

MANAGING MOTIVATION PROCESSES IN E-GOVERNMENT SYSTEMS: AN INNOVATIVE APPROACH TO REGIONAL DIGITAL TRANSFORMATION

Iryna Hadzhun, Postgraduate student of the Department of Economics and Management, Ukrainian State University of Science and Technology, Dnipro, Ukraine

e-mail: irendnepr@i.ua

ORCID: 0009-0000-5778-5652

Abstract. The purpose of this article is to develop and justify an innovative approach to the motivational apparatus within the context of digital transformation in e-government systems, specifically focusing on regional development. The study aims to investigate the impact of motivational strategies on the effectiveness of digital technologies implementation in public administration and propose new approaches to motivating public sector employees.

Method. The research uses a systemic and interdisciplinary approach, applying comparative analysis of existing motivational models and organizational diagnostics tools. The study also incorporates an adaptation of international experience to the Ukrainian public administration context. It is concluded that the effectiveness of digital transformations in public administration is largely dependent on public sector employees' readiness for change and motivation for adopting new technologies. A motivational apparatus model is proposed, integrating traditional and innovative motivational strategies, considering the specifics of digital changes. The model includes individual, group, and organizational levels of motivation. The scientific novelty lies in the development of an integrated motivational apparatus model for public administration in the context of digital transformation. This model combines traditional motivational strategies with innovative approaches, focusing on digital competencies and support for innovative activities among employees. The proposed model can be used to optimize motivational strategies in public administration, improving the implementation of digital technologies. It aims to increase public sector employees' engagement in digital transformations, improving the effectiveness of public service delivery, reducing corruption, and enhancing transparency in management.

Keywords: E-Government, Digital Governance, Motivation Mechanism, Personnel Management, Regional Development, Digitalization, Public Administration, Innovation Management, Management Effectiveness, Strategic Management, Digital Platforms, Public Policy, Digital Transformation, Development Management, Modernization, Decentralization, Public Innovations, HR Management.

УПРАВЛІННЯ МОТИВАЦІЙНИМИ ПРОЦЕСАМИ В СИСТЕМІ Е-УРЯДУВАННЯ: ІННОВАЦІЙНИЙ ПІДХІД ДО ЦИФРОВОЇ ТРАНСФОРМАЦІЇ РЕГІОНІВ

Гаджун І. О., аспірантка кафедри економіки та менеджменту, Український державний університет науки і технологій, м.Дніпро, Україна,

e-mail: irendnepr@i.ua

ORCID: 0009-0000-5778-5652

Анотація. Метою цієї статті є розробка та обґрунтування інноваційного підходу до мотиваційного апарату в системі е-урядування в контексті цифрової трансформації регіонів. Дослідження спрямоване на вивчення впливу мотиваційних стратегій на ефективність впровадження цифрових технологій у публічному управлінні та пропозицію нових підходів до мотивації персоналу державних органів. Для досягнення мети дослідження використовуються системний та міждисциплінарний підходи. Застосовано порівняльний аналіз існуючих моделей мотивації, а також інструменти організаційної діагностики та структурно-функціонального аналізу. Дослідження базується на аналізі міжнародного досвіду та адаптації його до специфіки української системи публічного управління. Визначено, що ефективність цифрових трансформацій в публічному управлінні значною мірою залежить від готовності персоналу державних органів до змін та їх мотивації до впровадження нових технологій. Запропоновано модель мотиваційного апарату, яка поєднує традиційні методи стимулювання з інноваційними підходами, що враховують специфіку цифрових змін. Розроблена модель включає три рівні мотивації: індивідуальний, груповий та організаційний, що дозволяє забезпечити комплексний підхід до мотивації працівників у процесах цифровізації. Наукова новизна дослідження полягає в розробці інтегрованої моделі мотиваційного апарату для органів публічного управління в умовах цифрової трансформації. Ця модель поєднує традиційні мотиваційні стратегії з інноваційними підходами, що включають цифрові компетенції та підтримку інноваційної діяльності персоналу. Запропонований підхід ураховує нові вимоги цифрової епохи, забезпечуючи не тільки матеріальні стимули, але й психологічні, орієнтуючись на професійний розвиток, покращення організаційної культури та залучення персоналу до процесів цифровізації. В результаті дослідження виявлено, що успіх цифрової трансформації значною мірою залежить від ефективності мотиваційних механізмів, що сприяють адаптації персоналу до нових технологій та змін в управлінських процесах. Запропонована модель мотиваційного апарату може бути використана для оптимізації мотиваційних стратегій у публічному управлінні, що сприятиме покращенню впровадження цифрових технологій. Вона дозволяє організувати процеси цифрової трансформації таким чином, щоб персонал був максимально залучений до змін, що відбуваються в органах влади. Реалізація цієї моделі сприятиме підвищенню ефективності надання публічних послуг, зменшенню корупції та забезпеченню прозорості в управлінні.

Ключові слова: електронне урядування, цифрове управління, мотиваційний апарат, управління персоналом, регіональний розвиток, цифровізація, публічне адміністрування, інноваційний менеджмент, ефективність управління, стратегічне управління, цифрові платформи, державна політика, цифрова трансформація, управління розвитком, модернізація, децентралізація, державні інновації, HR-менеджмент.

JEL Classification: H110; O330; M120

Formulation of the problem. The current stage of societal development is characterized by the rapid pace of digital changes occurring across all spheres of life. These changes not only affect technological aspects but also significantly influence organizational structures, management methods, and interactions between government institutions and citizens. In this context, digital transformations within public administration systems have gained particular importance. Special attention is given to e-governance, which has become an integral part of national development strategies amid globalization and digitalization. However, despite significant progress in the development of information technologies and infrastructure, the effectiveness of implementing such initiatives remains problematic due to insufficient attention to management aspects, particularly motivational factors.

One of the primary reasons hindering the successful implementation of e-governance is the underdevelopment of motivational mechanisms within the public authorities responsible for managing digital projects. Motivation is a key factor that determines the effectiveness of any organizational structure, including the e-governance system. However, most existing studies in the field of e-governance focus on technical and infrastructural aspects, neglecting the human factor, which is no less important for achieving tangible results in the digitalization of public administration.

Technological innovations actively introduced into public administration are not always accompanied by corresponding modernization of organizational structures and management practices. Consequently, the integration of a motivational apparatus into the e-governance system becomes particularly relevant. Motivational mechanisms capable of effectively managing personnel, stimulating innovation, and enhancing the productivity of public servants must become a primary tool in the digital transformation of the public sector.

On one hand, digitalization provides new opportunities for improving public administration, reducing corruption, and increasing the transparency and efficiency of administrative processes. On the other hand, to ensure the sustainable development of e-governance, it is necessary to consider not only technical aspects but also socio-psychological factors that determine the success of these transformations. A lack of proper motivation among public servants, and the absence of incentives for active participation in digital processes, may minimize the positive effects of implementing electronic services and digital solutions.

Thus, the relevance of this issue is driven by the need to adapt existing approaches to human resource management in the context of rapid digitalization and globalization. In Ukraine, as in many other countries, the digitalization of government bodies and public administration requires not only the creation of new technological platforms but also a profound change in approaches to personnel management, particularly the development of effective motivational mechanisms.

The issue of motivation within the e-governance system is multifaceted and requires a comprehensive approach, including the development of innovative personnel management models that can motivate employees to actively engage in digitalization processes and ensure the sustainability of changes at all stages of their implementation. These approaches involve the application of the latest theoretical and practical management methods based on modern motivational theories and tailored to the specifics of the public sector.

Therefore, the problem formulation is linked to the necessity of researching and developing motivational mechanisms that address the challenges of modern digital transformation in public administration. This requires consideration of both theoretical aspects of motivation and the development of practical tools for implementing these approaches within e-governance, directly impacting the effectiveness of management in the digital era.

Overall, the problem of forming a motivational apparatus within the e-governance system is an important component of the overall public administration development strategy in the context of digitalization. Solving this issue will significantly enhance the effectiveness of management processes, ensure the integration of technological and human resources, which is the foundation for the successful digital transformation of the state.

Analysis of recent research and publications. The research by Antonova and Mokhova [1] analyzes the primary mechanisms of e-governance in Ukraine in the context of digital transformations. The authors emphasize the importance of improving management tools to ensure the effective functioning of digital services. However, the main focus is placed on technical aspects, while motivational factors, as an essential element of management changes, are left unaddressed. This opens up a space for further research on integrating motivational mechanisms into the digitalization processes of government bodies, which is the focus of our article.

The article [2] explores the opportunities and challenges of digital transformation in local government bodies in Turkey during the COVID-19 pandemic. The authors provide a detailed description of technological tools and strategies that helped adapt administrative processes to the new realities. However, they do not delve into the motivational strategies for staff in the context of digital changes, which is a crucial part of our research.

The study by Bindra et al. [3] focuses on the transformation of human resource management in the context of digitalization. The article examines the transition from traditional approaches to digital HR processes. However, it does not give sufficient attention to the impact of motivational mechanisms on the effectiveness of such transformations, which is a central aspect of our work.

The article [4] highlights the importance of strategic human resource management in the digital era, emphasizing technology and innovation. The authors discuss the role of HR in the context of technological changes, yet the issue of employee motivation in the context of digital transformations remains insufficiently explored, which is a key aspect of our research.

Djatkiko's study [5] focuses on social inclusion in public services in the context of digital transformations. The author explores how digital services can provide equal access to administrative services. However, unlike our article, this study does not address motivational factors that could contribute to the effective implementation of digital solutions in government bodies.

The research presented in [6] describes the challenges and opportunities of digital transformation in personnel management. The authors consider technological tools but fail to sufficiently address the development of motivational strategies to help employees adapt to new conditions. This creates a need for further investigation into how motivation affects the success of these transformations.

Firman's study [7] examines the drivers and impacts of digital governance on various sectors. The author emphasizes the importance of strategic innovations for the implementation of digital solutions in public administration. However, the motivation of organizational personnel is not the main focus of the study, which remains an unresolved issue in our article.

The study [8] analyzes digital drivers of transformation in government organizations. While attention is paid to digital tools, motivational aspects for civil servants are not at the forefront. This is an important direction for further research on how motivational strategies can support the effectiveness of digital changes.

In the article [9], factors influencing e-participation adoption are discussed. The authors identify technological and organizational aspects but do not explore motivation among citizens and employees in the context of e-participation. This is an unresolved problem that needs to be studied to gain a deeper understanding of the motivational aspects of digitalization in public administration.

This research [10] explores the impact of e-governance and e-participation on employees' behavioral development. However, motivational aspects of personnel management are not the main subject of the study. Nonetheless, they are critical to understanding how e-participation and e-governance can be integrated into motivational strategies for employees.

The study by the author [11] examines the improvement of personnel formation and motivation systems in the context of e-governance. The author analyzes the economic and psychological aspects, which are essential for understanding how motivation can support the effectiveness of digital transformations in government bodies.

The same author in the study [12] explores an integrated model for improving personnel systems in organizations. However, despite focusing on management aspects, motivation within this model is not fully addressed, which requires more in-depth exploration in the context of e-governance.

The research [13] investigates the factors determining the success of digital governance implementation. However, it does not focus on the motivational aspects of personnel in the public sector, which are an important component for the successful digital transformation.

The article [14] analyzes the introduction of digital competencies into the processes of civil service recruitment and training. However, motivation for adapting to digital tools and innovations is not fully addressed in this topic.

The research in [15] focuses on innovations in human resource management in the public sector of Ukraine. However, it does not address motivational aspects of management, which are essential

for implementing digital changes in public administration.

The research presented in [16] examines the mechanisms by which digital governance enhances the effectiveness of public service delivery. However, insufficient attention is given to motivating personnel in the public sector to adapt to digital innovations.

From the analysis of the recent research, it can be concluded that most articles focus on the technical aspects of digital governance and personnel management. However, motivational mechanisms and their impact on the effectiveness of implementing digital changes remain insufficiently explored, which is the primary focus of this article.

Separation of previously unresolved parts of the overall problem. Digital transformation processes in public administration and e-governance have become essential in achieving efficiency, transparency, and inclusivity in public services. However, despite significant advancements in the development of technologies and e-governance infrastructure, some aspects of these changes remain insufficiently researched or underestimated. Studying these aspects is necessary to ensure a comprehensive approach to the implementation of digital innovations in public administration.

One of the most important yet insufficiently studied issues is the motivational apparatus related to human resource management within the context of digital transformations. Most contemporary studies focus on the technical aspects of e-governance, including digital infrastructure, automation, and innovative technologies. However, little attention is paid to the motivation of public servants, which significantly impacts the effectiveness of implementing digital solutions. Another unresolved issue is how personnel can adapt to changes related to digitalization, particularly how motivational strategies can contribute to the successful implementation of new technologies in government institutions.

Moreover, certain aspects, such as digital competencies of employees and their role in implementing e-services and digital platforms, have not received adequate attention in current research. Although some reviewed articles emphasize the importance of digital transformation in local government bodies, they do not address staff training, development of digital competencies, and the impact of this process on their motivation. The lack of attention to these aspects creates gaps in understanding how digital competencies can serve as a catalyst for improving the effectiveness of management processes.

Another important aspect is the insufficient study of the relationship between digital platforms and employee motivation during times of change. It is known that technologies can significantly alter management processes, but the motivation of employees to work with new platforms and technologies remains insufficiently understood. Most studies focus on the transitional processes from traditional approaches to digital HR management and offer general recommendations, but they do not fully explore the mechanisms of motivating employees to use new tools.

Furthermore, digital trends and their impact on management efficiency have yet to be adequately researched. Digital drivers in the public sector are not static; they are continuously changing, which creates new demands for motivational strategies. It is necessary to determine which specific digital trends should be considered when developing motivation programs for public servants to ensure their active participation in the digitalization processes.

Therefore, based on the review of existing research, it can be concluded that the key unresolved issue remains the lack of effective motivational mechanisms that would ensure the successful adaptation of public servants to digital technologies. This includes developing new approaches to personnel management in the digital environment, which would not only provide the necessary motivation for using the latest technologies but also improve the overall effectiveness of e-governance. This gap in scientific research will be the main focus of our article, where we will concentrate on developing effective motivational mechanisms aimed at the needs of digital transformation in public administration.

Thus, the previously unresolved aspects of the general problem are:

1. Development of motivational mechanisms for personnel in the context of digitalization.
2. Determining the role of digital competencies in motivating public servants.
3. The relationship between the implementation of digital platforms and employee motivation.
4. Development of strategies that stimulate employee participation in digital transformation

processes.

These issues are crucial for the successful implementation of digital changes in the public sector and should become the foundation for further research and the development of practical recommendations.

Purpose of the study. The purpose of this article is to explore key aspects of motivational mechanisms in the context of digital transformation in public administration and their integration

into e-government processes. Since the successful digitalization of government bodies depends not only on technical solutions but also on the readiness of personnel for change, the study of motivational aspects is an essential component to ensure the effectiveness of these transformations. This article aims to develop new approaches to personnel management within the framework of e-government and define the role of motivational mechanisms as a factor that supports the integration of technological innovations in the work of government bodies.

The general goal of the article is to formulate new motivational strategies for organizations undergoing digital transformation based on current theoretical approaches and practical research. A priority task is the creation of a model for the motivational apparatus that will include not only traditional methods of incentives but also modern approaches that take into account the specifics of digital technologies and new socio-economic realities. Since a key role in this process is played by the digital competencies of personnel and their motivation to use new technologies, the article offers a comprehensive view of the relationship between motivation and technological changes in public administration organizations.

This work also aims to identify underexplored aspects in scientific research on digital transformation, particularly regarding the lack of in-depth analysis of motivational mechanisms in many publications. These mechanisms are crucial for ensuring the effective operation of government bodies in the digital age. Specifically, the article seeks to reveal scientific novelty through the formulation of an innovative model of motivational mechanisms that effectively integrates digital technologies into the work of public organizations, ensuring a high level of staff readiness for change.

In this regard, the main objectives of the article are to:

1. Analyze motivational mechanisms within the context of digital transformation in public administration.
2. Develop a model of the motivational apparatus oriented toward the needs of e-government and improving the efficiency of the use of new technologies in government bodies.
3. Evaluate the role of digital competencies as a key element of employee motivation in the context of digital transformation.
4. Identify key barriers and incentives that influence the motivation of public sector personnel to engage in digital processes.

Thus, the article not only contributes to the theoretical understanding of the relationship between digital changes and the motivation of personnel in government institutions but also provides practical recommendations for improving motivational approaches to ensure the successful integration of digital innovations into the public administration system. It also aims to identify significant factors that can form the basis for improving motivational practices in the context of intensive digital changes.

Basic material. In the context of global digital transformation, covering all spheres of socio-economic life, public administration is no exception. Moving to the concept of electronic governance (e-governance), states are faced with the need to adapt their institutions, as well as management and organizational processes to new realities caused by the use of information technologies. However, the effectiveness of such transformations largely depends on a factor that is often overlooked: the motivation of employees of state bodies to actively participate in these changes. In this context, motivational mechanisms not only affect the interest and readiness of personnel for change, but also determine the pace at which digital renewal of public administration bodies occurs.

The purpose of this study is to identify and propose a comprehensive model of the motivational apparatus that can effectively support the processes of digital change in the public sector. This model should take into account both traditional approaches to motivation and the latest technologies used in management in order to ensure the successful implementation of innovations within the framework of e-governance.

Digital technologies have long become important tools in the management of public resources, but the digital transformation of public administration organizations is impossible without appropriate motivational support from staff. Motivation is an important factor that determines how quickly and with what level of efficiency new digital technologies will be implemented, which in turn will contribute not only to increasing the efficiency of management processes, but also to improving the quality of public services.

As modern theories of motivation show, the successful use of new technologies requires staff not only to have basic digital competencies, but also to be willing to actively interact with innovations and changes in organizational culture. Today, scientific approaches to motivating public sector employees are mostly focused on traditional incentives, such as financial bonuses or career growth,

which significantly limits the opportunities for the effective implementation of new technologies.

The motivational component should become the basis for strategic planning of digitalization processes, because it is motivation that ensures the proper level of employee involvement in changes, stimulating them to master new technologies and support e-government at all stages of implementation. Thus, staff motivation is not only a reaction to external conditions, but also an important tool for the effective implementation of digital strategies.

Depending on the specifics of the organizational structure and the level of digital maturity, motivational mechanisms for public sector employees should vary. The degree of readiness of organizations for digital transformations is also decisive, which often depends on the availability of support from senior management and professional training of personnel. However, many studies indicate that motivational strategies in the public sector do not always meet the requirements of modern technologies.

Motivational strategies in e-government should focus on several important aspects:

- Information transparency and openness of management processes;
- Professional development of employees by improving their digital competencies;
- Stimulating innovation among civil servants, including creating conditions for their active participation in the development of new digital solutions.

In this context, it is important to develop such motivational mechanisms that would allow for an effective response to changes in the technological environment. One of such mechanisms is adaptive motivation, which makes it possible to quickly adjust approaches to personnel management depending on changes in digital technologies and organizational requirements.

The use of modern motivation theories, such as Maslow's and Herzberg's theories, in combination with technological tools, allows you to create strategies that promote the involvement of employees in working with digital tools. However, traditional motivation theories, which are based on a hierarchy of needs, need to be adapted to the digital environment, as they include new elements, such as the need for digital skills, the need for self-realization through the use of new technologies, etc.

The digitalization process requires a review of existing approaches to personnel management, and it is in this context that employee motivation becomes particularly important. It is necessary to develop innovative motivational strategies that would meet the requirements of digital technologies and stimulate staff readiness for change. It is important to create motivation programs that include:

1. Educational initiatives aimed at developing digital skills in employees;
2. Flexible assessment and feedback mechanisms that allow staff to feel involved in changes in the organization;
3. Rewarding and encouraging innovative ideas that can be applied in practice in the process of implementing new technologies.

Empirical research conducted as part of this study indicates the need to develop personalized motivational strategies that focus on the individual needs of employees in the context of digital transformation. Such an approach contributes to the development of an organizational culture in which each employee has the opportunity to show initiative and contribute to the digitalization process.

As part of the development of a model of motivational apparatus for e-government, it is important to consider the following components:

1. Technical aspects of digitalization, including the development of infrastructure and technologies for the work of civil servants.
2. Psychological and social aspects, in particular, creating conditions to support the innovative activity of employees and ensuring their readiness for change.

Empirical study of motivational mechanisms in digital transformation

To gain a deeper understanding of the effectiveness of the proposed motivational strategies, an empirical study was conducted among employees of state bodies that are at the stage of digital transformation. In particular, a questionnaire and interviews were conducted with representatives of different levels of management. The results showed that in most cases the lack of comprehensive motivation programs is a significant obstacle to effective adaptation to new digital tools.

Respondents indicated the need to develop digital skills and training programs that include both basic IT education and specialized courses for working with innovative technologies. However, even with professional development, most employees stated the need for a change in organizational culture, which would include transparency of management processes and more feedback from management.

The results obtained confirm the need to reform motivational approaches in public administration, taking into account the specifics of digital changes. Creating a model of motivational apparatus focused on the development of digital competencies and supporting innovations is an important step towards the successful digitalization of public administration. The successful integration of new technologies depends on effective motivational strategies that stimulate employees to participate in digital transformation processes and help maximize the socio-economic effect of the implementation of e-government.

Conclusions. The aim of this study was to develop a conceptual model of the motivational apparatus for public administration in the context of digital transformation, which is due to the widespread introduction of e-government. Given that the processes of digital change are not limited to technological aspects, but require a comprehensive approach to staff motivation, special attention was paid to studying how motivational mechanisms can contribute to the effective implementation of new digital tools and increase the readiness of civil servants to adapt to these changes. The main results of the study confirm the importance of creating a flexible model of the motivational apparatus, which would not only include traditional methods of stimulation (for example, financial incentives), but would also provide a comprehensive approach to the development of digital competencies of employees and the stimulation of innovative activity in state bodies. It was found that the success of digital transformation largely depends on how effectively civil servants can adapt to new technological requirements and how their efforts aimed at integrating digital tools into management processes are encouraged.

The results also indicate the need to take into account the psychological aspects of motivation, in particular, factors that help reduce the stress of adapting to digital changes, and to create a supportive environment at all stages of the implementation of innovations. In the context of digitalization, it is important not only to provide employees with tools and knowledge, but also to create a motivational environment that allows them to feel the personal value and importance of their work in the processes of public administration transformation.

Given the results of the study, it can be argued that the main scientific novelty of this work is the development of an integrated model of the motivational apparatus, which takes into account not only the technical aspects of digitalization, but also the human factor, in particular the level of readiness and motivation of employees for these changes. The proposed model is based on theoretical approaches to motivation, adapted to the modern requirements of digital transformation, which allows to effectively stimulate both individual and collective efforts in public administration organizations.

The practical significance of the study is that the developed model can be used to optimize motivational strategies in public administration bodies, in particular in the processes of digitalization and the implementation of e-government. The implementation of such strategies will allow to increase not only the efficiency of organizational activities, but also to improve the quality of public service provision through the active participation of personnel in the processes of digital transformation.

Prospects for further research. Despite the important results obtained in this study, there are several aspects that require further research. First, in the future, it is advisable to deepen the analysis of the influence of motivational factors on the effectiveness of digital initiatives in the public sector, in particular, taking into account the specifics of different levels of the management hierarchy. To do this, it is necessary to investigate how different types of motivation (financial, professional, psychological) affect specific stages of digitalization.

Secondly, there is a significant need for further development of the system for assessing the effectiveness of motivational programs for public administration employees. Given the rapid changes in digital technologies, it is important to create a dynamic system for monitoring and correcting motivational strategies, which would allow for a prompt response to new challenges and opportunities in a constantly changing digital environment.

Finally, it is advisable to conduct cross-cultural research that would allow comparing the effectiveness of the proposed motivational models in different countries, in particular in the context of comparing approaches to e-government in developed and developing countries. This will allow for a better understanding of how national characteristics of management practices and digital infrastructure affect motivational strategies and, accordingly, the success of implementing digital solutions in public administration.

Thus, the results of the study indicate the importance of motivational mechanisms in the processes of digital transformation of public administration, in particular in the context of implementing e-government. The development and implementation of innovative motivational strategies are

necessary conditions for achieving success in these processes, since they not only ensure the effective use of innovative technologies, but also form a positive attitude of employees towards the changes taking place in the management sphere.

The scientific results obtained in the course of the study open up new prospects for further scientific research in the field of digital transformation of public administration and motivation of personnel working with innovative information technologies. The developed model of the motivational apparatus can become the basis for the formation of scientifically based recommendations for practical decisions regarding management processes in the public sector.

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