

EFFECT OF MOTIVATIONAL TOOLS ON EMPLOYEE SATISFACTION

Zoryna Yurynets¹, Rostyslav Yurynets²,
Ivanna Myshchyshyn³, Andriy Pekhnyk⁴

¹Doctor of Science (Economics), Professor of Management Department, Ivan Franko National University of Lviv, Lviv, Ukraine, e-mail: zoryna_yur@ukr.net, ORCID: <https://orcid.org/0000-0001-9027-2349>

²Ph.D. (Physical and Mathematical Sciences), Associate Professor of the Department of Information Systems and Networks, Lviv Polytechnic National University, Lviv, Ukraine, e-mail: rostyslav.v.yurynets@lpnu.ua, ORCID: <https://orcid.org/0000-0003-3231-8059>

³Junior Researcher of the Department of Regional Ecological Policy and Environmental Management, Institute of Regional Research named after M.I. Dolishnyi of the NAS of Ukraine, Lviv, Ukraine, e-mail: ivanna.myshchyshyn@ukr.net, ORCID: <https://orcid.org/0000-0002-0227-5345>

⁴Ph.D. (Economics), Associate Professor of the Department of International Economic Relations, Ivan Franko National University of Lviv, Lviv, Ukraine, e-mail: andriy.pekhnyk@lnu.edu.ua, ORCID: <https://orcid.org/0000-0001-9171-7354>

Citation:

Yurynets, Z., Yurynets, R., Myshchyshyn, I., & Pekhnyk, A. (2025). Effect of Motivational Tools on Employee Satisfaction. *Economics, Finance and Management Review*, 2(22), 120–128. <https://doi.org/10.36690/2674-5208-2025-2-120-128>

Received: May 27, 2025

Approved: June 29, 2025

Published: June 30, 2025



This article is an open access article distributed under the terms and conditions of the [Creative Commons Attribution \(CC BY-NC 4.0\) license](https://creativecommons.org/licenses/by-nc/4.0/)



Abstract. The article considers the problem of job satisfaction as one of the key factors in employees' emotional well-being and the organization's productivity. Satisfaction with work is formed by factors such as wages, working conditions, opportunities for professional development, the atmosphere of the team, and the motivation system. It is emphasized that dissatisfaction with work can lead to burnout, reduced productivity, and even dismissal. At the same time, a high level of satisfaction contributes to confidence, initiative, and readiness for new challenges. The purpose of the study is to analyze the impact of motivational tools on the level of satisfaction of employees of LLC TVK Lvivkholod. During the study, methods of questioning, analyzing, synthesizing, inducing, and visualizing the results were applied. During the research, the method of questioning, synthesis, and analysis, induction (in the study of the influence of motivational tools on employee satisfaction), and schematic and graphic images (for the visual display of the received results of the survey) were used. The survey covered 20 employees of different categories, among which the least satisfied were technical workers, and office specialists demonstrated the highest level of satisfaction. The results showed that competitive wages, cash rewards, and bonuses are the most important factors for motivating employees. At the same time, factors such as holiday gifts or weekend work allowances have less impact. The article also provides an assessment of the current motivation system by employees: 57% of respondents rate it as medium or good, but 25% consider it unsatisfactory. Most dissatisfied are in the "transition zone," which indicates the potential for improvement. The study's findings suggest that an effective motivation system that adapts to employees' needs is critical for job satisfaction. A revision of the remuneration system, increasing transparency, regular study of staff opinions, and developing an individualized approach are proposed. Employees who feel valued and receive fair motivation show higher loyalty and effectiveness, which contributes to the success of the organization as a whole.

Keywords: motivational tools; motivation; satisfaction; employees; wages; rewards; bonuses; achievements.

JEL Classification: J28, J30, J33

Formulas: 0; **fig.:** 5; **tabl.:** 0; **bibl.:** 10

Introduction. Job satisfaction is a key factor in working life. Satisfaction is an emotional state and a positive feeling that arises from receiving pleasure from something, satisfying a need, or achieving a goal. In the context of work, satisfaction refers to the feelings of satisfaction and fulfillment that arise in connection with the performance of their work duties. It includes a sense of recognition, satisfaction with achieving goals, satisfaction with the atmosphere in the workplace, and satisfaction with earnings and development needs. Job satisfaction is essential to emotional well-being and can affect overall quality of life. Higher levels of satisfaction affect the fact that they can develop faster.

Employees are more confident and have a greater sense of value, so they are not afraid of new challenges and are more likely to take risks [6]. Professional satisfaction in the workplace is so important that it needs to be taken care of constantly. It is a continuous process that needs to be studied. Dissatisfaction with the work can have a very negative impact on the company. It can affect results and finances. Low levels of satisfaction can also affect employees «lack of desire to work, low productivity, and even professional burnout. They may feel physically and emotionally exhausted until they finally decide to leave their job. Increasing job satisfaction can be an individual process that requires action from both the employee and the employer. Employee satisfaction is key to maintaining a positive and productive work environment.

It is worth researching because it gives a perspective on employee satisfaction and helps to make changes and improvements in the company's organization.

Literature review. Numerous scholarly works have explored the multifaceted relationship between motivation, job satisfaction, and employee performance. Aburumman and Arif (2017) emphasized the significance of employee voice and job satisfaction by applying Herzberg's Two-Factor Theory, which identifies key motivators and hygiene factors affecting workplace attitudes. Cerasoli, Nicklin, and Ford (2014) conducted a comprehensive meta-analysis confirming that both intrinsic motivation and extrinsic incentives jointly influence job performance, highlighting the complexity of motivational dynamics. Similarly, Dahkoul (2018) investigated the determinants of employee performance within Jordanian organizations, outlining various operational and psychological factors.

The role of motivation in shaping organizational behavior has been further elaborated in studies by Emeka, Amaka, and Ejim (2015), Fahriana and Sopiah (2022), and Kuswati (2020). These researchers underscored the positive correlation between motivated employees and improved organizational outcomes, particularly in manufacturing and service industries. Their findings confirm that both financial and non-financial incentives contribute to boosting employee morale and performance.

The empirical foundation of employee satisfaction has been addressed in recent literature, notably by Ndudi et al. (2023), who examined the effects of intrinsic and extrinsic motivation in the construction sector. Rachman (2022) expanded this understanding by investigating the mediating role of organizational commitment in the motivation-performance link. In a related study, Zameer, Ali, Nisar, and Amir (2014) focused on the beverage industry in Pakistan and demonstrated that motivated employees consistently deliver superior performance and organizational value.

These academic perspectives affirm the necessity of analyzing motivational tools as a critical factor influencing employee satisfaction. For modern enterprises striving to enhance productivity, understanding the interplay between motivational systems and employee attitudes remains a strategic priority.

Aims. The article aims to analyze the impact of motivational tools on the satisfaction of employees of LLC TVK Lvivkholod.

Methodology. During the research, the method of questioning, synthesis, and analysis, induction (in the study of the influence of motivational tools on employee satisfaction), and schematic and graphic images (for the visual display of the received results of the survey) were used.

Results. The work reveals the influence of motivational tools on the attitude and satisfaction of employees in LLC TVK Lvivkholod in light of the results of their research. A survey was conducted to diagnose the solutions used by LLC TVK Lvivkholod to motivate employees, assess their attractiveness, and determine the level of satisfaction that employees experience from performing their tasks.

The total sample size was 20 people. The largest share was made up of persons aged 21-30 years (41%), the rest - under the age of 20 years (4%), 31-40 years (27%), 41-50 years (18%) and over 51 years (10%). Regarding education, the largest group comprised people with higher education (62%), 37% - with secondary education, and 1% - with vocational education.

Motivation and satisfaction are among the most critical aspects of a person's professional position in an organization. The commitment of employees and their identification with the company's goals often depends on the whole company's success. Therefore, employees must treat their organization well and be satisfied.

The share of personnel who are satisfied with their work at LLC TVK Lvivkholod is shown in Figure 1.

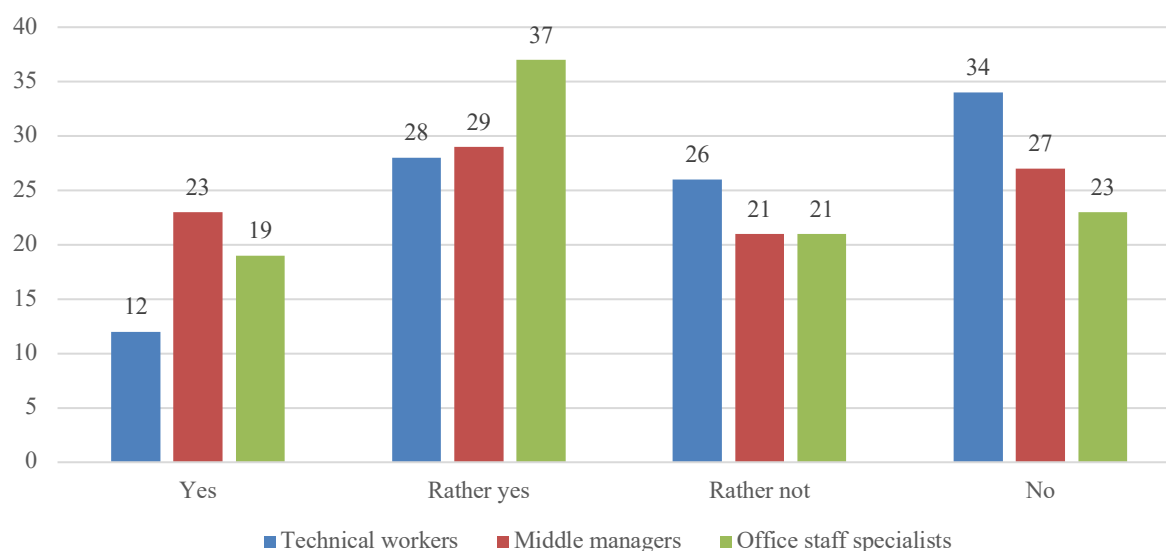


Figure 1. Share of personnel who are satisfied with their work at LLC TVK Lvivkholod, %

Source: developed by the authors

Among technical workers, the highest percentage of those who answered «rather no» and «no» indicates potential problems in the motivation and working conditions of this category of personnel. Middle managers show a higher level of satisfaction than technical workers, but a significant proportion of those are not fully satisfied with their work. Office staff specialists demonstrate the highest level of satisfaction among all categories.

Low levels of satisfaction can be associated with such factors as low wages, difficult working conditions, lack of opportunities for professional growth, and insufficient assessment of their contribution to the company's work.

For middle managers, despite relatively high satisfaction levels, there is potential for improvement. Possible causes of dissatisfaction include heavy workload, lack of autonomy in decision-making, and lack of a clear motivation system.

For office staff specialists, the highest level of satisfaction is associated with the following factors: comfortable working conditions, opportunities for professional development, good relations with the team, conclusions, and recommendations.

Based on the study results, it is necessary to develop a set of measures to increase staff satisfaction. For technical workers, it is worth reviewing the remuneration system, improving working conditions, developing training and development programs, and introducing a system of motivation based on work results. For middle managers, you need to pay attention to delegating authority, developing a motivation system that considers the achievement of team goals, and conducting training on personnel management. For office staff specialists, it is necessary to maintain the existing level of satisfaction by further developing the company and creating a positive working environment.

Job satisfaction is undoubtedly highly dependent on the motivation system. Therefore, managers must choose the appropriate motivational factors (Fig. 2).

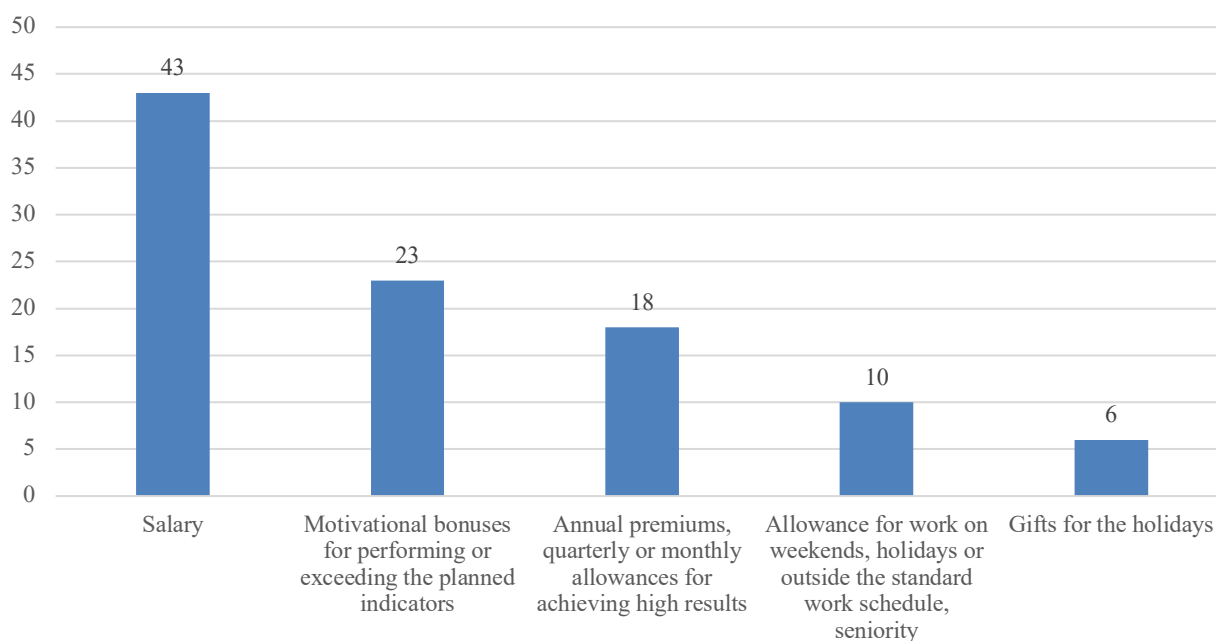


Figure 2. Material factors of motivation, which are most often used at LLC TVK Lvivkholod, %

Source: developed by the authors

According to the data obtained, it is possible to analyze the popularity of material motivation factors in the enterprise. Wages are the most significant motivation factor that received the highest rating, indicating that the basic income level is a key element in workers' satisfaction and motivation to work. Motivational bonuses for implementing or over-fulfilling planned indicators are the second most crucial factor. Indicates that performance incentives effectively encourage employees to achieve higher performance. Annual premiums and quarterly or monthly allowances for achieving high results are the third most popular factors. Regular bonuses and allowances are also valued, although they are less influential than basic wages and incentive bonuses. The allowance for work on weekends, holidays, or outside the standard work schedule and the length of service are less significant factors. Workers may rarely encounter such conditions, which makes it less attractive. Gifts for the holidays - the least popular factor of motivation. Employees consider it pleasant but not significant enough compared to other material incentives.

The main emphasis in the motivation system at LLC TVK Lvivkholod should be on competitive wages and an effective bonus system. To increase motivation, it is necessary to consider improving reward programs for achievements, such as bonuses or additional allowances. Less significant factors at LLC TVK Lvivkholod may serve as additional incentives, but they should not be prioritized.

The creation by the leaders of LLC TVK Lvivkholod of an appropriate motivation system and the selection of proper motivational tools is a prerequisite for employees to be satisfied with their work.

Employees differently evaluate the motivation system operating in their organization (Fig. 3).

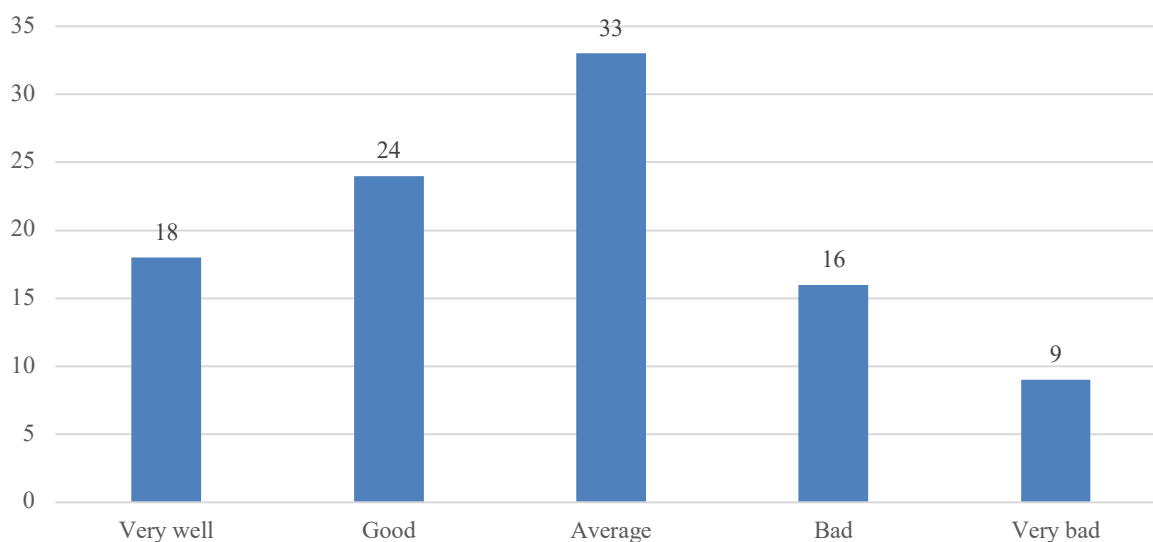


Figure 3. Evaluation of the motivation system operating at LLC TVK Lvivkholod, %

Source: developed by the authors

Consequently, a small part of LLC TVK Lvivkholod employees consider the motivation system excellent, indicating its effectiveness for specific categories of employees. A quarter of employees are satisfied with the motivation system but do not consider it ideal. They work well, but certain aspects need improvement. The largest

share of LLC TVK Lvivkholod employees evaluates the motivation system as «average». It signals that the system does not cause significant admiration or significant discontent but needs to be improved. Many employees are dissatisfied with the existing motivation system, which may indicate problems in its implementation or injustice. Some LLC TVK Lvivkholod employees evaluate the motivation system as extremely unsatisfactory. It suggests that there are serious problems for this group of employees.

Overall, the majority of employees of LLC TVK Lvivkholod (57%) rate the motivation system as «average» or good, but 25% rate it as «bad» or «very bad». To increase the effectiveness of the motivation system at LLC TVK Lvivkholod, it is necessary to identify and solve problems that cause dissatisfaction among a specific part of employees, to increase the transparency and fairness of the motivation system, to focus on the most important motivational factors (for example, salary increases or bonuses for achievements).

The tools of material motivation, which are the most stimulating for employees of LLC TVK Lvivkholod, are shown in Figure 4.

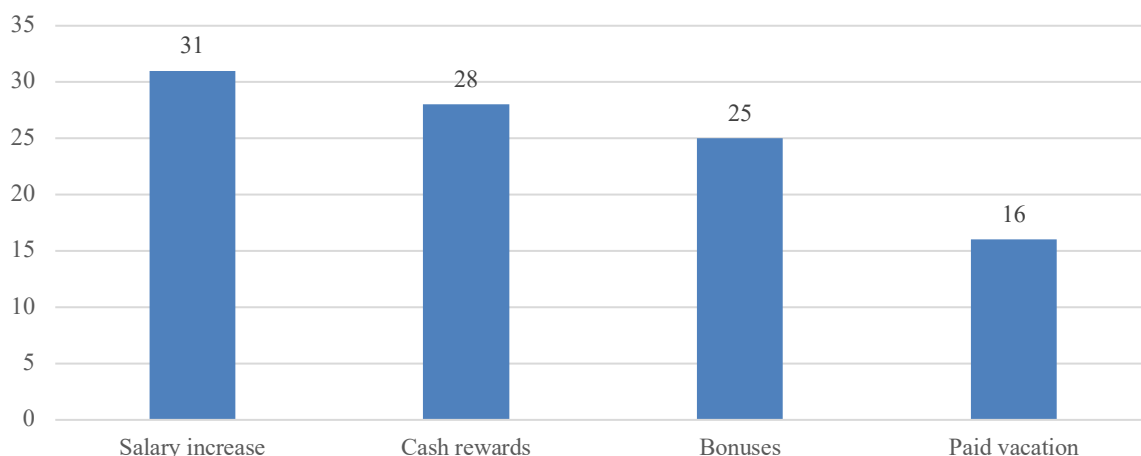


Figure 4. Tools of material motivation, which are the most stimulating for employees to work, %

Source: developed by the authors

The salary increase at LLC TVK Lvivkholod is the most powerful incentive, as it provides long-term financial stability and reflects the value of the employee to the enterprise. Cash rewards reward employees of LLC TVK Lvivkholod for specific achievements or results, creating a sense of fair reward for their efforts. Bonuses significantly impact motivation, especially if they are associated with the implementation or overfulfillment of planned indicators.

Paid leave is a less frequent but vital incentive to maintain a balance between work and personal life and the general well-being of LLC TVK Lvivkholod employees.

Salary increases and cash rewards motivate employees of LLC TVK Lvivkholod the most and should be key elements of the motivation policy. Premiums also effectively stimulate performance and can be used to reward specific outcomes. Paid leave helps to reduce the risk of burnout and increase loyalty to the company.

At LLC TVK Lvivkholod, it is important to introduce a regular review of wages based on performance and market conditions, to introduce a transparent system of cash

rewards and bonuses that motivates employees to achieve high rates, to ensure that employees can use paid leave without difficulties, which will improve satisfaction and productivity.

The most crucial question in terms of employee motivation is how they feel about this motivation (Fig. 5).

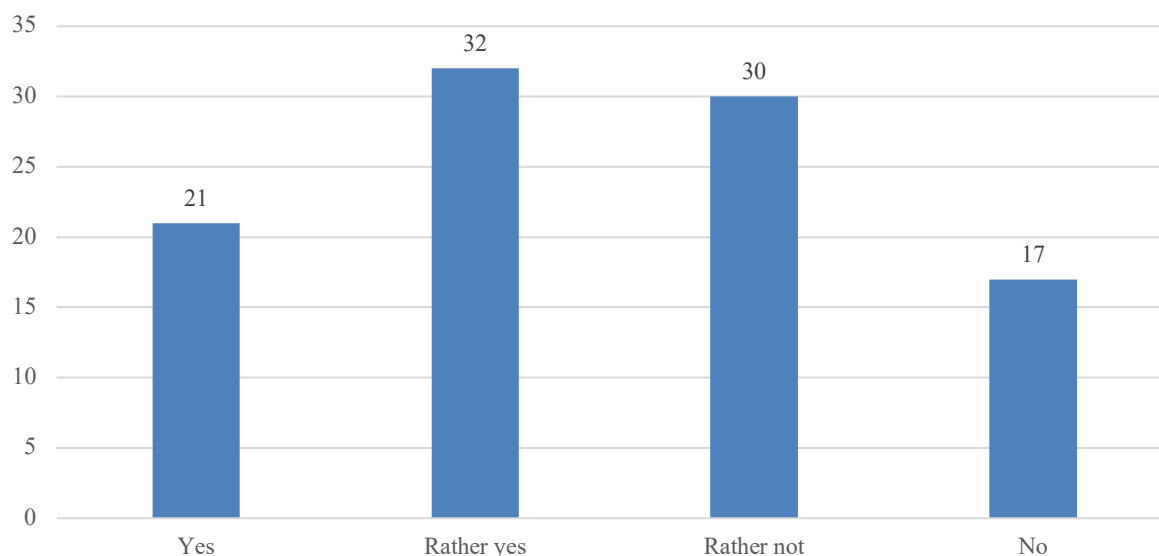


Figure 5. The attitude of employees to this system of motivation at the enterprise, %

Source: developed by the authors

The survey results show that among the employees of LLC TVK Lvivkholod, the prevailing opinion is that they feel motivated to work.

The attitude of employees to the existing motivation system at LLC TVK Lvivkholod looks like this:

- regarding a positive attitude (yes + rather yes), 21% of employees are delighted with the motivation system, and 32% are inclined to perceive the system positively. However, they may have some comments or suggestions for improvement;
- as for the negative attitude (rather no + no), 30% of employees are somewhat dissatisfied with the system, which may indicate the presence of certain shortcomings or non-compliance with their expectations, and 17% are categorically dissatisfied, which requires an immediate analysis of the reasons.

The motivation system at LLC TVK Lvivkholod positively impacts most employees (53%), but almost half (47%) express dissatisfaction, which is a significant signal for change.

The most significant proportion of dissatisfied employees (30%) are in the «transition zone» (rather not), which means that they can be attracted to a positive perception, provided that approaches are improved.

At LLC TVK Lvivkholod, it is essential to conduct surveys or interviews with employees to understand better the reasons for their dissatisfaction (unfairness of rewards, lack of incentives, lack of transparency, etc.), review the current system of motivation, taking into account feedback from employees, and make adjustments, for example, to ensure a more equitable distribution of premiums or introduce additional

incentives, increase transparency and communication, explaining the principles of motivation, criteria for calculating premiums and other essential aspects.

To effectively motivate employees, it is necessary to introduce an appropriate motivation system at LLC TVK Lvivkholod. For the motivation system to be effective, it must be adapted to the capabilities of LLC TVK Lvivkholod and employees' individual needs and expectations. It is the needs that control the actions of workers, control their activity, and make some elements attractive to them, while others do not.

Discussion. The findings of the study conducted at LLC TVK Lvivkholod provide a meaningful contribution to understanding how different motivational tools influence employee satisfaction across various categories of personnel. The analysis confirms that motivation and job satisfaction are closely intertwined and that material incentives play a dominant role in shaping employee attitudes. Competitive wages, performance-based bonuses, and cash rewards emerge as the most significant factors contributing to satisfaction. These tools fulfill fundamental financial needs while also recognizing employee contributions, thus enhancing morale and encouraging performance.

The differentiation in satisfaction levels among technical staff, middle managers, and office specialists' points to the necessity of a more segmented approach to motivational strategies. Technical workers, who reported the highest dissatisfaction, often face demanding physical conditions and fewer opportunities for development. This indicates that non-monetary factors such as working conditions, autonomy, and career progression also play a critical role in shaping their job satisfaction. Meanwhile, office staff showed the highest satisfaction, possibly due to greater access to supportive working environments, professional development, and recognition.

The study also highlights discrepancies in the perception of the current motivation system. While a majority rated the system as average or good, a substantial proportion expressed dissatisfaction, particularly among those in the "transition zone" of opinion. This suggests a gap between management's intentions and employee expectations. It underscores the importance of continuous feedback mechanisms, transparency in performance evaluation, and consistent communication about incentive structures. Addressing these concerns could significantly enhance the effectiveness of the motivation system.

Furthermore, the findings reflect the role of motivational tools in building organizational loyalty. Employees who feel fairly rewarded tend to exhibit higher engagement, reduced turnover intention, and a stronger identification with organizational goals. However, for motivation systems to remain effective, they must be dynamic and adaptable. Organizations must regularly assess employee needs and market conditions to ensure that their incentive structures are competitive and responsive.

The emphasis on material motivators in this study does not undermine the importance of intrinsic motivation. While the research focused primarily on tangible incentives, future efforts should also consider psychological aspects such as recognition, career autonomy, and value alignment, which are vital for sustaining long-term commitment.

In summary, the study reinforces the strategic importance of a well-calibrated motivation system in enhancing employee satisfaction. For LLC TVK Lvivkholod and

similar enterprises, adopting a holistic, flexible, and inclusive approach to motivation - one that integrates both financial and non-financial elements—can foster a more motivated, productive, and loyal workforce.

Conclusions. Summarizing the results of the study, it should be noted that creating an appropriate motivational system at LLC TVK Lvivkholod transforms into employee satisfaction with their work and, thus, affects their individual satisfaction. The motivation system is based mainly on the use of material motivators. The most used tools are financial bonuses as well as cash rewards.

Considering the presented study results, it can be concluded that LLC TVK Lvivkholod has effective motivational systems. This is because the most motivational tools are used. In addition to basic wages, financial bonuses, and cash rewards are also used here. It allows employees of LLC TVK Lvivkholod to feel proper motivation to work, as well as the fact that work in the organization is a source of pleasure for them.

An effective motivation system in LLC TVK Lvivkholod should be emphasized as a prerequisite for employees to feel satisfied. It leads to increased dedication and job satisfaction, which, as a result, makes it possible to retain qualified workers at LLC TVK Lvivkholod.

Thus, to effectively motivate employees at LLC TVK Lvivkholod, it is necessary to consider their opinions and attitudes, which will allow managers of LLC TVK Lvivkholod to choose the right motivation tools and, as a result, increase the interest of employees in fulfilling their tasks and contribute to achieving better results. For employees, this, in turn, will be a source of satisfaction from working in LLC TVK Lvivkholod.

Author contributions. The authors contributed equally.

Disclosure statement. The authors do not have any conflict of interest.

References:

1. Aburumman, Z., Arif, L. (2017). Employee voice and job satisfaction: An application of Herzberg's Two-Factor Theory. *International review of management and marketing*, 7(1), 150-156.
2. Cerasoli, C. P., Nicklin, Jessica, M., Ford, Michael, T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year metaanalysis. *Psychological Bulletin*, 140(4), 980–1008.
3. Dahkoul, Z. (2018). The determinants of employees' performance. *Jordanian organizations*. 5(1), 11-17
4. Denysenk, M. P., Yurynets, Z. V. (2022) Formation of teams of specialists and their role in economic development and strategic business management. *Journal of Strategic Economic Studies*, 1, 67–75. (In Ukrainian).
5. Emeka, N., Amaka, O., Ejim, E.P. (2015). The Effect of Employee Motivation on Organizational Performance of Selected Manufacturing Firms in Enugu State. *World Journal of Management and Behavioural Studies*, 3(1), 1-8.
6. Fahriana, C., Sopiah, S. (2022). The influence of work motivation on employees' performance. *Asian Journal of Economics and Business Management*, 1(3), 229-233.
7. Kuswati, Y. (2020). The effects of motivation on employees' performance. Budapest International Research and Critics Institute. *BIRCI Journal*, 3(2), 995-1002.
8. Ndudi, F. et., (2023). The influence of intrinsic and extrinsic motivation in workers' productivity: Empirical Evidence from the construction industry. *Global Journal of Human Resource Management*, 1.11, 2, 96- 112.
9. Rachman, M. (2022). The impact of motivation on performance: The role of organizational commitment. *Journal of Theory and Applied Management*, 15(3), 376-393.
10. Zameer, H., Ali, S., Nisar, W., Amir, M. (2014). The impact of the motivation on the employee's performance in the beverage industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(1), 293- 298.