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## CHARACTERISTICS OF THE MOTIVATION OF IT EMPLOYEES WHO WORK REMOTELY

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With the development of technology and the widespread use of the Internet, employees have the opportunity to choose a convenient type of employment. In this regard, remote work is gaining more and more popularity worldwide, expanding people's opportunities to realize themselves in their favorite profession. According to a study by the Pew Research Center, by 2020, only 6 % of workers globally were expected to work remotely. However, already in 2022, this indicator increased to 25 %, and in 2023, more than 60 % of specialists from various companies around the world chose the remote work mode [1]. According to a study by Upwork, in 2023, there were 73.5 million people working remotely worldwide, and by 2028, their number is expected to increase to 162.3 million.

In Europe, the knowledge, skills, and abilities of teleworkers are most widely used in science and education (19% of employees with remote work experience), business services such as law, auditing, consulting, market

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research – 18 %, programming – 11 %, design – 8 %, translation services – 8 %, and creative professions – 8%. Additionally, a wide range of occupations related to the Internet are highlighted, such as Internet commerce – 12 %, Internet advertising – 10 %, site administration – 10 %, system administration – 7 %, copywriting – 11 %, design, and website layout – 13 % [2].

Among IT specialists, the popularity of remote employment is constantly growing. In recent years, there has been an increase in the number of companies that provide the opportunity for IT workers to work remotely. In pursuit of the best personnel, companies offer increasingly attractive working conditions. However, even so, not all employees are satisfied with their work. This means that companies that want to remain competitive must carefully consider the motivation system for their IT professionals. Proper motivation of employees allows:

- reduce staff turnover;
- attract top employees;
- motivate existing employees;
- improve the quality of project implementation, etc.

Given that motivation is a key factor in achieving high productivity and retaining talented employees, studying the motivational characteristics of telecommuters is an extremely important task. The current employer in the IT field is aware of their dependence on professional employees, and they are ready to motivate and protect the team, taking into account material, social, and career requests [3].

The head of IT-Leaders, B. Kovalevska, presented the results of a study on the motivation of employees during remote work during the quarantine period. According to the findings, after many professionals gained experience working remotely during the pandemic, 40% expressed a desire to avoid returning to office work. Additionally, 41% claimed that their motivation and efficiency increased significantly during the transition to remote work. Since, at that time, there was no system of motivation from companies due to the fragmentation of teams, employees independently searched for information on ways to increase their own motivation and efficiency [4].

Motivation is an internal dynamic state of an individual, determined by the totality of their needs, values, and goals, and manifested in the conscious choice of a specific type of behavior. This state is the result of the influence of various external and internal factors that activate, stimulate, and direct the individual to achieve certain goals. Motivation determines the limits and forms of an individual's activity, contributing to the formation of

motivational guidelines and the conscious choice of a path to meeting one's needs and achieving set goals [5]. The motivation of IT workers who work remotely can be considered taking into account the following:

– *Internal motivation* is the result of the employee's personal values and interests. For IT workers who work remotely, an important internal motivation is a sense of their own uniqueness and significance. They strive for self-realization and creative self-expression.

– *Extrinsic motivation*, on the other hand, is the result of external factors such as wages, working conditions, social recognition, etc. For IT employees who work remotely, significant external motivations include a flexible work schedule, the possibility of self-organization and self-control, as well as positive feedback from the team leader or CTO, promotions, etc.

Remote work can lead to feelings of social isolation and loneliness. Therefore, understanding the impact of these factors on employee motivation is important.

For IT workers, the most important needs include the desire to achieve professional and personal growth, the implementation of creative ideas, interest, and benefit from participating in projects, satisfaction with the work process itself, the desire to receive recognition for one's achievements, as well as the desire to work in a friendly and qualified team.

At the same time, social interaction is less in demand for IT professionals. As a rule, they strive for independent work, not feeling the need for constant control and feedback from management.

Material motivation is one of the most important factors affecting the satisfaction of IT specialists with their work. It includes:

– *Salary* — IT professionals usually receive a high salary, but their satisfaction depends on whether it meets their expectations.

– *Bonuses* are additional incentives for IT specialists, which can be paid for achieving certain goals, successfully completing projects, etc.

– *Stock options* give IT professionals the opportunity to become part owners of the company, serving as an additional incentive for their motivation.

No less important is the factor for the satisfaction of IT specialists with their work, which is intangible motivation. It includes:

– *Security* is social insurance, medical insurance, compensation for training and development expenses, etc.

– *Comfort* is a comfortable workplace, a flexible work schedule, the possibility to work remotely, etc.

– *Development* is opportunities for training and professional development, participation in conferences, etc.

Some IT companies offer their employees non-standard «perks» or benefits, which can serve as additional motivation factors, for example:

- Apple pays employees who have «paused» their favorable age for having children for a career, covering the process of freezing and storing eggs.
- Google provides parental leave and cash compensation after having children. Death benefits are also available: the widow or widower will receive 50% of the former employee's salary for 10 years.
- Nike prioritizes employee mental health by offering additional time off to reduce stress [6].

These examples show that companies working in IT are increasingly aware of the importance of creating a favorable working environment for their employees. They offer a variety of tangible and intangible incentives to attract and retain the best IT professionals.

So, the motivation of employees who work remotely has a number of features that distinguish it from the motivation of employees who work in the office. These features include:

- lack of direct contact with colleagues and the manager, which can lead to a feeling of isolation, a reduced sense of belonging to the team, and a loss of motivation to work;
- the need to independently plan working hours and organize the workplace, which can be a challenging task for some employees, especially for those who do not have remote work experience;
- lack of control on the part of the manager, which can lead to a decrease in labor productivity and an increase in the possibility of evading duties, etc.

To effectively motivate teleworkers, it is necessary to take into account their characteristics and apply methods that meet their needs. This will allow companies to optimize working conditions and increase employee satisfaction and productivity.

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## МЕТОДИ ВИБОРУ ІННОВАЦІЙНОЇ СТРАТЕГІЇ В ПІДПРИЄМСТВАХ ТОРГІВЛІ

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У ринковій економіці успішна діяльність кожного підприємства нерозривно пов'язана з його інноваційною діяльністю та інноваційною стратегією.

Головною метою інноваційної діяльності торговельних підприємств є створення нового продукту (послуги) та максимізація прибутку від їхньої реалізації. Слід зазначити, що інновації здебільшого пов'язані із суттєвими або радикальними змінами в роботі підприємства, тому завжди містять значний ризик отримання втрат від застосування інноваційних рішень чи впровадження інноваційного продукту [1, с. 45].

Незважаючи на те, що торгівлю вважають галуззю, яка має невисокий інноваційний потенціал (якщо порівнювати з високотехнологічними підприємствами), на сучасному етапі її розвитку з цим твердженням можна посперечатися. У торговельну галузь активно вступають передові технології торгівлі та маркетингу, різноманітні інформаційні, технічні та технологічні інноваційні проекти розвитку, які докорінним чином змінюють традиційне уявлення про торговельний бізнес [2, с. 32].