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SUBSTANTIATION OF THE ROLE OF MOTIVATIONAL MANAGEMENT IN THE CAREER MANAGEMENT SYSTEM OF MILITARY SERVICEMEN TAKING INTO ACCOUNT THE EXPERIENCE OF NATO MEMBER STATES

Dmytro Kilderov¹, Vitalii Bezuhlyi², Serhii Kniaziev³, Yuriy Shylyayev⁴

- 1 Senior lieutenant, Doctor of Pedagogic Sciences, Professor, Senior Researcher, Research Department of Military Career Development, Scientific and Methodological Center for Personnel Policy of the Ministry of Defence of Ukraine, Kyiv, <https://orcid.org/0000-0001-9414-8150>, e-mail: d.kilderov@gmail.com
- 2 Colonel, PhD, Head of the Military Career Research Department – Deputy Head of the Scientific and Methodological Center for Personnel Policy of the Ministry of Defence of Ukraine, Kyiv, <https://orcid.org/0000-0002-9746-704X>, e-mail: shturmanf7@gmail.com
- 3 Lieutenant Colonel, PhD, Senior Research Fellow, Research Department of Military Career Development, Scientific and Methodological Center for Personnel Policy of the Ministry of Defence of Ukraine, Kyiv, <https://orcid.org/0000-0002-9746-704X>, e-mail: knazich@gmail.com
- 4 Senior Researcher, Research Department of Military Career Development, Scientific and Methodological Center for Personnel Policy of the Ministry of Defence of Ukraine, Kyiv, <https://orcid.org/0009-0001-2294-979X>, e-mail: uriy1811@gmail.com

Abstract

Relevance. The development of a modern military career management system requires more than isolated material and non-material incentives. In the Armed Forces of Ukraine, the transition towards people-centred, competence-based, meritocratic, transparent, and development-oriented personnel management makes it necessary to establish a clear relationship between a service member's professional efforts, performance, assessment, recognition, professional development, and actual career outcomes. However, the systemic motivational effect of the career-management architecture itself remains insufficiently conceptualised.

Purpose. To provide a theoretical justification for the role and place of motivational management in military career management, identify its principal functions, mechanisms, and instruments, synthesise motivationally significant practices of NATO member states, and develop an organisational and functional mechanism applicable to the Armed Forces of Ukraine.

Methods. The study employed analysis and synthesis, systemic and structural-functional analysis, comparative analysis, generalisation of regulatory and doctrinal provisions, and conceptual modelling. The theoretical foundations of

work motivation were integrated with evidence from contemporary organisational and military research and with a comparative review of career-management approaches used by NATO member states.

Results. Motivational management is substantiated as a cross-cutting functional mechanism rather than a separate personnel-management subsystem. Its motivational potential is realised through the transparent, fair, predictable, and practically effective linkage of professional effort, performance, assessment, recognition, professional development, career opportunity, personnel decision, feedback, and new professional goals. The study specifies the functions of assessment, individual career planning, professional military education, talent-pool formation, competitive selection, mentoring, digital support, and military rank within this mechanism. It also introduces the concept of motivational dysfunction, which occurs when one or more links in this causal chain are disrupted.

Conclusions. Motivational management should be embedded across existing military career-management processes and implemented through the coordinated activity of personnel bodies, commanders, collective decision-making bodies, authorised career decision-makers, and service members. Military rank has motivational value as a form of professional recognition, a career milestone, and an institutional signal of readiness for greater responsibility, but it is effective only when linked to position requirements, performance, competence, education, and experience. The proposed mechanism can be implemented without creating additional specialised units; its practical effectiveness depends on interconnected procedures, meaningful feedback, and an integrated digital information environment.

Keywords: *motivational management, military career, career management, military personnel, professional development, performance assessment, military rank, talent pool, personnel decisions, organisational justice, human capital, NATO.*

Introduction. Modern conditions of functioning of the security and defence sector of Ukraine put forward increased requirements for the quality of human capital management, the ability to attract, develop, effectively use and retain professionally trained personnel. In conditions of prolonged armed aggression, high intensity of hostilities, rapid changes in the nature of armed struggle and the growth of the role of technological, managerial and leadership competencies, the formation of such a military career management system, which would simultaneously ensure the satisfaction of the staffing needs of the military organisation and create understandable, fair and predictable conditions for the professional development of a service member, becomes of particular importance.

The concept of military personnel policy in the system of the Ministry of Defence of Ukraine for the period until 2028 orients the development of personnel policy towards providing the Armed Forces of Ukraine with trained and motivated personnel, the application of meritocratic and individual approaches, a balance between the interests of the military organisation and a specific individual, as well as bringing the personnel management system closer to the principles and approaches of NATO member states (Ministry of Defence of Ukraine, 2023). The 2025 Doctrine “Personnel Management” enshrines people-centred

and competence-based approaches, meritocracy, transparency, objectivity, motivational balance, digitalization of processes, and an orientation towards the development of human capital (Armed Forces of Ukraine, 2025). The Doctrine “Personnel Career Management” OP 1-0(450) of 2026 specifies these provisions for the career management system, defining among its principles people-centredness, competence-based and individual approaches, openness and transparency, motivation and encouragement, as well as continuity of professional development (Armed Forces of Ukraine, 2026b).

Thus, in modern conceptual and doctrinal documents of the Armed Forces of Ukraine, motivation is considered not only as a result of the application of individual incentives, but as a systemic characteristic of personnel management and career management, associated with professional development, leadership, social and legal guarantees, material support, transparency of procedures, justification of career and personnel decisions, and prospects for further military service (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026a; Armed Forces of Ukraine, 2026b; Ministry of Defence of Ukraine, 2023).

The analysis of military rank assignment and career management systems in NATO member states conducted as part of previous research has shown that an effective career system is based on a combination

of position and rank requirements, performance and potential assessment, professional military education, acquired experience, competitive selection, talent pool, and individual development planning (Yemtsov et al., 2022). Modern research on the selection and placement of officers also emphasizes the need to transition to a competence-based approach, comparing candidate characteristics with position requirements, and increasing the soundness of career and personnel decisions (Chaykovskaya, 2024). At the same time, a set of such procedures alone does not guarantee a positive motivational impact. What is crucial is how consistently and clearly they are interconnected for the service member.

In practical terms, the problem is that formally existing elements of career management may not perform a motivational function if service performance does not have a tangible impact on career and personnel decisions; professional education and acquired competencies do not create career advantages; inclusion in the talent pool does not form a real prospect of promotion; selection criteria remain insufficiently transparent; and the service member does not receive meaningful feedback on the reasons for the decision made and the directions of his further development. Under such conditions, the career system may lose the trust of personnel and, instead of stimulating development, create a demotivating effect.

Therefore, the current scientific task is not to create a separate system of motivational management and not to introduce a new parallel set of personnel-management procedures, but to theoretically substantiate how doctrinally defined principles, processes and tools of career management can form a holistic motivational causal mechanism. Such a mechanism should ensure the coordination of the professional and career aspirations of a service member with the needs of the military organisation and form a clear connection between professional efforts, performance outcomes, development and career and personnel decisions (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

Sources. The theoretical foundations of motivation research are formed in works devoted to content and process theories of motivation. V. Vroom's expectancy theory emphasizes the dependence of motivation on the perception of the connection between efforts, results and rewards (Vroom, 1964). E. Deci and R. Ryan's self-determination theory

emphasizes the role of autonomy, competence and relatedness as basic psychological needs, the satisfaction of which supports sustainable intrinsic motivation (Ryan & Deci, 2017). F. Herzberg's two-factor model distinguishes between factors that prevent dissatisfaction and factors that directly stimulate professional growth and achievement (Herzberg et al., 1959). For the analysis of a military career, the provisions on fairness, reward expectancy, the need for recognition, professional competence and development opportunities are of particular importance.

Modern research clarifies that for sustainable professional motivation, not only the amount of extrinsic reward is important, but also the quality of behavioural regulation. A synthesis of the principles of the self-determination theory shows: supporting the needs for competence, autonomy, and relatedness contributes to autonomous motivation, engagement, job satisfaction, and performance, while the frustration of these needs is associated with burnout and intentions to leave the organisation (Gagné et al., 2022; McAnally & Hagger, 2024). A systematic review of organisational interventions also indicates predominantly positive results of practices aimed at supporting employees' autonomy, competence, and relatedness of employees (Slemp et al., 2021). For a military organisation, this means that the regimented nature of military service does not in itself preclude a people-centred approach: the motivational effect can be enhanced through clear justification of decisions, meaningful feedback, the opportunity to influence the individual development trajectory, and systematic confirmation of professional competence.

Empirical research in the military context supports the need to link motivation with career identity, organisational support, and the quality of career and personnel decisions. A study of cadets in reserve officer training programs found that intrinsic and extrinsic motivation to join are related to organisational commitment through career identity, and perceived organisational support moderates the strength of these relationships (Zhou et al., 2024). In the broader organisational context, organisational support is associated with a sense of value for an employee's contributions and concern for their well-being (Eisenberger et al., 2020), and the perception of career development opportunities enhances job satisfaction and intention to remain with the

organisation (Kasdorf & Kayaalp, 2021). At the same time, procedural and interactional fairness is an important prerequisite for trust, commitment, and appropriate work behaviour (Adamovic, 2023; Wolfe & Lawson, 2020). A survey of officers in South African army training units found that the appointment of insufficiently trained leaders, personnel inconsistency and a lack of mentoring negatively affect the quality of training and motivation of personnel (Els & Meyer, 2023). These findings are consistent with the analysis of professional motivation of military personnel in foreign armies, which emphasizes a complex combination of professional, organisational and social factors (Gulyak, 2022). Therefore, motivational management should encompass not a separate set of incentives, but a coordinated system of professional development, support, fair selection and appointment to positions.

In modern personnel management, motivational influence is increasingly associated with talent-management practices, performance management, individual development, reserve formation and career planning. In the military sphere, these elements are specific in nature, since career advancement is determined not only by individual aspirations, but also by the needs of the service, staffing structure, requirements for military ranks and positions, professional readiness and ability to perform tasks in conditions of increased risk.

Previous domestic research on military career management has mainly focused on regulatory support, assessing the effectiveness of personnel-management systems, improving the assignment of military ranks, professional military education, personnel selection and placement, and bringing personnel processes closer to the approaches of NATO member states (Dumenko, 2024; Tikhonov, 2019; Chaykovskaya, 2024; Yemtsov et al., 2022).

At the same time, the issue of the systemic motivational effect of the career management architecture itself remains insufficiently developed, in particular, how transparency of requirements, evaluation, professional development, reserve, ranking mechanisms, military rank, and career and personnel decisions shape or, conversely, weaken the motivation of a service member.

Foreign experience shows that professional development and career management in the armed forces are built as an interconnected process. In the US

Army, the career development of officers and non-commissioned officers is associated with the consistent acquisition of education, experience, leadership qualities, and readiness to perform higher-level tasks (Department of the Army, 2023a; Department of the Army, 2023b).

In the UK defence system, training, skills development and career management are considered in relation to the needs of the service and professional specialization (UK Ministry of Defence, nd). The NATO Strategy for Employment and Development for the Development of Non-Commissioned Officers and Junior Officers emphasizes consistent development, education, professionalism and readiness to perform the functions of the appropriate level (NATO, 2023).

Thus, additional scientific study is required to comprehensively substantiate motivational management as a cross-cutting functional mechanism that does not replace current personnel-management procedures, but ensures their motivational interconnection in the process of military career management.

Aim. The aim of this article is to theoretically substantiate the role and place of motivational management in the system of career management of military personnel, determine its main functions, mechanisms and tools, generalize the motivationally significant approaches of NATO member states and develop an organisational and functional mechanism for implementing motivational management, consistent with the current conceptual and doctrinal provisions of the personnel management system of the Armed Forces of Ukraine.

Methods. To achieve the aim, methods of analysis and synthesis, systemic and structural-functional analysis, comparative analysis, generalization of normative and doctrinal provisions, as well as conceptual modeling were used.

Limitations of the study. The study is theoretical and conceptual. Its conclusions are based on analysis of doctrinal and regulatory documents, relevant research, and a comparative synthesis of selected NATO approaches rather than on statistical processing of primary empirical data. National career-management systems differ in legal frameworks, force structures, and personnel models; therefore, the identified practices should be adapted to the institutional conditions and operational requirements

of the Armed Forces of Ukraine. Empirical validation of the proposed organisational and functional mechanism and measurement of the relative importance of its motivational factors remain tasks for further research.

Results and discussion. Motivation characterizes internal and external drivers that determine the direction, intensity and stability of a person's behaviour. Motivating is a managerial intervention aimed at activating particular motives, while incentivisation is primarily associated with the use of external stimuli. In contrast to these concepts, motivational management should be regarded as a systematic management of conditions, mechanisms and tools that form and support the desired professional and career behaviour. This approach corresponds to the Doctrine “Staffing”, which enshrines the principle of motivational direction and the principle of motivational balance (Armed Forces of Ukraine, 2026a).

Motivational management in the military career management system should be considered not as a separate subsystem or an independent personnel-management procedure, but as a cross-cutting functional mechanism for implementing doctrinally defined principles of motivation and encouragement, motivational balance, people-centredness, transparency, and continuous professional development. Its essence lies in the formation, maintenance, and development of service members' motivation for effective service performance, professional development, career growth, and continuation of military service by ensuring a clear and effective relationship between performance outcomes, evaluation, professional development, recognition, career opportunities, and career and personnel decisions (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

The key feature of the proposed approach is the cross-cutting nature of motivational management. It does not exist in parallel with assessment, individual career planning, professional education and training, rotation, mentoring, reserve formation, selection or career and personnel decision-making and does not replace doctrinally and normatively established procedures. Its function is to ensure the motivational relationship between them and to form a clear causal relationship between professional efforts, performance, competence development and real career outcomes for the service member (Armed Forces of Ukraine, 2026b).

Given the specifics of military service, the principle of people-centredness cannot be interpreted as an unconditional priority of individual career ambitions over defence needs. It is about a balanced combination of the interests of the Armed Forces of Ukraine and a specific individual, which corresponds to the principles of military personnel policy (Ministry of Defence of Ukraine, 2023). The needs and aspirations of a service member are taken into account in connection with staffing needs, staffing structure, professional requirements and tasks of the military organisation.

The motivational potential of the military career management system is proposed to be understood as the overall capacity of its principles, mechanisms, procedures, and tools to form in a service member a sustainable interest in effective service performance, professional development, acquisition of necessary competencies, career advancement, and continuation of military service.

The main condition for realizing such potential is the presence of a clear, transparent, and actually valid causal relationship between a service member's professional efforts, the results of his service performance, professional development, and personnel consequences.

Table 1.

Matrix of motivational potential of the main military career management mechanisms

Personnel mechanism	Motivational signal	Motivational effect	Expected behaviour
Transparent promotion requirements	“I know what it takes to get to the next level”	Predictability, trust	Purposeful development
Performance evaluation	“My results are recorded and taken into account”	Performance motivation	Improving the quality of task performance

Personnel mechanism	Motivational signal	Motivational effect	Expected behaviour
Potential assessment	“The organisation sees my development opportunities”	Future orientation	Readiness for more complex tasks
Professional military education	“Developing competencies expands opportunities”	Motivation for learning	Self-directed learning and continuing professional development
Mentoring	“My development is supported”	Engagement, professional confidence	Faster adaptation and development
Ranking	“My competitive position depends on results”	Motivation for achievement	Improving performance
Talent pool	“I have a real prospect of advancement”	Long-term career motivation	Preparing for the next level
Competitive selection	“The decision depends on fit and performance”	Perceived fairness	Merit-based competition
Awarding of military rank	“My level of professional maturity is recognized”	Status motivation	Readiness for greater responsibility
Appointment to a higher position	“Performance and development create advancement”	Career motivation	Commitment to professional growth
Horizontal rotation	“Development is not only possible vertically”	Motivation to gain experience	Professional mobility
Encouragement and recognition	“My contribution is noticed”	Strengthening intrinsic motivation	Maintaining high performance
Material support	“Responsibilities and conditions of service are compensated”	Stability	Retention in service
Social guarantees	“The organisation provides long-term security”	Trust and commitment	Retention
Transparent transition from service	“Career has a predictable outlook after service”	Reducing uncertainty	Long-term planning

Source: compiled by the authors

Theoretically, it is appropriate to present this relationship as a sequence:

Professional Efforts → Performance → Appreciation → Recognition → Professional Development → Career Opportunity → Personnel Decision → Feedback → New Professional Goals.

The matrix presented (Table 1) shows that the same personnel tool can perform both organisational and motivational functions. For example, the talent pool provides training for candidates to fill positions, but at the same time forms a visible perspective for the service member. Professional military education not only ensures the acquisition of competencies, but also should be associated with the possibility of moving to

the next level of responsibility. Assessment should not only record results, but also create confidence in the fairness of career and personnel decisions.

The national systems of NATO member states differ in legal traditions, armed forces structures, approaches to manning and service models. At the same time, they share a number of common motivational principles: transparency, predictability, meritocracy, competition, combining assessment with development, recognition of professional contribution, individualization of career paths and institutional support for professional growth.

In the United States, the career development of military personnel is closely linked to the consistent

acquisition of professional experience, military education, assessment of performance, potential, and completion of certain stages of professional development. Army Documents Career Management reinforces the logic of sequential development and career planning by category and specialty (Department of the Army, 2023a; Department of the Army, 2023b). The motivational effect of this system lies in the relative clarity of requirements for the next level and the ability to plan for acquiring the necessary experience and education.

In the UK, career management is combined with professional specialization, training and skills development. Motivational factors include the structure of requirements, institutional support for development and the opportunity to combine the interests of the service with the professional trajectory of the individual (UK Ministry of Defence, nd).

Germany is characterized by a combination of professional differentiation of military careers, education, social guarantees, and long-term personnel planning, which strengthens professional identity and personnel retention.

The Polish model is important for Ukraine as an example of transforming personnel policy towards

Euro-Atlantic compatibility while simultaneously preserving national legal and organisational specifics.

Common to the considered approaches (Table 2) is that military rank is not the only basis for career management. It functions in conjunction with position, education, professional training, acquired experience, performance and potential. Therefore, for Ukraine it is advisable not to mechanically copy individual procedures, but to adapt the principles that ensure an effective logic of career advancement.

The practical implementation of motivational management requires determining not only personnel-management procedures, but also the place of motivational influence in the doctrinally established system of career-management actors. The doctrine “Personnel Career Management” defines a multi-level system, the subjects of which are the Ministry of Defence of Ukraine, the Commander-in-Chief of the Armed Forces of Ukraine, the General Staff, the commands of the types and individual branches of the troops (forces), commanders (superiors), personnel staffs, and in their absence - certain officials. At the same time, a service member is defined as an active participant of his own career development (Armed Forces of Ukraine, 2026b).

Table 2.

Summary of motivation-relevant elements of career systems of individual NATO member states

State	Key mechanisms	Motivational function	Significance for Ukraine
USA	Performance and potential assessment, career management, talent management	Competitiveness, recognition, development orientation	Strengthening the connection “result - development - promotion”
Great Britain	Structured career paths, training, specialisation management	Predictability, professional identity	Clear requirement profiles and development along trajectories
Germany	Differentiated career paths, education, social guarantees	Retention, long-term motivation	A combination of development, status and social stability
Poland	Combination of rank, position, education, assessment and professional development	Clarity of requirements, professionalism	Adaptation of Euro-Atlantic approaches in a related legal environment

Source: compiled by the authors

In view of this, it is appropriate to integrate motivational management into the existing personnel management system without creating a separate organisational vertical. Its organisational implementation should be based on a doctrinally

defined division of responsibility: personnel staffs plan and organize career management, commanders (superiors) ensure the practical implementation of relevant measures within the limits of their authority, and the service member takes an active

part in his own professional and career development (Armed Forces of Ukraine, 2026b).

The organisational and functional mechanism for implementing motivational management in the military career management system is conceptualised as a motivational framework imposed on doctrinally defined career management processes and the distribution of responsibility among the responsible actors. The institutional level forms policy, principles, standards, criteria and information foundations; personnel staffs organize and coordinate career planning, selection, assessment, reserve formation and preparation of career and personnel decisions; commanders (superiors) ensure the practical implementation of measures, assessment of results, mentoring support, feedback and fairness of career and personnel decisions; collective decision-making bodies participate in the selection of candidates; authorised commanders (superiors) make career and personnel decisions within the scope of their designated authority. A service member acts as an active participant of his own professional and career development (Armed Forces of Ukraine, 2026b).

A service member as an active participant of professional and career development. Responsible for maintaining the appropriate level of professional competence, compliance with position requirements and implementation of an individual career management plan, participates in determining professional and career goals, acquires the necessary experience and competencies and forms justified career preferences. His career aspirations are implemented taking into account the needs of the Armed Forces of Ukraine, position requirements, assessment results, professional readiness and available staffing opportunities (Armed Forces of Ukraine, 2026b).

The direct commander (superior). He is the key actor of the practical implementation of career management measures at the appropriate level. He evaluates the service performance results and professional attributes of the subordinate, determines development directions, participates in the implementation of an individual career management plan, provides mentoring, professional adaptation and regular feedback, forms recommendations for training, rotation and subsequent employment. The doctrinally defined

leadership function of the commander gives this level a special motivational value, since it is through trust, fairness of assessment, mentoring and quality of feedback that the perception of the career system by the service member is formed (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

Personnel staff/personnel centre. Carries out planning and organisation of career management, personnel planning, selection, selection, accounting, assessment and appraisal, formation and preparation of the reserve, as well as information and analytical support of career and personnel decisions. Career planning is carried out using individual career management plans, career management algorithms and military position profiles, which corresponds to the doctrinal model "position-person", according to which professional and qualification requirements for the position are first determined, and then a person who meets them is selected (Armed Forces of Ukraine, 2026b). The integrated personnel profile in the proposed model should be considered not as a replacement for doctrinal tools, but as a promising form of digital generalization of information about the service performance results, competence, education, experience, potential and career preferences of a service member.

Collective decision-making bodies for consideration of personnel issues. Within the established competence, they participate in the selection of candidates for promotion. The Doctrine includes commissions on military service, commissions on the selection of candidates for appointment to positions, competitive, selection and admission commissions. Their recommendations are part of the justification for the career and personnel decision, but do not replace the powers of the commander (superior), who has the right to appoint to the relevant positions (Armed Forces of Ukraine, 2026b).

Authorised commander (superior) as a career and personnel decision-maker. Makes career and personnel decisions within the scope of the established appointing authority and bears personal responsibility for its timeliness and soundness. When selecting candidates for promotion, the decision should be based on the results of the assessment, the conclusions of commanders (superiors), recommendations of collective decision-making bodies, data from the talent pool

and the candidate's compliance with the requirements of the position. From the perspective of motivational management, the traceability of this connection is of fundamental importance, since it determines the perception of the personnel-management system as fair and predictable (Armed Forces of Ukraine, 2026b).

Professional development as a component of the motivational management mechanism. It is provided through continuous professional military education and training, retraining and continuing professional development, gaining practical experience, rotation, self-education, career counseling, mentoring, coaching and other forms of development. In this case, it is appropriate to consider mentoring as a tool for professional development and leadership support, and not as a separate subject of the personnel-management hierarchy or career and personnel decision-making. This position corresponds to the doctrinal interpretation of mentoring as one of the tools of continuous professional development and development of leadership qualities (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

Institutional level. The Ministry of Defence of Ukraine, the Commander-in-Chief of the Armed Forces of Ukraine, and the General Staff formulate military personnel policy, determine strategic goals, principles, standards, and priorities of career management, create regulatory, resource, and methodological foundations for the functioning of the system, and establish the procedure, standards,

and criteria for selection, appointment, and rotation, as well as a system of control and accountability. At this level, policy unity, transparency, objectivity, and integrity of career and personnel decisions are ensured (Armed Forces of Ukraine, 2026b).

Thus, the proposed organisational and functional mechanism does not change the doctrinally established career management system and does not require the creation of separate specialized structural units of motivational management. Its content consists in identifying and purposefully combining the motivational potential of already defined processes - assessment, individual planning, professional development, assignment of military ranks, rotation, selection, formation of a reserve, making career and personnel decisions, monitoring and career adjustment (Armed Forces of Ukraine, 2026b).

In this approach, motivational management is implemented through the coordinated activities of the subjects of the career management system and is manifested in ensuring a transparent, fair and predictable relationship between the professional efforts of a service member, the results of his service performance, the development of competencies, assessment, career opportunities and real personnel consequences. Military leadership, mentoring and feedback act as cross-cutting conditions for maintaining trust in such a relationship (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

Table 3.

Organisational and functional implementation mechanism motivational management in the military career management system

Function / process	Lead actor	Doctrinal tools	Result / motivational effect
Career planning	Personnel staff; military personnel; commander	Individual career management plan, career management algorithm, military position profile	Predictability of career prospects; understanding of requirements and next steps
Assessment and appraisal	Commander (chief); personnel staff; identified assessment subjects	Assessment of results, competencies and potential, appraisal, feedback	Recognition of performance; determination of development directions and grounds for career and personnel decisions

Professional development	Military personnel; commander; personnel staff	Education and training, rotation, mentoring, career counselling, individual plan	Acquisition of competencies and experience; linking development to career opportunities
Reserve formation and selection	Personnel staff; relevant selection boards	Candidate pool, ranking, assessment results, board review	Competitiveness, objectivity and fairness; formation of a real perspective of advancement
Making a career and personnel decision	Authorised commander (chief)	Evaluation results, reserve, board recommendations, compliance with the requirements of the position	Career and personnel decision; confirmation of the connection between professional results and career consequences
Monitoring and adjustment	Personnel staff; commander; military personnel	Monitoring results, career review, adjustment of individual plan, feedback	Adapting career trajectory; maintaining trust and forming new professional goals
Institutional support	Ministry of Defence of Ukraine, Commander-in-Chief of the Armed Forces of Ukraine, General Staff of the Armed Forces of Ukraine	Policy, standards, criteria, algorithms, position profiles, digital and analytical systems, control	Unity, transparency, objectivity and predictability of the career management system

Source: compiled by the authors

It is advisable to present the distribution of functions between the main subjects of motivational management through the sequence “subject → procedure → personnel result → motivational effect” (Table 3)

The above distribution of functions and responsibilities (Table 3) shows that motivational management is not a separate stage of the career process. Its impact should be implemented throughout through the formation of a clear connection between professional efforts, performance outcomes, professional development and further career opportunities in a service member. The proposed mechanism does not replace the normatively established career management procedures, but determines the motivational relationship between them.

Thus, high performance of service performance acquires motivational significance when it is properly reflected in the assessment, taken into account in personnel information, affects competitive positions and opportunities for inclusion in the talent pool, creates the basis for targeted professional development and is subsequently taken into account

when making career and personnel decisions. Scientific studies of personnel selection and placement confirm the feasibility of comparing the candidate's competencies and professional experience with the requirements of a specific position and increasing the soundness of career and personnel decisions (Chaykovska, 2024).

Accordingly, the central logic of the proposed mechanism is not a simple sequence of personnel-management procedures, but ensuring a continuous causal relationship:

Professional efforts → Performance → Evaluation → Recognition → Professional development → Career opportunity → Personnel decision → Feedback → New professional goals.

It is the transparency, predictability and practical effectiveness of such a relationship that determine the motivational potential of the career management system. Violation of at least one of its links can weaken the motivational effect of the entire system. In particular, a positive assessment that does not affect the possibilities of professional development or further career and personnel decisions, a talent pool without a real prospect of use,

or professional training, the results of which are not taken into account during career advancement, can reduce the trust of a service member in the career system.

For the practical implementation of the proposed approach, it is advisable not to reintroduce already defined doctrinal tools, but to ensure their full and interconnected application. This primarily concerns individual career management plans, career management algorithms, military position profiles, assessment and appraisal, formation of a candidate reserve, ranking-based selection, professional education and training, rotation, mentoring, career counseling, monitoring and adjustment of career development (Armed Forces of Ukraine, 2026b). The author's direction for further development may be the formation of an integrated personnel profile as a digital representation of information about the service performance results, competence, experience, education, potential and career preferences of a service member, which does not replace, but combines the specified doctrinal tools with information.

An important condition for the functioning of the proposed mechanism is digital and information and analytical support. Doctrinal documents define digitalization, development of analytical capacity of personnel staffs and creation of information and analytical systems as necessary conditions for modern personnel management and career management (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b). Within the framework of the motivational mechanism, digitalization should ensure traceability of the relationship between the service performance results, assessment, acquired competencies, professional development, reserve, selection results and career and personnel decisions, which will contribute to increasing their soundness, transparency and trust in the system.

A special place in such a mechanism is occupied by military rank. In the system of career management by military rank, it is appropriate to consider it not only as an element of military legal status of a service member, but also as an important tool for professional recognition and career development. Military rank performs a number of motivationally significant functions. First, it is a status motivator and a form of professional

recognition. Second, it acts as a career milestone that reflects the achieved level of professional maturity and responsibility. Third, it performs an orientation function, allowing one to correlate the current professional level with the requirements of the next stages of a career. Fourth, it ensures the differentiation of powers and responsibilities. Fifth, it contributes to the formation of professional identity and awareness of belonging to the appropriate level of the military professional community.

The motivational effect of a military rank is enhanced when the normatively defined conditions for its assignment, including the position held, the established terms of service in the military rank and other prescribed requirements, are combined with the service performance results, professional readiness, competence, education, experience and achievements of the service member. The doctrine "Personnel Career Management" directly links the assignment of military ranks to the position held and the service performance results, which creates a doctrinal basis for considering the rank as one of the motivationally significant elements of the career system (Armed Forces of Ukraine, 2026b).

The scientific novelty of the study lies in the development of theoretical provisions on the implementation of doctrinally defined principles of motivation and encouragement, motivational balance, people-centredness, transparency and continuous professional development by substantiating motivational management as a cross-cutting functional mechanism for managing a military career. Unlike a simple list of administrative and motivational levers, the proposed approach reveals the causal relationship between a service member's professional efforts, performance, assessment, recognition, professional development, career opportunities and career and personnel decisions (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

A structural and functional representation of the motivational mechanism is proposed, which does not form an alternative career management system, but imposes a motivational framework on the doctrinally defined processes of career planning, assessment and appraisal, professional development, reserve formation and selection, career and personnel decision-making, monitoring and adjustment. The organisational component of the mechanism is based

on the current distribution of responsibility between personnel staffs, commanders (superiors), collective decision-making bodies, authorized subjects of career and personnel decisions and the service member as an active participant of his own career development (Armed Forces of Ukraine, 2026b).

The scientific understanding of the motivational role of military rank in the career management system has further developed, which, along with its military-legal significance, is considered a form of professional recognition, a career milestone, a guide to professional development, a mechanism for differentiation of responsibility, and a factor in the formation of military professional identity.

Conclusions. Motivational management in the military career management system should be regarded as a cross-cutting functional mechanism for implementing the doctrinally defined principles of motivation and encouragement, motivational balance, people-centredness, transparency, and continuous professional development, and not as a separate incentive function or a parallel personnel-management system. Its main purpose is to ensure such an interconnection between personnel processes, in which the professional efforts and development of a service member have understandable and predictable career consequences, taking into account the needs of the Armed Forces of Ukraine (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

The motivational potential of a career management system is determined primarily by the quality of the relationship between professional efforts, performance, assessment, professional development, recognition, and career and personnel decisions. The transparency, fairness, predictability, and practical effectiveness of this relationship form the trust of a service member in the career system. Military leadership, mentoring, feedback, and

monitoring are important conditions for maintaining such trust and the adaptability of the system (Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b).

The experience of NATO member states, the results of domestic research, and the provisions of new doctrinal documents of the Armed Forces of Ukraine confirm the value of integrating career management with performance and potential assessment, professional military education, leadership development, talent pool, individual planning, a competence-based approach, and competitive selection procedures (Department of the Army, 2023a; Department of the Army, 2023b; NATO, 2023; UK Ministry of Defence, n.d.; Armed Forces of Ukraine, 2025; Armed Forces of Ukraine, 2026b; Chaykovska, 2024; Yemtsov et al., 2022). At the same time, military rank is an important, but not sufficient in itself element of the career system and acquires the greatest motivational value in connection with the position, service performance results, competencies, professional education, experience and readiness to perform tasks of a higher level of responsibility.

The proposed organisational and functional mechanism can be implemented within the framework of the existing doctrinal system of career management without the creation of new specialized structural units. Its practical implementation requires not duplicating the already defined tools, but ensuring their interconnected application, proper feedback and a single digital information circuit capable of tracing the causal relationship between the performance outcomes, professional development and career and personnel decisions. A promising direction for further research is the empirical verification of the proposed mechanism, determining the importance of individual motivational factors and developing indicators of the motivational effectiveness of the military career management system.

Conflict of Interest

The authors certify that no conflict of interest (financial, professional, or personal) exists that could have influenced the objectivity of the research results or conclusions. The integrity of the double-blind peer review process was ensured through a mandatory declaration of the absence of conflict of interest submitted via the journal's editorial system. This protocol guaranteed complete authors anonymity and the independence of the expert evaluation throughout the entire editorial cycle.

Declaration on the Use of Generative Artificial Intelligence.

During the preparation of this manuscript, the authors used Claude Anthropic model Claude Opus 5, Microsoft Copilot for searching and verifying bibliographic data, organizing materials, calculating derived indicators, preparing figures, and language editing and formatting of the text. The conceptual model, empirical data, scientific conclusions, and interpretation of the results are the authors' own. Following the use of the tool, the entire manuscript was reviewed and edited by the authors, who take full responsibility for its content and scientific accuracy. Artificial intelligence is not a co-author of this work.

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ОБҐРУНТУВАННЯ РОЛІ МОТИВАЦІЙНОГО МЕНЕДЖМЕНТУ В СИСТЕМІ УПРАВЛІННЯ КАР'ЄРОЮ ВІЙСЬКОВОСЛУЖБОВЦІВ З УРАХУВАННЯМ ДОСВІДУ ДЕРЖАВ-ЧЛЕНІВ НАТО

Дмитро Кільдеров¹, Віталій Безуглий², Сергій Князєв³, Юрій Шиляєв⁴

- 1 старший лейтенант, доктор педагогічних наук, професор, науковий співробітник науково-дослідного відділу військової кар'єри, Науково-методичний центр кадрової політики Міністерства оборони України, м. Київ, тел.: (044) 454-74-72, <https://orcid.org/0000-0001-9414-8150>, e-mail: d.kilderov@gmail.com
- 2 полковник, доктор філософії, начальник науково-дослідного відділу військової кар'єри – заступник начальника Науково-методичного центру кадрової політики Міністерства оборони України, м. Київ, тел.: (044) 454-74-72, <https://orcid.org/0000-0001-5051-5676>, e-mail: shturmanf7@gmail.com
- 3 підполковник, доктор філософії, старший науковий співробітник науково -дослідного відділу військової кар'єри, Науково-методичний центр кадрової політики Міністерства оборони України, м. Київ, тел.: (044) 454-74-72, <https://orcid.org/0000-0002-9746-704X>, e-mail: knazich@gmail.com
- 4 науковий співробітник науково-дослідного відділу військової кар'єри, Науково-методичний центр кадрової політики Міністерства оборони України, м. Київ, тел.: (044) 454-74-72, <https://orcid.org/0009-0001-2294-979X>, e-mail: uriy1811@gmail.com

Реферат:

Актуальність. Розвиток сучасної системи управління військовою кар'єрою потребує не лише застосування окремих матеріальних і нематеріальних стимулів. Перехід Збройних Сил України до людиноцентричного, компетентнісного, меритократичного, прозорого та орієнтованого на розвиток менеджменту персоналу актуалізує потребу у чіткому взаємозв'язку між професійними зусиллями військовослужбовця, результатами службової діяльності, оцінюванням, визнанням, професійним розвитком і реальними кар'єрними наслідками. Водночас системний мотиваційний вплив самої архітектури управління кар'єрою залишається недостатньо концептуалізованим.

Мета. Теоретично обґрунтувати роль і місце мотиваційного менеджменту в управлінні військовою кар'єрою, визначити його основні функції, механізми та інструменти, узагальнити мотиваційно значущі практики держав-членів НАТО та розробити організаційно-функціональний механізм, придатний для застосування у Збройних Силах України.

Методи. Використано аналіз і синтез, системний та структурно-функціональний аналіз, порівняльний аналіз, узагальнення нормативних і доктринальних положень, концептуальне моделювання. Теоретичні засади трудової мотивації поєднано з результатами сучасних організаційних і військових досліджень та порівняльним оглядом підходів до управління кар'єрою в державах-членах НАТО.

Результати. Мотиваційний менеджмент обґрунтовано як наскрізний функціональний механізм, а не окрему підсистему менеджменту персоналу. Його потенціал реалізується через прозорий, справедливий, передбачуваний і практично дієвий зв'язок між професійними зусиллями, результативністю, оцінюванням, визнанням, професійним розвитком, кар'єрними можливостями, кадровими рішеннями, зворотним зв'язком і новими професійними цілями. Визначено функції оцінювання, індивідуального планування кар'єри, професійної військової освіти, формування кадрового резерву, конкурентного добору, наставництва, цифрового забезпечення та військового звання. Запропоновано поняття мотиваційної дисфункції, що виникає внаслідок порушення однієї або декількох ланок цього причинно-наслідкового зв'язку.

Висновки. Мотиваційний менеджмент доцільно інтегрувати в чинні процеси управління військовою кар'єрою та реалізовувати через узгоджену діяльність служб персоналу, командирів, колегіальних органів, уповноважених суб'єктів кадрових рішень і військовослужбовців. Військове звання має мотиваційне значення як форма професійного визнання, кар'єрний маркер та інституційний сигнал готовності до більшої відповідальності, однак є дієвим лише у зв'язку з вимогами посади, результативністю, компетентністю, освітою та досвідом. Запропонований механізм може бути впроваджений без створення додаткових спеціалізованих підрозділів; його ефективність залежить від взаємопов'язаності процедур, змістовного зворотного зв'язку та інтегрованого цифрового інформаційного середовища.

Ключові слова: мотиваційний менеджмент, військова кар'єра, управління кар'єрою, військовослужбовці, професійний розвиток, оцінювання результативності, військове звання, кадровий резерв, кадрові рішення, організаційна справедливість, людський капітал, НАТО.

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