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MANAGERIAL MOTIVATION IN THE STATE BORDER GUARD SERVICE: CURRENT APPROACHES AND PRACTICES

The article examines managerial motivation as a key element of the effective functioning of the State Border Guard Service of Ukraine in the context of modern security challenges. Particular emphasis is placed on the relationship between managerial functions – planning, organisation, motivation and control – in the process of ensuring national security.

Staff motivation as a factor of resilience, psychological endurance and professional efficiency is studied. Modern approaches to motivation in the security sector are considered, including a combination of material and non-material incentives, development of a recognition system, service-oriented leadership and psychological support.

Conclusions are drawn on the importance of creating a flexible multi-level motivation system in border structures that takes into account the personal characteristics of staff, ensures the maintenance of the moral climate and increases the overall efficiency of the organisation.

Keywords: *managerial motivation, state border, integrated management, security sector, strategic planning.*

Statement of the problem. In the modern professional sphere, management activities are of particular importance, as effective management has become a key success factor in the context of high competition, globalisation and rapid technological development. Regardless of the specific industry – be it healthcare, education, information technologies, manufacturing or services – the management function has become an integrative process that includes planning, organisation, motivation and control. In addition to professional competence, a modern specialist must demonstrate managerial flexibility, strategic thinking and the ability to communicate in an interdisciplinary environment.

The essence of managerial activity is to set goals, allocate resources optimally, ensure the quality of tasks, and make decisions in a changing environment. Today, responsibility for decision-making is distributed across different levels of the organisational structure, which requires a professional to have not only administrative knowledge but also leadership skills, the ability to anticipate risks and adapt to new conditions. In the context of digital transformation, the role of analytics, process automation and the introduction of innovative management models, including flexible approaches and change management, is growing.

Modern management is gaining importance not only as a coordination tool, but also as a factor that shapes the culture of an organisation, determines its strategic development and sustainable functioning. Through management activities, the relationship between vision and reality, between the organisation's values and its daily operational practice is realised. It can be argued that a modern specialist is not only an executor, but also an active subject of management processes, on which the adaptability, efficiency and competitiveness of an organisation in the face of constant challenges depend.

Analysis of recent research and publications. The issue of management activities in the security and defence sector is considered in numerous scientific sources that cover both the general theoretical foundations

of management and the specifics of the functioning of security structures in modern conditions. Researchers pay special attention to motivation as a key management function, since it determines the level of professional efficiency and psychological stability of personnel in conditions of increased risk.

The impact of organisational culture on motivational mechanisms in structures dominated by hierarchical management (which is typical for military organisations) was studied by E. Shane. He emphasises the importance of forming a system of values that stimulates intrinsic motivation and maintains loyalty in critical situations [12].

In his writings, P. Drucker emphasises the role of the leader as a carrier of managerial ethics and a tool of motivational influence, stressing that in the defence sector, the result depends not only on orders but also on trust [9].

G. Mintzberg studied real-life management practices in the public sector, including defence institutions. He pointed out the complexity of staff motivation in conditions of high regulation and minimal autonomy, emphasising that motivational systems should take into account not only material incentives, but also recognition, participation in decision-making, and a sense of significance of tasks [11].

According to D. Kotter, changes are needed in management systems that include adaptive forms of motivation, especially in periods of defence policy transformation or transition to new formats of military operations [10].

Among the European researchers, it is worth mentioning K. Demmers, who studied personnel management in crisis conditions in the German armed forces [7]. He argues that motivation in the security sector is formed through a combination of clearly structured discipline and personal recognition, which balances bureaucratic management with a human approach. An important contribution was also made by the French scholar M.-C. Deveau, who analysed the social and psychological aspects of motivation in police structures, emphasising the importance of the moral climate and communicative openness as factors of efficiency [8].

In the scientific field of Ukraine, the work of O. Romanchuk is important, as he reveals the specifics of management in hybrid warfare, focusing on moral and psychological support as a component of motivation. He substantiates the need for constant support of morale and the introduction of adaptive forms of leadership. He also argues that in modern conditions, management activities should be flexible, able to adapt to new threats and mobilise human potential through emotional support, recognition and personal involvement in decision-making [4].

Among Ukrainian researchers, it is also worth noting I. Chabai, who in her works analyses the peculiarities of personnel management in the Armed Forces of Ukraine, emphasising the need to combine strict administrative methods with an individualised approach to motivation. In her opinion, motivation in the military environment should be based not only on material incentives, but also take into account moral and ethical factors: a sense of duty, patriotism and confidence in the justice of the cause [6].

V. Lipkan studies management strategies in the field of national security, in particular, taking into account international standards and NATO experience. He believes that motivation in the security sector should be formed not only vertically, through orders, but also horizontally, through a culture of trust, open exchange of information and responsibility. His works contain important recommendations for training a new generation of managers capable of thinking strategically and working in conditions of constant uncertainty [3].

The psychological aspects of professional motivation in law enforcement agencies are analysed by O. Kukharenko, focusing on the impact of corporate culture, internal communication and leadership style on the motivational climate in the team. She also studies the specifics of women's leadership in law enforcement agencies, making a valuable contribution to expanding the understanding of managerial effectiveness [2].

Thus, it can be argued that motivation as a function of management in the security and defence sector is a multidimensional category that encompasses administrative, psychological, cultural and ethical dimensions. Scientists emphasise the need for a harmonious combination of external incentives and internal beliefs, which is especially relevant in times of war, when the cost of management decisions is not only of organisational but also national importance [1, 5].

Thus, the scientific discourse has developed an understanding of motivation as a multidimensional management tool that combines organisational, psychological and ethical factors. Research by international and Ukrainian scholars shows that effectiveness in the security and defence sector largely depends on the ability of managers to create a sustainable motivational system based on trust, self-respect and strategic vision.

The purpose of the article is to analyse modern approaches to managerial motivation in the system of the State Border Guard Service of Ukraine.

Summary of the main material. The modern management process is a complex system that integrates a number of key components that ensure the effective functioning of organisations in a dynamic environment. The main elements of the management process include planning, organisation, motivation and control. Each of these components plays an important role in achieving strategic goals. They are interconnected and form an integral mechanism that helps an organisation to adapt to changes, increase productivity and ensure sustainable development.

Let's analyse these components. Planning forms the basis of the management process, as it involves setting goals, developing strategies and forecasting possible development scenarios. In modern management, planning is particularly important due to rapid changes in technology, market conditions and consumer preferences. It enables organisations to anticipate challenges, optimise resources and create clear guidelines for their operations. Effective planning requires an analysis of the internal and external factors affecting the organisation, as well as the flexibility to adjust plans in response to new circumstances.

As part of the management process, an organisation provides a structure that facilitates the implementation of plans. It includes the allocation of resources, delegation of authority, coordination of departments and the establishment of communication channels. In today's environment, organisations are becoming more flexible, as traditional hierarchical structures are giving way to matrix and team-based approaches. This allows organisations to respond to changes more quickly and increase the effectiveness of interaction between employees.

In modern organisations, control is becoming multifaceted, including both traditional methods (financial and operational control) and innovative approaches, such as the use of data analytics to assess performance. Control enables timely detection of deviations from the planned goals, adjustments to actions, and ensures that the results are in line with strategic priorities.

Among the components of management, motivation occupies a special place, being the driving force behind the activation of human potential. As a component of management, motivation is the process of creating conditions that encourage employees to achieve organisational goals through the satisfaction of their personal needs. In modern management, motivation goes beyond financial incentives to include intangible aspects such as recognition, opportunities for professional growth, creating a favourable working environment and maintaining a work-life balance. Effective incentives help to increase employee engagement, reduce staff turnover and foster a result-oriented corporate culture.

Thus, planning, organisation, motivation and control are complementary elements that form the basis of the modern management process. Their integration ensures flexibility, efficiency and competitiveness of organisations in the modern world.

It can be stated that managerial activities in the security and defence sector require a high level of professionalism, discipline and commitment, which cannot be ensured without an effective motivation system.

Motivation as a management function in the State Border Guard Service of Ukraine (SBGS) plays a key role in maintaining the effectiveness of personnel, building loyalty to the organisation and ensuring readiness to perform complex tasks. In the context of modern challenges, such as hybrid threats, cyber security and the increasing intensity of official duties, motivational mechanisms are becoming increasingly relevant.

In highly developed countries, motivation in the defence and security sector is seen as a comprehensive management tool that combines tangible and intangible incentives. An important element is a competitive salary that is commensurate with the level of responsibility and risks associated with the service. However, social guarantees such as health insurance, pensions and benefits for military families are crucial. Attention is paid to career development: a system of professional development, opportunities for additional education and clear criteria for promotion ensure the long-term interest of personnel.

In addition, Western countries actively use psychological and social methods of motivation. Military and border guard agencies implement psychological support programmes, mentoring and a corporate culture that emphasises the importance of each employee. An important aspect is the recognition of merits: award systems, public gratitude, honouring veterans. This creates a sense of belonging to a common cause and boosts morale.

The Ukrainian security and defence sector, including the SBGSU, needs to further improve its motivational mechanisms. The introduction of modern personnel evaluation systems that take into account individual achievements and potential is seen as a promising area. It is important to develop social adaptation programmes

for veterans to facilitate their integration after completion of service. Technological tools (electronic platforms for feedback, anonymous surveys) will help to identify the needs of personnel more accurately [4].

In general, the key to improving motivation is the adaptation of international experience to national peculiarities. The introduction of flexible motivation models that combine financial incentives, social benefits and psychological support will help to improve the effectiveness of security and defence management. This is especially relevant in the context of the security sector transformation and the need to increase its resilience to the challenges of today [1].

Increasing motivation in the management of the security and defence sector, in particular in the SBGS, is of particular relevance in the context of growing threats and the transformation of the nature of modern military and security challenges. In the process of personnel management in this area, motivation is not only a tool for influencing the behaviour of performers, but also a factor in ensuring high combat readiness, moral and psychological stability and the ability to act effectively in conditions of uncertainty. Research confirms that the motivational system should be based on a combination of tangible and intangible incentives, taking into account the specifics of the service, where risk, discipline and self-sacrifice are the daily norm [3].

Effective management in the security sector, particularly in the SBGS, requires an understanding of the internal motivations of personnel. Recognition, support, clarity of goals, professional development opportunities, trust in commanders and transparency of procedures are as important as monetary incentives. A sense of belonging to the mission is especially important - a belief in the social significance of one's own activities. This creates intrinsic motivation, which, unlike external incentives, remains stable even in crisis situations. The introduction of modern management approaches such as service-oriented leadership, coaching in the military management system, and strategic communication can improve the moral climate in the team and increase the effectiveness of management decisions [2].

The SBGS should pay special attention to the individualisation of motivational approaches, which requires knowledge of the psychological characteristics, needs and values of each employee. This will enable the development of flexible models of influence that can be adapted to specific tasks and conditions. Given the prolonged workload, the impact of stress and combat factors, it is important not only to maintain motivation at the proper level, but also to prevent emotional burnout. Therefore, management activities aimed at increasing motivation are not just a technical function, but a strategic basis for the sustainability and effectiveness of the security and defence sector.

Thus, motivation in the management of security personnel, in particular in the SBGS, should be dynamic and multilevel, aimed not only at fulfilling current tasks but also at building trust in institutions capable of ensuring the stability and security of the state.

Conclusions

Modern management activities in the security and defence sector are characterised by complexity and multidimensionality, where motivation is a key tool for ensuring the efficiency, resilience and adaptability of personnel in the face of high risks and constant challenges. An analysis of scientific research shows that motivation in this sector is a complex phenomenon that combines tangible and intangible incentives, organisational culture, psychological support and strategic leadership.

The authors pay special attention to such intrinsic motivators as a sense of significance, trust in management, patriotism and professional identity. These are often the motivators that prove to be more effective than external incentives in the long run.

International experience shows that successful motivational systems in the defence sector are based on a combination of competitive salaries, social guarantees, career development opportunities and psychological support. Mentoring programmes, recognition of merit through award systems and the development of a corporate culture that emphasises the value of each employee are also important. In Western countries, the emphasis is on strategic communication, open management and an individualised approach to staff needs, which helps to boost morale and team cohesion.

For Ukraine, which is waging a war of liberation, it is important to introduce adaptive motivational models that take into account the specifics of the national context. The integration of international management standards is seen as a promising area. The key factor in the effectiveness of motivation is the ability of

managers to combine administrative methods with leadership qualities, creating an environment where employees feel supported, trusted and able to realise their potential.

Thus, management activities in the security and defence sector require innovative approaches to motivation that would not only ensure the fulfilment of operational tasks but also build long-term loyalty, psychological stability and the ability to act in crisis conditions. This involves the integration of tangible and intangible incentives, the development of a corporate culture based on the values of mutual respect and a common mission, and the constant monitoring of staff needs to adjust management decisions in a timely manner.

Further research will focus on the development of practical mechanisms for adapting international experience to Ukrainian realities, taking into account the dynamics of modern threats and the transformation of management paradigms in the security sector.

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**УПРАВЛІНСЬКА МОТИВАЦІЯ У ДЕРЖАВНІЙ ПРИКОРДОННІЙ СЛУЖБІ:
АКТУАЛЬНІ ПІДХОДИ І ПРАКТИКИ**

Досліджено управлінську мотивацію як ключовий елемент ефективного функціонування Державної прикордонної служби України в умовах сучасних безпекових викликів. Особливий акцент зроблено на взаємозв'язку між управлінськими функціями (плануванням, організацією, мотивацією та контролем) у процесі забезпечення національної безпеки.

У центрі дослідження – мотивація персоналу як чинник стійкості, психологічної витривалості та професійної ефективності. Розглянуто сучасні підходи до мотивації у сфері безпеки, зокрема поєднання матеріальних і нематеріальних стимулів, розвиток системи визнання, лідерство, орієнтоване на служіння, та психологічна підтримка. Автори порівнюють українські реалії з міжнародним досвідом, акцентуючи на необхідності адаптації найкращих практик до національного контексту. Окрему увагу приділено викликам війни, цифровізації і трансформації характеру загроз, що потребує впровадження інноваційних управлінських рішень.

Сформульовано висновки щодо важливості створення гнучкої багаторівневої системи мотивації у прикордонних структурах, яка враховує особистісні характеристики персоналу, забезпечує підтримку морального клімату та підвищує загальну ефективність організації.

Ключові слова: *управлінська мотивація, державний кордон, інтегроване управління, безпековий сектор, стратегічне планування.*

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