommendations for improving the reward policy in medical institutions.

ISSN 1728-3817

Table 14

How important do you consider career growth opportunities as a form of recognition?

Answer	Number of responses	Percentage
Very important	111	44.0
Important	111	44.0
Neutral	28	12.0
Not very important	0	0.0
Not important at all	0	0.0

Sources: developed by the authors based on survey results.

The correlation analysis, conducted based on the survey data (Fig. 1), confirmed a strong positive relationship between the importance of career growth opportunities and the likelihood of exerting additional effort in anticipation of recognition ($r = 0.885$). This result aligns with our hypothesis that the expectation of recognition is an important motivational factor for doctors who are focused on career advancement.

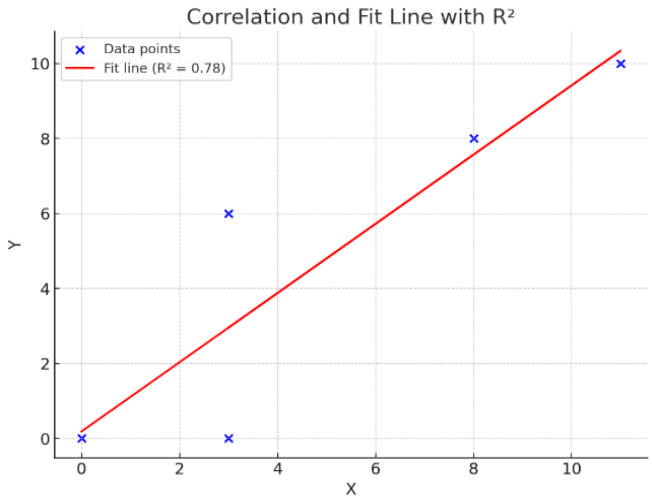


Fig. 1. Correlation between the questions in Table 11 and Table 14
(The correlation between variables X and Y is 0.885, indicating a strong positive relationship. The R^2 value is 0.78, which suggests that the model explains 78% of the variation in the data)
Sources: developed by the authors based on survey results.

A high correlation coefficient indicates that doctors who view career growth opportunities as important are more likely to put in extra effort when they know their efforts will be recognized. This can be explained by the fact that career advancement and recognition are interconnected and mutually reinforcing. Career progression is often a result of high work productivity and professional achievements, which, in turn, deserve recognition. The expectation of recognition can motivate doctors to work more actively and strive for professional development, ultimately leading to career growth.

Furthermore, recognition plays a key role in shaping a doctor's professional identity. It validates their competence, status, and value to the medical institution. Doctors who receive recognition for their achievements are more confident and motivated to continue their professional development.

The correlation analysis conducted based on the survey data confirmed a strong positive relationship between the perceived importance of rewards and recognition for enhancing the productivity of medical staff (Fig. 2) and the belief that monetary rewards are the most effective form of recognition ($r = 0.935$). This result aligns with the hypothesis that material motivation is a significant factor for doctors who consider rewards and recognition important for improving performance.

The high correlation coefficient indicates that doctors who consider rewards and recognition important for productivity also tend to view monetary rewards as the most effective form of recognition. This may be because cash rewards serve as a tangible and objective indicator of success and professional acknowledgment. They provide doctors with the opportunity to improve their financial well-being, which is an important motivational factor for many individuals.

In addition, cash rewards can be seen as an indicator of a doctor's value to the medical institution. A high salary and bonuses signal that the doctor is a vital member of the team and that their contributions to the organization are highly appreciated. This can enhance the doctor's self-esteem and motivation, encouraging further professional development and the pursuit of high-performance outcomes.

It is important to note that financial motivation is not the only factor influencing doctors' productivity. Other elements – such as recognition from colleagues and leadership, opportunities for professional development, and a supportive work environment – also play a crucial role. However, the results of the correlation analysis indicate that cash rewards are a significant motivator for doctors who consider rewards and recognition important for enhancing productivity (Fig. 3).

The correlation analysis based on the survey data also revealed a strong positive relationship between the statements "Recognition at work positively affects my productivity" and "Medical professionals who regularly receive recognition and rewards are more motivated". This indicates that doctors who perceive recognition as having a positive impact on their productivity are also more likely to lose motivation when their efforts go unacknowledged.

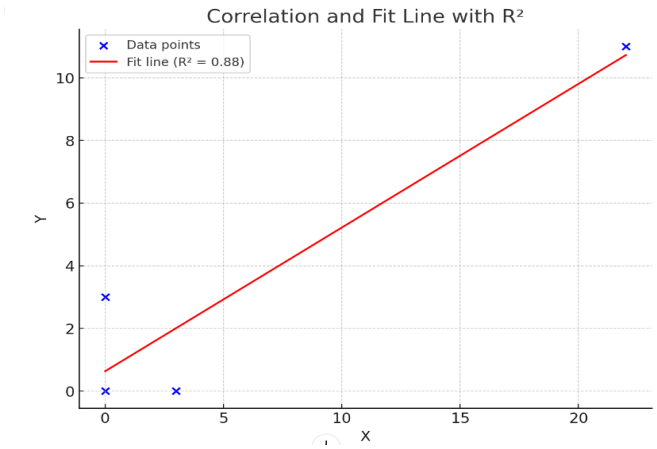


Fig. 2. Correlation between the questions in Table 5 and Table 6 (The correlation between variables X and Y is 0.935, indicating a strong positive relationship. The R^2 value is 0.88, which suggests that the model explains 88% of the variation in the data)
Sources: developed by the authors based on survey results.

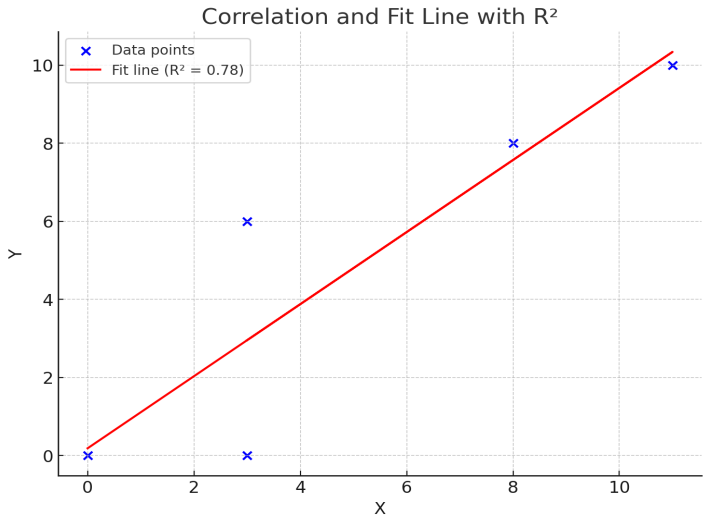


Fig. 3. Correlation between the questions in Table 7 and Table 8 (The correlation between variables X and Y is 0.885, indicating a strong positive relationship. The R^2 value is 0.78, which suggests that the model explains 78% of the variation in the data)
Sources: developed by the authors based on survey results.

This result can be explained by several factors:

1. Doctors who consider recognition an important motivator are more sensitive to its presence or absence. They perceive recognition as validation of their professional value and importance to the healthcare institution. A lack of recognition may be seen as a devaluation of their work and achievements, leading to a loss of motivation.

2. Physicians who acknowledge the positive impact of recognition on their productivity understand the significance of this factor in achieving high performance. They strive for recognition and are willing to put in more effort when they know their work will be appreciated. Consequently, the absence of recognition can diminish their enthusiasm and drive for success.

3. Recognition can be seen as an essential part of the "psychological contract" between the doctor and the healthcare institution. When a physician puts in effort and demonstrates strong results, they expect their contribution to be noticed and appreciated. If these expectations are not met, it may lead to disappointment and decreased motivation.

The results highlight the importance of regular recognition of physicians' achievements in maintaining their motivation and productivity. This can be implemented through various forms of acknowledgment, such as public recognition of accomplishments, awarding certificates of appreciation, bonuses, valuable gifts, providing opportunities for professional development, involving medical staff in decision-making processes, and fostering an atmosphere of respect and trust within the team. Implementing an effective system for recognizing achievements can be a crucial step toward enhancing the motivation and engagement of healthcare professionals, which will ultimately contribute to improving the quality of medical care.

The following examples illustrate how reward systems in healthcare institutions have directly influenced service quality, patient loyalty, and the branding of medical organizations, based on real-world case studies (Table 15).

The integration of modern IT solutions into human resource (HR) management has significantly transformed the healthcare industry. These technologies not only streamline administrative processes but also enhance employee engagement, performance monitoring, and internal communication, all of which contribute to better organizational outcomes and patient care (Dery, Sebastian, & van der Meulen, 2017; Marjanovic, Krapels, & Chataway, 2022):

1. *Electronic performance evaluation systems.* Healthcare organizations are increasingly adopting electronic systems to evaluate staff performance in real time. These systems allow

for continuous feedback, automated reporting, and data-driven appraisals based on key performance indicators (KPIs), such as patient satisfaction scores, clinical accuracy, and task completion rates. This facilitates more objective and transparent assessments, encouraging accountability and professional growth.

2. *Human resource information systems (HRIS)*. Modern HRIS platforms centralize employee data, automate recruitment workflows, manage shift scheduling, track attendance, and support compliance with labor regulations. In hospitals and clinics, HRIS helps reduce administrative workload and improves coordination among departments, especially in managing complex staff rotations and 24/7 coverage.

3. *CRM for internal employer branding*. Some healthcare providers are leveraging customer relationship management (CRM) systems – not only for patient engagement but also for internal use to build a strong employer brand. These CRMs manage internal communication, employee engagement campaigns, onboard journeys, and satisfaction surveys. By treating employees like internal customers, organizations foster a more connected and motivated workforce.

Table 15

Key dimensions of the impact of reward systems in healthcare institutions

Direction	Characteristics	Example
1. Quality of patient care	A motivation system that includes rewards for adherence to clinical standards enhances the accountability of medical personnel. When employees know that their performance is evaluated based on objective outcome indicators – such as patient wait times, diagnostic accuracy, or quality of communication – it encourages the delivery of high-quality and attentive care	At Cleveland Clinic (USA), one of the most renowned hospitals, the physician bonus system is linked not only to clinical outcomes but also to patient satisfaction scores. This approach has significantly improved the patient experience and positioned the clinic among the top-ranked hospitals in the United States
2. Patient loyalty	When staff are motivated not only through financial incentives but also through recognition, professional development opportunities, or well-being support, it fosters an emotional connection with patients. Satisfaction transforms into trust, and trust into loyalty and repeat visits	In the United Kingdom, the NHS introduced "staff recognition and reward" programs that have been closely associated with improved patient loyalty indicators. A study by The King's Fund notes that clinics with highly engaged staff demonstrate better clinical outcomes and receive higher patient ratings
3. Strengthening the healthcare institution's brand	Modern patients increasingly prioritize reputation and service quality. If the reward system promotes a culture of care, ethical behavior, and engagement, it contributes to building a strong employer brand that attracts both patients and talented healthcare professionals	The Mount Sinai Health System (New York) actively invests in employee recognition and well-being programs, positioning the institution as a "caring employer". This has enhanced its reputation among patients, as reflected in an increase in positive online reviews and improved institutional rankings

Sources: systematized by the authors based on (West, & Dawson, 2012; Press Ganey, 2021; Mount Sinai, 2022).

4. *AI and predictive analytics*. Artificial intelligence and predictive analytics are used to forecast staffing needs, identify burnout risks, and optimize resource allocation. For instance, algorithms can predict when nursing staff might require additional support based on patient loads or historical stress indicators, allowing HR managers to intervene proactively.

5. *E-learning platforms and digital onboarding*. Digital platforms support remote learning and training in compliance with healthcare regulations. Interactive modules, certification tracking, and virtual simulations allow medical professionals to upgrade their skills without leaving their workplace. Additionally, digital onboarding tools help new hires integrate quickly and efficiently by providing tailored information, videos, and checklists.

6. *Telemedicine-integrated workforce management*. With the rise of telehealth, IT systems now support hybrid workforce management, coordinating both in-person and remote clinical staff. These platforms manage licensing, telehealth scheduling, and patient-provider matching, while ensuring compliance with data privacy and medical protocols.

The implementation of IT solutions in healthcare HR management enhances not only administrative efficiency but also employee satisfaction and the overall quality of care. As the sector continues to digitize, these tools are becoming essential for building resilient, responsive, and people-centered healthcare organizations.

Discussion and conclusions

It is important to recognize that different motivation theories are not mutually exclusive; rather, they complement one another. An effective reward policy should be based on a comprehensive approach that considers various aspects of motivation and integrates multiple theoretical models. For instance, agency theory can be applied in designing performance-based reward systems, while prospect theory may assist in optimizing how these rewards are presented to employees. Integrating motivations theories allows organizations to design a balanced reward system that not only leverages financial incentives but also fosters intrinsic motivation, fairness, goal alignment, and psychological satisfaction. A multi-theoretical approach ensures that reward policies address diverse motivational drivers across the workforce, leading to improved performance and organizational outcomes.

Overall, the results of the study allow us to conclude that an effective reward and recognition system plays a key role in the motivation and productivity of medical staff. It should include both material and non-material incentives, considering the individual needs and professional goals of the employees. Regular recognition of achievements, opportunities for professional development, and career advancement are important motivational factors for doctors. Health competition, stimulated by the reward system, can contribute to increased work productivity. The findings of the study can be used to develop and improve the reward policy in public healthcare institutions.

Based on the findings of the conducted study – including the conclusions of the regression analysis and the identified needs of the medical staff – the following recommendations are proposed for improving the reward policy in public healthcare institutions (Opio et al., 2022; Oyira et al., 2015; Abduljawad, & Al-Assaf, 2011; Wilson, 2025):

1. *Individualization and differentiation of rewards.* The implementation of individualized development and reward plans is a key step toward increasing the effectiveness of a motivation system. These plans should be flexible and

tailored to the needs and goals of each healthcare worker. This means taking into account both financial and non-financial objectives. Financial objectives may include salary increases, performance-based bonuses, incentives for completing complex tasks, and reimbursements for participation in conferences and seminars. Non-financial objectives can be related to professional development, such as: advanced training and certifications, participation in scientific research, engagement in medical conferences and seminars, achievement of specific performance outcomes (e.g., improving the quality of medical care, reducing the number of complications, increasing patient satisfaction, active involvement in research activities, implementation of innovative treatment methods, et.).

It is crucial that individualized development and reward plans are clearly defined and agreed upon with the healthcare worker. This allows them to understand which efforts and accomplishments will be recognized and rewarded, motivating them toward professional growth. Furthermore, these plans should be reviewed and updated regularly to reflect changes in the employee's needs and the institution's priorities. Such individualized plans will help each medical professional envision their own growth trajectory and feel valued by their organization. They contribute to increased motivation, engagement, and work performance, as well as to fostering a positive atmosphere within the team. As a result, the healthcare facility benefits from having highly qualified and motivated staff committed to continuous professional development and the delivery of high-quality medical care

2. *Expanding the range of rewards.* Expanding the range of rewards is a key factor in creating an effective motivation system that meets the needs and goals of medical staff. In addition to traditional financial compensation – such as salaries, bonuses, performance-based allowances, skill-level bonuses, and reimbursements for using personal transportation – it is essential to include various incentives tailored to the individual preferences of employees.

Survey results indicated that healthcare workers highly value opportunities for professional development (68%) and career advancement (88%). This highlights the importance of investing in human capital. Providing access to diverse educational programs, such as trainings, seminars, conferences, continuing education courses, and internships at leading clinics, not only enhances the qualifications of staff but also contributes to their professional growth and job satisfaction.

Creating clear promotion mechanisms is another important aspect of motivation. Transparent performance evaluation criteria, the opportunity to hold higher positions, and involvement in decision-making processes all serve as incentives for employees to continuously develop and improve their performance. Additionally, it is worth considering other forms of rewards, such as: flexible work schedules, part-time or remote work options for specific staff categories, corporate discounts on medical services and medications, free or subsidized meals at the healthcare facility, organization of sports and cultural events for staff. By addressing the diverse needs and interests of medical personnel in the development of the reward system, healthcare institutions can create a motivating environment where each employee feels valued and in demand.

The active use of non-financial motivation methods is an integral part of an effective personnel management system in healthcare institutions. While financial incentives are undoubtedly important for attracting and retaining qualified medical professionals, non-financial motivation methods play an equally crucial role in fostering a positive work atmosphere, enhancing job satisfaction, and strengthening loyalty to the healthcare institution. These methods contribute to the development of a sense of belonging to the team, professional pride, and recognition of one's significance, which ultimately positively impacts the quality of medical care and the overall effectiveness of the institution.

One of the key non-financial motivation methods is the recognition and encouragement of achievements. Regular recognition and reward of both individual and collective achievements among healthcare workers increase their motivation and engagement. The results of a survey conducted within this study revealed that 72% of doctors experience a loss of motivation due to the lack of recognition for their efforts. This underscores the importance of creating a system for regular acknowledgment of accomplishments, which should include various forms tailored to the needs and values of medical professionals.

Public recognition of merit is an effective motivation tool as it not only expresses gratitude to the physician but also demonstrates their achievements to colleagues and the public. This can be implemented, for example, at general staff meetings, on the healthcare institution's website, on the institution's social media, or through the publication of articles in local media highlighting the doctors' achievements. It is crucial that public recognition is sincere and based on the real accomplishments of the physician.

Awards such as certificates, letters of appreciation, and bonuses are traditional but no less effective forms of recognition. They serve to formally acknowledge a doctor's achievements and express official gratitude for their work. Certificates and letters of appreciation can be presented in a ceremonial manner, either at a special event or in the presence of colleagues. Bonuses may be monetary or in the form of valuable gifts.

Presenting valuable gifts can serve as a symbolic gesture, demonstrating to the physician that they are appreciated and their contribution to the healthcare institution is remembered. Gifts may be personalized, taking into account the physician's interests and hobbies. For instance, this could include a book related to their field of expertise, a ticket to a concert or sports event, or a voucher for a spa visit.

Organizing professional skill competitions motivates physicians to improve their qualifications and professional level, as well as enables the identification and recognition of the best specialists. Competitions can take various formats, such as testing, practical tasks, presentations, or clinical case discussions. Winners can be rewarded with valuable prizes, monetary bonuses, or opportunities for professional development, such as internships at leading clinics or participation in international conferences.

Organizing corporate events to celebrate team successes strengthens team spirit and fosters a positive atmosphere within the institution. Corporate events can take various forms, such as festive parties, sports competitions, picnics, or excursions. It is essential that these events be engaging and enjoyable for the participants.

In addition to recognizing and rewarding achievements, creating a conducive working environment plays a significant role in non-financial motivation. A comfortable and supportive work environment that fosters the development and self-realization of healthcare professionals is a critical factor in their motivation and job satisfaction. Healthcare institutions can provide:

- modern medical equipment and technologies. The availability of modern equipment and technology enables

ISSN 1728-3817

physicians to perform their work more effectively and deliver quality medical care, enhancing their professional confidence and motivation;

• ergonomic workspaces. Ergonomically designed workspaces help maintain the health of medical professionals, reduce fatigue, and increase productivity. This may include comfortable chairs, adjustable-height desks, adequate lighting, and ventilation;

• comfortable rest rooms. Rest areas allow physicians to recharge after a demanding shift and prepare for the next tasks. These rooms can be equipped with soft furniture, kitchen facilities, a television, and other relaxation amenities;

• opportunities for communication and knowledge exchange. Interaction with colleagues and exchanging professional experiences promotes the development of physicians, allows them to share knowledge and ideas, and helps foster a positive work environment. This can be achieved through regular meetings, seminars, conferences, and online platforms for communication;

• support for a healthy and positive atmosphere in the workplace. A healthy, positive workplace culture is a vital element of motivation and job satisfaction. It encourages effective collaboration, mutual support, and assistance among colleagues. To maintain such an atmosphere, it is crucial to organize team-building activities, resolve conflicts constructively, and encourage open communication;

• programs to support the mental health of healthcare workers. The nature of medical work involves high levels of stress, emotional burnout, and the risk of mental health disorders. Therefore, it is important to provide access to mental health support programs, such as counseling services, stress management training, and relaxation workshops.

Implementing a variety of non-financial motivation methods will allow healthcare institutions to create a supportive work environment, increase the motivation and engagement of healthcare professionals, and strengthen their loyalty to the institution. This, in turn, will enhance the quality of medical care and the overall effectiveness of the healthcare institution.

3. *Monitoring and evaluating effectiveness.* Monitoring and evaluating the effectiveness of the reward system is critical to ensuring its relevance, alignment with the needs of medical staff, and the achievement of healthcare institution objectives. A reward system is not static; it must continuously evolve and adapt to changes in both the external and internal environments of the organization. Changes in legislation, economic fluctuations, emerging trends in personnel management, as well as shifts in the needs and expectations of healthcare workers – all require the flexibility and dynamism of the reward system. To maintain its effectiveness and motivational value, it is essential to regularly collect data on the system's performance, analyze it, and make necessary adjustments.

Regular employee surveys are among the most effective methods for monitoring and evaluating the reward system. They provide an opportunity to "hear the voice" of medical personnel, understand their perceptions of the reward system, identify potential issues and dissatisfaction, and assess the effectiveness of different reward forms. Surveys enable healthcare workers to express their opinions on various aspects of the reward system, such as salary levels, bonuses, professional development opportunities, recognition of achievements, and more.

Various methods can be used to conduct surveys, each with its advantages and drawbacks. Questionnaires are the most common data collection method, allowing for the survey of a large number of employees in a short amount of time. Questionnaires can include both closed-ended questions with predefined answer options and open-ended questions that allow employees to express their thoughts in their own words. Interviews provide a deeper level of insight than questionnaires, offering the ability to ask follow-up questions, observe non-verbal behavior, and gain a more comprehensive understanding of employees' attitudes toward the reward system. Focus groups, which are group interviews, allow for the simultaneous collection of information from a small group of employees. They provide an opportunity to observe interactions between employees, identify different viewpoints, and gain a more complete picture of how the reward system is perceived. Employee suggestions can also serve as a valuable source of information for monitoring and evaluating the reward system. Employees can submit suggestions for improving the system through suggestion boxes, email, or during meetings with management.

The choice of survey method depends on the research objectives, available resources, and characteristics of the staff. In some cases, it may be appropriate to use a combination of different methods to gather more comprehensive and objective data. For example, one could conduct a questionnaire to gather quantitative data on satisfaction with various reward forms and then hold focus groups to explore the reasons for dissatisfaction and collect suggestions for improving the system.

In addition to regular surveys, it is important to collect and analyze other data that may indicate the effectiveness of the reward system. These may include productivity indicators (e.g., number of treated patients, number of surgeries performed, number of patients seen, etc.), staff turnover rates, the number of complaints and conflicts within the team, and results from staff evaluations. Analyzing these data will provide a more comprehensive understanding of the reward system's effectiveness and help identify necessary adjustments for improvement. For example, if an analysis of productivity indicators shows a decrease in efficiency following the introduction of a new reward system, this may indicate the need for a review and adjustment of the system.

The implementation of any changes in the reward system requires careful monitoring and evaluation of their effectiveness. This will not only measure the achieved results but also help identify potential problems in a timely manner and make necessary adjustments. To ensure a comprehensive assessment of the proposed changes in the reward policy in public healthcare institutions, a monitoring and evaluation system that includes both quantitative and qualitative indicators is recommended.

Quantitative indicators allow objective measurement of the results of the implemented changes and their impact on the healthcare institution's operations. These can include: labor productivity; staff turnover; employee satisfaction; financial indicators, et.

The effectiveness of the reward system cannot be limited to just quantitative indicators such as labor productivity or staff turnover. It is also important to consider qualitative aspects, which reflect the system's impact on less obvious but no less important aspects of the healthcare institution's activities. These qualitative indicators can include corporate culture, employee engagement, and the quality of communication and interaction within the team.

A comprehensive assessment of both quantitative and qualitative indicators will provide a complete picture of the

effectiveness of the reward system and allow necessary adjustments to improve it.

4. *Key Performance Indicators (KPIs).* The analysis of KPIs is a crucial tool for evaluating the impact of the reward system on the performance outcomes of a healthcare institution. KPIs are quantitative metrics that reflect the effectiveness of achieving specific goals. In the context of the reward system, KPIs can be used to measure aspects such as labor productivity, quality of medical care, patient satisfaction, staff turnover, and employee engagement.

Labor productivity can be measured using KPIs such as the number of treated patients, the number of surgeries performed, the number of patients seen, and the time spent serving each patient. An increase in labor productivity may indicate the positive impact of the reward system on the motivation and effectiveness of healthcare staff.

The quality of medical care can be assessed using KPIs such as complication rates, mortality rates, patient satisfaction with the quality of care, adherence to clinical protocols, and the frequency of readmissions. A reduction in complications and an increase in patient satisfaction may suggest that the reward system motivates healthcare workers to provide higher-quality care.

Patient satisfaction can be measured through patient surveys that assess various aspects of medical care, such as the attitude of medical staff, the comfort of the healthcare facility, the availability of information, and more. A high level of patient satisfaction is an important indicator of both the quality of medical care and the effectiveness of the healthcare institution.

Staff turnover is a negative indicator that may signal issues with the motivation and job satisfaction of medical personnel. A decrease in turnover may indicate that the reward system is effectively retaining valuable employees.

Employee engagement can be measured using KPIs such as absenteeism rates, participation in corporate events, initiative, willingness to engage in learning and professional development, and loyalty to the healthcare institution. A high level of employee engagement is a sign of a positive workplace atmosphere and effective motivation.

5. *Benchmarking.* Benchmarking against other healthcare institutions is an important tool for improving the reward system. Comparing the reward system with practices from other healthcare institutions (both public and private) allows for identifying the strengths and weaknesses of the current system, as well as gaining ideas for its enhancement. Several sources of information can be used for this purpose, such as:

- publications in specialized journals. Medical journals, industry portals, and other specialized publications often provide information on innovative approaches to motivating and rewarding medical staff;
- participation in conferences and seminars. Conferences and seminars serve as effective platforms for sharing experiences with colleagues from other healthcare institutions and learning about best practices in personnel management;
- experience exchange with colleagues from other healthcare institutions. Informal communication with colleagues from other healthcare facilities can provide valuable insights into various approaches to motivation and reward systems.

Benchmarking enables healthcare institutions to adopt best practices and adapt them to their own needs and circumstances. This contributes to the creation of a more effective and competitive reward system, which helps attract and retain qualified medical staff, improve the quality of medical care, and enhance the overall performance of the healthcare institution.

6. *Aligning the reward system with the mission and values.* Aligning the reward system with the mission and values of the healthcare institution is a key factor in its effectiveness. The reward system should not merely be a collection of incentives; it must reflect the philosophy and priorities of the institution, support the achievement of its strategic goals, and foster the desired corporate culture. Clearly defining the key values and principles of the healthcare institution forms the foundation for building an effective reward system. These values and principles (such as professionalism, humanity, responsibility, and patient care) must be clearly articulated and communicated to all employees. They should be integrated into all aspects of the reward system, from performance evaluation criteria to the selection of reward forms. For instance, if professionalism is one of the core values of the institution, the reward system should encourage medical staff to enhance their qualifications, participate in scientific conferences, and implement innovative treatment methods.

The reward system should promote behaviors that align with the institution's core values and principles. This can be achieved through special recognition and reward programs, as well as by incorporating relevant criteria into employee performance evaluations. For example, if the healthcare institution values humane treatment of patients, the reward system might include bonuses or other forms of recognition for doctors who demonstrate a high level of empathy and care for patients.

It is crucial to ensure that all medical staff understand the institution's key values and principles, and how they are connected to the reward system. This can be achieved through various communication channels, such as general team meetings, internal newsletters, information boards, meetings with management, and corporate training programs. Clear and transparent communication will help create a shared understanding of the values and principles among all employees and ensure their support.

The implementation of the proposed changes in the reward policy in public healthcare institutions has the potential to significantly improve their performance. However, to achieve maximum results, it is important to ensure a comprehensive approach that includes not only the development and implementation of new reward mechanisms but also constant monitoring and evaluation of their effectiveness, as well as readiness to make adjustments when necessary. Only such an approach will allow the creation of a reward system that is truly effective and contributes to the achievement of the strategic goals of health care institutions.

An effective system of rewards and recognition plays a crucial role in motivating, engaging, and enhancing the productivity of medical personnel. It should be aimed at attracting, retaining, and encouraging highly qualified staff, as well as at creating a supportive work environment that fosters professional growth and self-fulfillment for healthcare workers.

The vast majority of respondents (88%) strongly agree or agree that rewards and recognition are important in enhancing the productivity of medical staff. The survey results highlight the high importance of rewards and recognition in motivating employees. Medical workers who regularly receive recognition and rewards are more motivated, as confirmed by 64% of respondents. Recognition at work positively impacts physicians' productivity, according to 68% of those surveyed. At the same time, 72% of respondents reported experiencing

ISSN 1728-3817

a loss of motivation "often" or "occasionally" due to the lack of recognition for their efforts. The absence of recognition can negatively affect the motivation of healthcare professionals, as it serves as important validation of their professional competence and value to the medical institution. Therefore, it is essential to provide regular acknowledgment of their achievements through various forms such as public recognition, certificates of appreciation, thank-you letters, bonuses, valuable gifts, opportunities for professional development, involvement in decision-making processes, and the creation of a respectful and trusting workplace atmosphere.

92% of respondents stated that they are "very likely" or "likely" to put in extra effort if they know their efforts will be recognized and rewarded. The anticipation of recognition and reward can encourage doctors to work more actively and productively, as it creates positive reinforcement for their efforts and achievements. Regarding the effectiveness of financial rewards, 44% of respondents agree that they are the most effective form of recognition, while 12% disagree. Financial incentives are important but not the sole motivator. 56% of respondents strongly agree or agree that financial rewards and recognition foster a healthy competitive environment, whereas 12% disagree. It is important to ensure that this competition remains healthy and does not lead to negative outcomes, such as workplace conflict, unethical behavior, or a decline in the quality of medical care.

An innovative reward system is not merely an internal HR tool; it directly influences the quality of healthcare services, patient loyalty, satisfaction levels, and the overall competitiveness of the medical institution's brand. Overall, the research findings suggest that an effective system of rewards and recognition is a vital tool for motivating and retaining medical personnel. Such a system should include both material and non-material incentives, take into account the individual needs and professional goals of employees, and be closely aligned with the mission and values of the healthcare institution. Regular recognition of achievements, opportunities for professional development, and career advancement are key motivational factors for physicians. Healthy competition, encouraged by the reward system, can contribute to increased productivity. The results of this study can be used to develop and improve reward policies within medical institutions.

Authors' contribution: Oleksandr Dluhopolskyi – conceptualization, development of the theoretical framework, supervision, methodology design, critical revision of the manuscript; Alina Zhukovska – investigation, data collection, writing (original draft), literature synthesis, editing and refinement of the final manuscript; Yurii Ivashuk – formal analysis, software implementation, data processing, validation of empirical results, preparation of visualizations; Natalia Horbal – literature synthesis, practical insights, analysis of survey results; Oleh Dzikh – field data collection, practical insights, analysis of survey results, preparation of empirical tables and initial interpretations.

Sources of funding. The authors declare that there was no external funding for the conduct of this study and preparation of the manuscript for publication.

References

Abduljawad, A., & Al-Assaf, A.F. (2011). Incentives for better performance in health care. *Sultan Qaboos University Medical Journal*, 11(2), 201–206. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3121024/

Adams, J. S. (1965). Inequity in social exchange. In: L. Berkowitz (Ed.), *Advances in experimental social psychology*, 2, 267–299. https://doi.org/10.1016/S0065-2601(08)60108-2

Barinua, V., Edem, K.O., & Harry, O. F. (2022). Employee reward system and corporate effectiveness. *Research Journal of Management Practice,* 2(4), 41–50. https://www.ijaar.org/articles/rjmp/v2n4/rjmp-v2n4-Apr22-p2410.pdf

Bebchuk, L. A., Fried, J., & Walker, D. I. (2002). Managerial power and rent extraction in the design of executive compensation. *CEPR Discussion Paper*, 3558. Centre for Economic Policy Research. https://lucianbebchuk.com/pdfs/2002.Bebchuk.Fried.Walker.ChicLR.Managerial.Power.pdf

Bersin, J. (2020). *HR technology market 2020: Disruption ahead.* Deloitte Insights. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/hr-technology-disruption.html

Bilovodska, O., Boienko, O., & Kiziloglu, M. (2026). Internal marketing as a strategic tool for developing innovative and managerial potential and enhancing the competitiveness of business entities. *Bulletin of Taras Shevchenko National University of Kyiv. Economics*, 1(228), 19–29. https://doi.org/10.17721/1728-2667.2026/228-1/3

Bittium (2024). *Bittium Corporation Remuneration policy.* https://www.bittium.com/wp-content/uploads/2024/10/Remuneration-Policy-2024.pdf

Dery, K., Sebastian, I. M., & van der Meulen, N. (2017). The digital workplace is key to digital innovation. *MIS Quarterly Executive*, 16(2), 135–152. https://aisel.aisnet.org/misqe/vol16/iss2/5

Duffhues, P., & Kabir, R. (2008). Is the pay-performance relationship always positive? Evidence from the Netherlands. *Journal of Multinational Financial Management*, 18(1), 45–60. https://doi.org/10.1016/j.mulfin.2007. 02.004

Financial Crime Academy (2025). *Incentives or remuneration policies: Employee compensation pay definition.* Markets Compliance. https://financialcrimeacademy.org/incentives-or-remuneration-policies/

Freeman, R. B., & Kleiner, M. M. (2005). The last American shoe manufacturers: Decreasing productivity and increasing profits in the shift to continuous flow production. *Industrial Relations*, 44, 307–330. https://users.nber.org/~confer/2005/si2005/ppl/kleiner.pdf

Gauld, R. (2016). Principal-agent theory of organizations. In: A. Farazmand (Ed.), Global encyclopedia of public administration, public policy, and governance. Springer. https://doi.org/10.1007/978-3-319-31816-5_72-1

Green, C., & Heywood, J.S. (2008). Does performance pay increase job satisfaction? *Economica*, 75(300), 710–728. https://www.jstor.org/stable/40071792

Green, F. (2004). Why has work effort become more intense? *Industrial Relations*, 43(4), 709–741. https://doi.org/10.1111/j.0019-8676.2004.00359.x

Ivashuk, Y. P. (2016). Emergent institutional order in the economy and its behavioral foundations. *Economic Theory*, 3, 69–81. http://dspace.wunu.edu.ua/handle/316497/4562

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs, and ownership structure. *Journal of Financial Economics*, 3(4), 305–360. https://doi.org/10.1016/0304-405X(76)90026-X

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407. https://doi.org/10.1037/0033-2909.127.3.376

Kahneman, D., & Tversky, A. (1979). Prospect theory: An analysis of decision under risk. *Econometrica*, 47(2), 263–291. https://doi.org/10.2307/1914185

Kaur, P., Dhir, A., Rajala, R., & Dwivedi, Y. K. (2021). Why do people use gamification in learning? A mixed-methods study. *Journal of Business Research*, 122, 336–347. https://doi.org/10.1016/j.jbusres.2020.08.042

Khandelwal, V., Tripathi, P., Chotia, V., Srivastava, M., Sharma, P., & Kalyani, S. (2023). Examining the Impact of Agency Issues on Corporate Performance: A Bibliometric Analysis. *Journal of Risk and Financial Management*, 16(12), 497. https://doi.org/10.3390/jrfm16120497

Kolluru, M. (2021). Association between rewards and employee performance: An empirical research on Omani banks. *Corporate Governance and Sustainability Review,* 5(1), 15–21. https://doi.org/10.22495/cgsrv5i1p2

Kuo, H.-C., Lin, D., Lien, D., Wang, L.-H., & Yeh, L.-J. (2014). Is there an inverse U-shaped relationship between pay and performance? *The North American Journal of Economics and Finance*, 28(C), 347–357. https://doi.org/10.1016/j.najef.2014.03.007

Lardner, S. (2023). *Navigating the gold standard of remuneration policy: From governance theory to practical excellence*. Innecto Reward Consulting. https://www.innecto.com/resources/insights/navigating-the-gold-standard-of-remuneration-policy

Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56, 485–516. https://doi.org/10.1146/annurev.psych.55.090902.142105

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705–717. https://doi.org/10.1037/0003-066X.57.9.705

Marjanovic, S., Krapels, J., & Chataway, J. (2022). *Workforce and digital health: A review of challenges and opportunities.* RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1501-1.html

Matinheikki, J., Kauppi, K., Brandon–Jones, A., & van Raaij, E. M. (2022). Making agency theory work for supply chain relationships: A systematic review across four disciplines. *International Journal of Operations & Production Management*, 42(13). https://doi.org/10.1108/IJOPM-05-2022-0543

McCausland, W., Pouliakas, K., & Theodossiou, I. (2005). Some are punished and some are rewarded: A study of the impact of performance pay on job satisfaction. *International Journal of Manpower*, 26(7), 636–659. https://doi.org/10.1108/01437720510628112

Metso Outotec. (2024). Remuneration policy for the Board of Directors and the CEO. https://www.metso.com/globalassets/investors/remuneration/metso-outotec-remuneration-policy.pdf

Mettler, T., & Pinto, R. (2018). Evolutionary paths and influencing factors towards digital maturity in HRM. *Journal of Organizational Effectiveness: People and Performance*, 5(2), 132–148. https://doi.org/10.1108/JOEPP-03-2018-0012

Mount Sinai. (2022). *Employee Engagement and Patient Satisfaction Report.* https://www.mountsinai.org

Nizhnyk, V. M., & Kharun, O. A. (2011). *The mechanism of motivation for high-performance labor of enterprise personnel.* Khmelnytskyi : KhNU. https://elar.khmnu.edu.ua/server/api/core/bitstreams/4325195d-e50b-44ce-895e-b3a37a0f2a78/content

Opio, M., Agweta, C., Ejang, M., Picorella, I., & Okello, T. R. (2022). The effect of reward practices and health service delivery in health facilities – Kwania District Uganda. *Journal of Human Resource and Sustainability Studies*, 10(2), 259–276. https://doi.org/10.4236/jhrss.2022.102014

Oyira, E., Ella, R., Nkamare, S.E., & Lukpata, F.E. (2015). Effect of reward system among health care workers performance: A case study of University of Calabar Teaching Hospital Calabar, Nigeria. *Journal of Hospital Administration*, 4(3), 45–53. https://doi.org/10.5430/jha.v4n3p45

Press Ganey. (2021). *Patient Experience Case Study: Cleveland Clinic.* https://www.pressganey.com

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78. https://doi.org/10.1037/0003-066X.55.1.68

Shaulska, L., Chubuk, L., & Haidamaka, D. (2025). A model for assessing the effectiveness of state-owned enterprises by financial indicators: Analysis and improvement. *Bulletin of Taras Shevchenko National University of Kyiv. Economics*, 2(227). https://doi.org/10.17721/1728-2667.2025/227-2/12

Skinner, B. F. (1956). *Science and human behavior.* Macmillan. https://archive.org/details/dli.ernet.448915

Sunstein, C. R., & Thaler, R. (2016). *The two friends who changed how we think about how we think.* The New Yorker. https://www.newyorker.com/books/page-turner/the-two-friends-who-changed-how-we-think-about-howwe-think

Syafriadi, E., Sitepu, H. B., Andini, Y. P., Muda, I., & Kesuma, S. A. (2023). The impact of agency theory on organizational behavior: A systematic literature review of the latest research findings. *Brazilian Journal of Development*, 9(12), 31895–31911. https://doi.org/10.34117/bjdv9n12-090

Vroom, V. H. (1964). *Work and motivation.* Wiley. https://ru.scribd.com/document/408299722/WORK-AND-MOTIVATION-Victor-Vroom-pdf

West, M. A., & Dawson, J. F. (2012). *Employee engagement and NHS performance.* The King's Fund. https://www.kingsfund.org.uk

Wilson, M. (2025). *How to reward team members at a clinic: Strategies for healthcare staff rewards.* Bucketlist Rewards. https://bucketlistrewards.com/blog/how-to-reward-team-members-clinic/

WUNU. (2023). Development strategy of West Ukrainian National University for 2024–2028. Ternopil. https://www.wunu.edu.ua/pdf/doc_zunu/ust_doc/str_rozvutky_zunu_2024.pdf

Отримано редакцією журналу / Received: 11.12.25
Прорецензовано / Revised: 13.12.25
Схвалено до друку / Accepted: 26.12.25
Опубліковано / Published: 27.06.26

Appendix A
Survey

Q1. [Do you agree that] rewards and recognition are important in enhancing the productivity of medical staff? *Answers*: Completely agree Agree Neutral Disagree Strongly disagree	**Q6. How often do you feel a loss of motivation at work due to a lack of recognition for your efforts?** *Answers*: Very often Often Occasionally Rarely Never
Q2. [Do you agree that] monetary rewards are the most effective form of recognition for medical personnel? *Answers*: Completely agree Agree Neutral Disagree Strongly disagree	**Q7. How likely are you to put in additional effort at work if you know that your efforts will be recognized and rewarded?** *Answers*: Very likely Likely Neutral Unlikely Very unlikely
Q3. [Do you agree that] monetary rewards and recognition foster a healthy atmosphere of competition among medical personnel? *Answers*: Completely agree Agree Neutral Disagree Strongly disagree	**Q8. Which of the following reward and recognition schemes do you consider to be the most effective in the medical sector?** *Answers*: Cash bonuses Recognition within the team Newsletters Promotion or career advancement opportunities Other
Q4. [Do you agree that] medical workers who regularly receive recognition and rewards are more motivated? *Answers*: Completely agree Agree Neutral Disagree Strongly disagree	**Q9. Which non-monetary form of recognition is most significant for you?** *Answers*: Verbal praise from supervisors Written gratitude Public recognition Opportunities for professional development
Q5. [Do you agree that] workplace recognition correlates with your productivity? *Answers*: Yes, receiving recognition affects my productivity No, receiving recognition does not have an impact on my productivity Neutral	**Q10. How important do you consider career growth opportunities as a form of recognition?** *Answers*: Very important Important Neutral Not very important Not important at all

Олександр ДЛУГОПОЛЬСЬКИЙ[1,2], д-р екон. наук, проф.
ORCID ID: 0000-0002-2040-8762
e-mail: dlugopolsky77@gmail.com

Аліна ЖУКОВСЬКА[1], д-р екон. наук, проф.
ORCID ID: 0000-0003-0891-1952
e-mail: zhuk_alina81@gmail.com

Юрій ІВАШУК[1], канд. екон. наук, доц.
ORCID ID: 0000-0002-8459-4744
e-mail: yu.ivashuk@wunu.edu.ua

Наталія ГОРБАЛЬ[3], канд. екон. наук, доц.
ORCID ID: 0000-0003-1448-5603
e-mail: natalia.i.horbal@lpnu.ua

Олег ДЗІХ[1,4], магістрант
ORCID ID: 0009-0003-2868-6796
e-mail: dzikh@gmail.com

[1]Західноукраїнський національний університет, Тернопіль, Україна
[2]Університет економіки та інновацій в Любліні (WSEI), Люблін, Польща
[3]Національний університет "Львівська політехніка", Львів, Україна
[4]Тернопільська обласна клінічна лікарня, Тернопіль, Україна

ПОЛІТИКА ВИНАГОРОД У КОРПОРАТИВНОМУ УПРАВЛІННІ: ПРИКЛАД КОМУНАЛЬНИХ ЗАКЛАДІВ ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ

Вступ. ***Заклади охорони здоров'я України функціонують в умовах надзвичайного воєнного, економічного та соціального тиску, що підсилює значення ефективного управління людськими ресурсами та розвитку сучасних механізмів винагороди. Мотивація та утримання медичного персоналу залишаються критично важливими викликами, оскільки муніципальні медичні установи стикаються з нестачею кадрів, ризиками професійного вигорання та необхідністю підтримання якості послуг за умов фінансових обмежень. Об'єктом цього дослідження є система винагород у комунальному закладі охорони здоров'я, а предметом – очікування лікарів і їхні поведінкові реакції на матеріальні та нематеріальні стимули. Метою дослідження є оцінювання ключових мотиваційних чинників і виявлення структурних дисбалансів у чинній політиці винагород.***

Методи. ***У дослідженні застосовано системно-структурний і поведінковий підходи. Проведено опитування 250 лікарів для визначення їхніх очікувань щодо визнання, кар'єрного розвитку, компенсації навантаження та фінансових стимулів. Кореляційний аналіз використано для визначення взаємозв'язків між мотиваційними драйверами (визнання, кар'єрні можливості, матеріальні стимули) та готовністю лікарів докладати додаткових зусиль. Порівняльний аналіз застосовано для оцінювання ефективності матеріальних і нематеріальних винагород. Додатково оцінено потенціал цифрових HR-інструментів (HRIS, електронні системи оцінювання, аналітика на основі ШІ) для підвищення прозорості та якості комунікацій у процесі управління винагородами.***

Результати. ***Отримані дані свідчать, що визнання та фінансові стимули є найпотужнішими чинниками професійної мотивації: 88 % лікарів вважають матеріальну винагороду найефективнішим стимулом, тоді як 92 % зазначають збільшення зусиль у разі забезпечення визнання. Найбільш значущим нематеріальним мотиватором є кар'єрний розвиток (68 %). Кореляційний аналіз підтверджує сильний зв'язок між очікуваннями визнання й орієнтацією на кар'єрне зростання ($r = 0.885$; $R^2 = 0.78$), а також між важливістю винагороди та перевагою матеріальних стимулів ($r = 0.935$; $R^2 = 0.88$). Результати вказують на суттєві структурні прогалини в існуючих системах винагород, зокрема недостатній рівень нематеріального визнання й обмежені можливості кар'єрного зростання, які негативно впливають на задоволеність та утримання персоналу. Інтеграція цифрових HR-інструментів підвищує адміністративну ефективність і сприяє прозорішому управлінню винагородами.***

Висновки. ***Збалансована та прозора політика винагород є ключовою умовою зміцнення стійкості та результативності закладів охорони здоров'я України. Результати дослідження вказують на необхідність диверсифікації механізмів винагород через поєднання матеріальних стимулів зі структурованими практиками визнання, програмами професійного розвитку та цифровими HR-рішеннями. Така система підвищує мотивацію, знижує ризики вигорання, сприяє утриманню персоналу та покращує якість медичних послуг. Запропонований підхід можна застосувати в інших закладах охорони здоров'я, тоді як подальші дослідження можуть глибше вивчати поведінкові аспекти реакції на різні види винагород і вплив цифрової HR-інфраструктури на мотиваційну динаміку.***

Ключові слова: ***політика винагород, управління охороною здоров'я, мотивація медичного персоналу, визнання, цифровізація HR, кар'єрний розвиток, заклади охорони здоров'я.***

Длугопольський Олександр є членом редколегії видання, тому не брав участі у рецензуванні та прийнятті рішення щодо публікації цієї статті.

Автори заявляють про відсутність конфлікту інтересів. Спонсори не брали участі в розробленні дослідження; у зборі, аналізі чи інтерпретації даних; у написанні рукопису; в рішенні про публікацію результатів.

Dluhopolskyi Oleksandr is a member of the journal editorial board, therefore did not take part in the peer-review process or in the decision to publish of this article.

The authors declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses or interpretation of data; in the writing of the manuscript; in the decision to publish the results.