

# MANAGEMENT ACTIVITIES TO MOTIVATE AND ESTABLISH EMPLOYEE LOYALTY

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## ABSTRACT

The work examines modern strategies and management approaches aimed at increasing the level of motivation and establishing the loyalty of personnel in organisations. An analysis of the integrated management activity model, which is specially adapted to achieve maximum efficiency in the context of employee motivation and loyalty, was carried out. The main focus of the research is on the role of leadership in creating a favourable working environment and forming a positive working atmosphere. The author also considered modern management technologies that simplify motivation processes and ensure transparency in the interaction between management and staff. The literature review and the analysis of the integrated model help to reveal the key aspects and principles that underlie the successful management of employee motivation and loyalty in modern organisations. The article's conclusions serve as a basis for further research and development of personnel management strategies.

KEYWORDS: *motivation, loyalty, leadership.*

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## Introduction

In today's dynamic economic field, where competition is extremely high, managers of organisations should value highly the role of management activities for motivating and establishing employee loyalty. This approach ensures not only the effectiveness of the team, but also the creation of a sustainable and competitive organisational culture. In this context, it is essential not only to consider standard methods of motivation, but also to develop integrated management models that consider the organisation's cultural characteristics. Such models should contribute to maintaining a high level of work efficiency, and the formation of close relationships between employees and management.

The relevance of the research is determined by the modern challenges of the economic environment, where high competition requires managers of organisations to use effective strategies to motivate and establish staff loyalty (Paais et al., 2020; Schunk et al., 2020; Khuong et al., 2020). Considering the dynamic changes in the modern organisational environment, the research aims to develop an integrated model of managerial activity, focused on optimising motivational strategies and forming a sustainable organisational culture.

Given the high level of competition, it is essential not only to consider traditional methods of motivation, but also to develop innovative management strategies that consider the organisation's cultural characteristics. The problem considered by the study is constant change in the management environment, where leaders must adapt to rapidly changing technological and socio-cultural trends. Such changes can cause a gap between employees' expectations and the real possibilities of managerial activity. In addition, there is a need

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to balance traditional leadership methods and new approaches, to ensure maximum effectiveness in creating a positive work environment.

The goals of the study are:

- to carry out a review of modern trends in motivation management, in particular, the analysis of strategy and methods of personnel management in conditions of high competition, and the determination of factors affecting the effectiveness of the work team;
- to overview the process of forming employee loyalty in organisations, and its relationship with management activities and the level of staff loyalty, as well as determining the factors that shape employee loyalty;
- to consider an integrated model of management activity designed to motivate and establish staff loyalty, and a description of each element;
- to analyse opportunities and challenges in implementing the developed model in various spheres of social activity.

The purpose of the study is to identify the critical dimensions of managerial activity that contribute to the motivation and establishment of staff loyalty, and to determine their impact on the organisation's overall success. The object of the work is managerial activity in organisations, and the focus is on motivating and affirming employees' loyalty. The study aims to consider an integrated management activity model specially designed for the most effective motivation and establishment of staff loyalty.

The research used a literature review to determine current trends and concepts in management, motivation and employee loyalty, based on an analysis of scientific sources and publications to analyse factors that affect the effectiveness of personnel management. The author conducted a descriptive analysis of the main principles and components of management activities for motivating and establishing employees' loyalty, and summarised information from various scientific sources. The results are presented in tables for the systematisation of the obtained data. Based on system analysis and modelling results, an integrated management model was developed, to increase motivation and establish staff loyalty. An analysis of literary sources and a case analysis were used to adapt the proposed integrated model of management activity for motivation and affirmation of loyalty in various industries and types of organisations. One of the main elements of adaptation is the analysis of opportunities and obstacles that may arise during the implementation of the model in specific industries. The paper analyses the specifics of industries such as information technology, manufacturing, the financial sector, education, medicine and the food industry, to justify the adaptation of the model, taking into account the peculiarities of various spheres of activity.

The study results indicate the importance of an integrated approach to personnel management to creating an effective system of motivation and establishing loyalty, which takes into account the unique characteristics of employees and contributes to the organisation's overall success.

## 1. Results

### 1.1. Overview of modern trends in motivation management

Modern trends in motivation management in organisations today reflect significant changes in approaches to motivating and supporting employees. Studying such trends is an essential element for building effective personnel management strategies. Table 1 reviews current trends in motivation management in organisations that reflect considerable change and evolution in ideas about motivating and supporting employees.

Table 1. Modern trends in employee motivation in organisations

№	Trend	Characteristic
1.	Individualisation of motivation (Skhirtladze et al., 2019)	Modern organisations increasingly recognise the uniqueness of each employee, and try to create individual approaches to motivation. This approach can include personalised development plans, flexible reward systems, and other individually oriented strategies
2.	Involvement of managers of employees in managing their motivation process (Frayne et al., 2000)	Development of independence and initiative of employees in defining and achieving their personal and professional goals, and creating conditions for self-realisation, the development of initiative, and involvement in decision-making processes related to their work and development
3.	Technological innovations (Bulut et al., 2013)	The manager's use of motivation management technologies, such as goal setting and tracking programmes, training and development platforms, and other tools that simplify management processes and provide transparency. Such technologies are becoming necessary in rapid and global information development conditions
4.	Leadership and culture development (Wuryani et al., 2021)	Abandoning a traditional (vertical) management style favours stimulating and supportive leadership: forming a corporate culture aimed at interaction, recognition and development
5.	Adaptability to change (van Dam, 2012)	Given the speed of change in organisations and technologies, modern motivation strategies require companies to be adaptable and willing to change approaches to new realities. Organisations must be ready to change approaches quickly and implement new strategies to support individual and collective employee motivations
6.	Focus on emotional intelligence and collaboration (Hejase et al., 2017)	In today's organisational environment, where an emphasis is placed on human interactions and collective effectiveness, the importance of emotional intelligence and the ability to collaborate between employees and managers becomes an essential component of successful management

Source: Compiled by the author

A modern approach to motivation management recognises that each employee is unique and has ambitions, goals and needs. Organisations are increasingly moving from general motivation strategies to individually oriented approaches that consider each employee's characteristics and personal factors. An employee engagement approach to self-motivation management not only contributes to the development of individual employee skills, but also creates a positive organisational culture, where a high level of employee self-realisation affects the team's overall success. Technologies simplify routine tasks and provide new opportunities for staff development and support. Modern management is transformed under the influence of the rapid development of technologies and changes in society. One factor in this transformational process is a shift away from hierarchical structures and transparent chains of command in management to an emphasis on developing leadership that motivates and supports employees. Flexibility and openness to innovation are essential for adaptability in managerial motivation strategies. Understanding the importance of emotional intelligence and the ability to cooperate in building positive and effective relationships between employees and the manager forms the high performance of the staff and the organisation.

The directions described defining the modern approach to motivation management reflect profound shifts in the management paradigm, designed to respond to the challenges of the modern world and ensure sustainable development and high productivity of teams. A general characteristic of modern trends in the context of employee motivation management is the transition from standard approaches to more flexible and individualised strategies aimed at meeting the needs and expectations of diverse personnel.

## 1.2. Overview of the process of forming employee loyalty in organisations

One of the indicators of an effective team is a high level of employee loyalty. The development of staff loyalty ensures the profitability and competitiveness of the business entity and it is the manager's task to aim at effective activity.

Retaining loyal employees can reduce employee turnover in the organisation, as they intend to stay with it for the long term (Omar et al., 2010). The formation of a high level of staff loyalty by the manager ensures the efficiency of the organisation and its competitiveness in the economic environment. Employee loyalty exists in a company where employees believe in its goals, embrace them, work for the common good, and want to stay with it (Antoncic et al., 2011). The manager's orientation of his employees to the achievement of organisational tasks is determined by the degree of clarity of employees' understanding of the organisation's mission. The loyalty of the staff to the organisation depends on the manager's loyalty to the employees; that is, it is a two-way process (Powers, 2000). Therefore, studying the process of loyalty formation and its implementation in the organisation is an essential task for the manager. Table 2 shows the parts of the process of forming employee loyalty.

Table 2. Components included in the process of forming employee loyalty

№	Component	Characteristic
1.	Creating a positive working environment (Raziq et al., 2015)	A comprehensive approach taking into account the physical and psychological well-being of employees, which includes ensuring comfortable and ergonomic working conditions, creating a positive atmosphere and collective spirit, and developing a culture of mutual support and occupational safety. Also an essential element is providing space for creativity and the development of staff, as well as openness to requests and wishes of employees
2.	The development of effective leadership in the organisation (Ching-Hsiang, 2010)	A necessary component of creating a favourable environment for the growth and development of employees. The professional development of leaders involves the implementation of a system of training and seminars that contribute to the improvement of leadership skills and the improvement of management qualifications. Mentoring and coaching create opportunities for the transfer of experience and the development of individual leadership potential
3.	Professional growth development (Bai et al., 2018; Shuck et al., 2013)	Implementing this process includes several strategies and initiatives aimed at providing employees with opportunities for the continuous improvement of their skills and professional growth
4.	Recognition and rewarding employees (Prashanth et al., 2022; Capizzi et al., 2005)	Organisations that aim at creating effective recognition strategies are able to positively influence the work process and create favourable conditions for the growth of each employee
5.	Ensuring equality and fairness in the work environment (Hareendrakumar et al., 2020)	Such principles contribute to a high degree of mutual respect and trust among employees, which in turn contributes to strengthening their loyalty to the organisation
6.	The support of individual values (Simpson et al., 2015)	Understanding and paying attention to employees' individual values supports their uniqueness and unlocks their potential. A successful organisation creates conditions for the expression and recognition of the individuality of each employee
7.	The organisation's team spirit formation (Blair et al., 2003)	A set of activities aimed at creating a favourable environment for collective interaction and development of team projects and activities
8.	Involvement of employees in strategic decision-making processes (Fischer, 2003)	The ability of employees to participate in decision-making helps to improve mutual understanding and solve problems at different levels, and helps to create a sense of self-importance for each team member

Source: Compiled by the author

A positive working environment not only helps create conditions for employees' physical and emotional comfort, but also affects their productivity and involvement in the company's activities. The result is the formation of a positive working environment, which contributes to increasing the level of loyalty of employees to the organisation.

Creating open communication between management and employees, encouraging feedback and sharing ideas promotes mutual understanding and improves communication. Defining global goals and vision together with management, and ensuring honesty and integrity through the implementation of ethical standards, determine the company's strategic course. Effective leadership is critical to organisational success, because it creates and maintains a positive culture that fosters employee loyalty. Continuous assessment and reporting provide an effective mechanism to monitor employees' progress in developing their skills, and provide opportunities to adjust and adapt training programmes. Regular events that highlight employee achievements create a positive competitive environment. Thanks given publicly or through an internal communication system create an atmosphere of mutual respect. Regular discussions of achievements and opportunities for improvement contribute to employee development, allowing employees to see their contribution to the overall success of the company. Awards for achievements and professional growth open up career development paths for employees. Ensuring equal conditions for all employees is an ethical norm and a strategic approach to building an effective and highly productive team. Honesty and transparency in interaction with the team create a basis for trust between all the organisation's participants. Creating mechanisms to exchange information and help resolve conflict situations is essential. Facilitating self-expression and recognising individual achievements is essential for building identification with the organisation. Developing a culture that supports individual values can include activities that help employees identify and share their values and proactively encourage and recognise diversity within the team. Promoting a sense of belonging and importance in the team strengthens the positive effect on the efficiency and loyalty of employees. Creating an atmosphere of mutual help and support is an element of team spirit formation. Management should actively encourage collaboration and exchange of ideas among employees. Such activities may include conducting special events that promote communication. The active development of team initiatives and projects contributes to the formation of a team spirit. Joint work on projects allows employees to interact and solve tasks together, and promotes mutual understanding. Involvement in strategic decision-making processes also includes taking into account the opinions and initiatives of employees in the formation of organisational policies. Considering various points of view and ideas contributes to forming a flexible and adaptive organisational culture. It makes them more active participants in the company's life, and creates optimal conditions for solving problems through collective efforts and the use of various perspectives in making strategic decisions.

The practices described are part of the loyalty formation process; that is, they aim to create conditions under which employees feel a sense of belonging, satisfaction and equality in the working environment, which supports employee retention in the company for a long time, and increases the overall level of loyalty.

### 1.3. An integrated model of management activity for motivation and confirmation of loyalty

Effective personnel management is a critical factor in achieving organisational success in today's economic environment. In order to provide structure and systematicity to management processes, there is a need for integrated models that combine various aspects of management (Domingues et al., 2014; Almeida et al., 2014). An integrated model of management activities for motivating and establishing loyalty is an essential tool for companies focused on achieving high productivity and retaining talented personnel. In this context, such a model not only contributes to the optimisation of management practices, but also creates a favourable atmosphere for the development of a positive corporate culture, which in turn contributes to increasing the motivation and loyalty of employees. Figure 1 presents a template of an integrated model of management activity aimed at increasing motivation and establishing the loyalty of an organisation's employees.

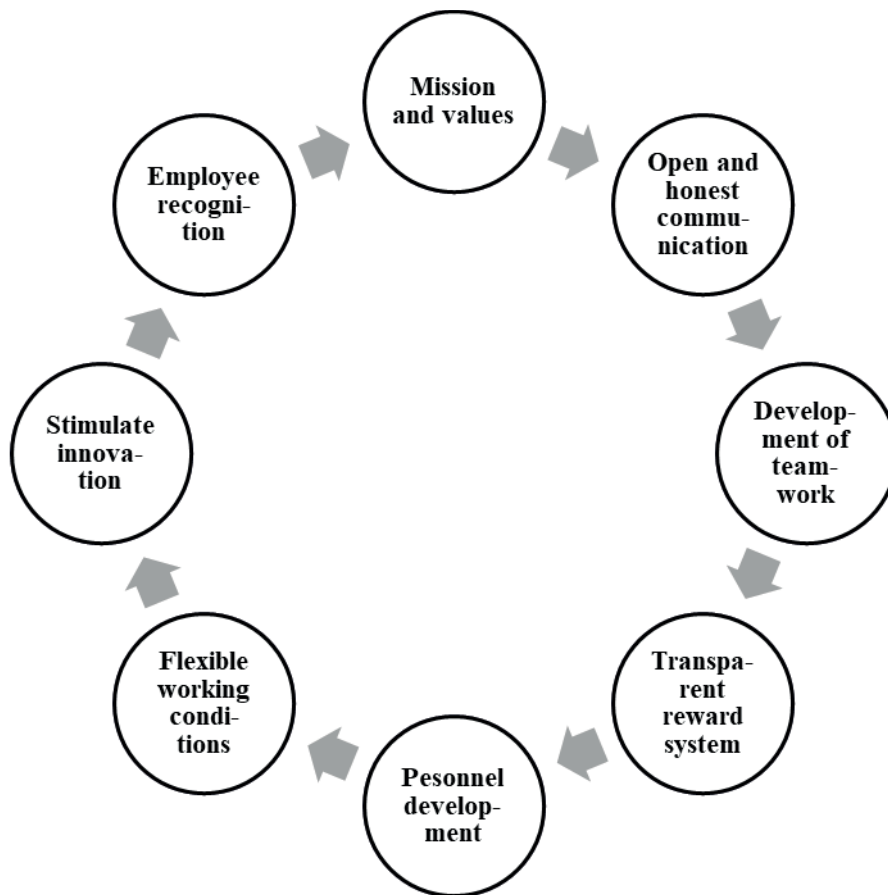


Figure 1. An integrated model of management activity for motivation and confirmation of loyalty

Source: Compiled by the author

In the practice of management, defining values and missions is the main stage of forming the organisation's strategic course. Such values are the basis for decision-making and management of all enterprise activities. The values and mission reflect the general principles that shape an organisation's internal and external activities (Cady et al., 2011). Values are a moral compass that determines the character and direction of the firm. Based on the defined values, the basis for open and honest communication within the organisation is formed, a two-way process that promotes mutual understanding and inclusion of employees in the company's life (Men, 2014). The organisation maintains great internal trust and cooperation by ensuring the transparent exchange of ideas, impressions and feedback. Creating a framework for effective communication, values and a mission provides a framework for teamwork. Encouraging collaboration and allowing employees to contribute to joint tasks is essential (Gallie et al., 2010). By facilitating the formation of teams, an organisation creates conditions for the creative exchange of ideas and the development of a culture of mutual assistance. Performance management is based on a clear and transparent evaluation and reward system. Employees must understand clearly how their contributions are valued, creating the motivation to achieve good results and promoting staff loyalty (Murphy, 2015). Transparency in this context promotes fairness and an understanding of the relationship between effort and reward. The evaluation and reward system determines the basis for the further development of employees (Biesalski et al., 2005). The availability of opportunities for education, training and professional growth becomes part of establishing employees and maintaining their loyalty. The provision of flexible working conditions considers individual needs and helps create a balance between employees' professional and personal lives (Austin-Egole et al., 2020). Flexibility allows employees to adjust

their schedules and work conditions, creating good conditions for productivity. Flexible working conditions foster a creative environment, which is necessary for stimulating innovation and ground-breaking ideas. By offering space for creativity, the organisation becomes a platform for the development of new approaches and solutions (Kozioł-Nadolna, 2020). An innovative culture strengthens a culture of recognition, where each employee feels his importance and the importance of his contribution to the realisation of organisational tasks (Brun et al., 2008). The organisation builds a solid and motivated team by providing recognition for achievements and by stimulating creativity. The connection between the recognition culture and the definition of an organisation's values and mission is that these two components interact and influence each other, contributing to forming a favourable work environment and establishing employee loyalty. Therefore, the interaction of these elements contributes to forming a coherent corporate culture, which contributes to the motivation of employees, their development, and the establishment of loyalty.

The presented template of the integrated model considers essential elements of management activities to increase motivation and establish the loyalty of an organisation's employees. It can serve as a basis for the further development of a practical management model in the context of a specific organisation. The elements in the integrated management activity model template do not necessarily have to follow each other in this order in an actual management situation. Figure 1 presents a sequential description of the elements of the model, which helps to understand their interrelationship and logic in the context of managerial activities to motivate and establish employee loyalty. In a natural organisational environment, there may be a parallel or iterative process of implementing different aspects of the model.

#### 1.4. Opportunities and challenges of implementing an integrated model of management activity to motivate and establish loyalty in various spheres of social activity

In order to adapt the proposed integrated model of managerial activity to motivate and establish loyalty in various industries and types of organisation, it is necessary to determine how the integrated model can function effectively in various spheres of activity. One essential aspect of adapting the integrated model is the analysis of opportunities and obstacles that may arise during the implementation of the model in specific industries. The impact of the specifics of the field of activity, such as market conditions and competition, as well as the specifics of the working staff, creates the specificity of adapting the proposed integrated model to the organisation's activities. The work analysed the specifics of the following fields of activity: the information technology industry (Yatin et al., 2018), production (Nurim et al., 2019), the financial sector (Kurronen, 2012), education (Kafia et al., 2023), medicine (General Medical Council, 2013) and food industry (Albala et al., 2007). Table 3 shows the opportunities and challenges of implementing the proposed integrated management activity model for motivation and establishing loyalty in various spheres of social activity, considering the specifics of a particular sphere.

An integrated management activity model for motivating and establishing loyalty in various spheres of social activity can be effectively adapted to each sector's specific requirements and characteristics. In information technology (IT), the model allows you to provide personnel with a convenient toolkit for achieving goals. In production, the model aims to optimise processes and motivate employees to achieve production goals. The internal incentive system contributes to improving product quality and overall productivity. The financial sector uses the model to create a competitive environment, stimulating professionals to achieve financial goals and provide quality services. In education, the model promotes active interaction between teachers and students, personalising learning and promoting the development of creativity. In medicine, the model aims to increase the efficiency of medical personnel and achieve high standards of medical services. In the food industry, the model stimulates the creativity of chefs and staff, promoting high-quality service and culinary innovation. In each industry, the integrated model helps to create individual strategies for motivation and establishing loyalty, taking into account the specifics and requirements of the public activity sector.

*Table 3. Opportunities and challenges of implementing an integrated model of management activity to motivate and establish loyalty in various spheres of social activity*

Opportunities	Challenges
<b>1. Information technology (IT)</b>	
In the IT industry, managers can effectively implement an integrated model thanks to a high degree of automation and the availability of modern technologies. The IT sphere provides convenient monitoring and analysis of employee productivity	The large amount of data and the rapid variability of the field may require constant updating of the model. Also, it is necessary to consider the staff's resistance to innovation
<b>2. Production</b>	
The model can help optimise production processes, motivating workers to achieve goals and reduce failure	The presence of manual labour can make it more difficult to define clear performance metrics. Some workflows may require an individual approach, making standardisation difficult
<b>3. The financial sector</b>	
The model can contribute to healthy competition between specialists and stimulate them to achieve financial goals	The high level of confidentiality and the need to comply with regulatory requirements can complicate the implementation of the model
<b>4. Education</b>	
In education, the model can improve interaction between teachers and students, promote active participation, and increase the quality of education	Various learning needs and approaches may require the model to be flexible and adaptable to different teaching styles
<b>5. Medicine</b>	
In medicine, the model can contribute to increasing the efficiency of medical personnel, stimulating them to achieve high standards in providing medical services	Ensuring patient privacy and complying with data security requirements may create challenges for adapting the proposed integrated model
<b>6. The food industry</b>	
In this industry, the model can encourage chefs and waiting staff to be creative and provide high-quality service	Seasonality and demand variability can affect performance. Having a variety of roles, from restaurant workers to management, may require individual approaches

*Source:* Compiled by the author

The implementation of an integrated model of management activity for motivation and establishing loyalty in various spheres of social activity faces numerous challenges that vary, depending on the sphere. In the information technology (IT) field, it is essential to consider the large amount of data and the rapid change of the environment, which may require constant updating of the model. At the same time, the staff's resistance to innovation also needs attention. In manufacturing, manual labour can make it difficult to define clear performance indicators, and some work processes may require an individual approach, making standardisation difficult. In the financial sector, the high level of confidentiality and the need to comply with regulatory requirements can complicate the implementation of the model. In education, it is essential to consider different learning needs and approaches, which may require flexibility and the adaptability of the model to different teaching styles. Patient privacy and data security compliance in medicine pose challenges for adapting the proposed integrated model. In the food industry, seasonality and demand variability can affect the model's performance, and the variety of roles can require individual approaches.

Studying certain areas where managers can successfully use the integrated model provides valuable conclusions and recommendations for other industries. Organisations that implement the model can be the subject of further research to identify critical success factors and challenges. Therefore, the analysis of the



adaptation of the integrated model of managerial activity in various fields, with an emphasis on the opportunities and challenges of its implementation, reveals important issues aimed at achieving optimal results in managing employee motivation and loyalty.

## 2. Discussion

The proposed template of the integrated model of managerial activity represents a comprehensive approach to solving the tasks of motivation and establishing the loyalty of employees. One of the main advantages of the proposed scale of the model is the integration of all control elements into a single complex. This creates a harmonious environment where the elements interact and complement each other. With the help of this approach to management, the efficiency of the work process is achieved, and a sustainable and competitive organisational culture is formed. The next advantage is the universality of the model, which can be adapted for different industries and types of organisations, which allows for taking into account the specific features of each sector and implementing the model, taking into account individual needs.

However, when considering the model's feasibility, it is essential to identify potential challenges. One is the need to change the corporate cultural climate and train personnel for new management methods. Another challenge may be the need for the training and development of personnel to understand and use the model correctly. However, such costs can be justified, because they are invested in creating an effective and motivating work environment.

## Conclusion

The importance of a complex and integrated approach to personnel management to achieve high motivation and establish loyalty in an organisation is undeniable. Organisations that successfully implement such approaches can count on the support of highly professional and dedicated employees, which affects their contribution to the company's overall success. The results of the study indicate that the creation of an effective system of motivation and establishing loyalty requires attention to several elements, such as the stimulation of the personal and professional growth of employees, the development of leadership qualities in management, the formation of a positive corporate culture, as well as taking into account the individual characteristics of employees, their needs and values.

Integrated management models must be flexible and adaptable, in order to consider each employee's unique characteristics. The importance of the proposed template of the integrated management model for motivating and establishing employee loyalty lies in its ability to provide a comprehensive approach to personnel management, covering various elements, from defining the mission and goals and developing employees, to creating a positive organisational atmosphere. The described template focuses on employees' individual needs and motivational factors, contributing to balanced and effective personnel management. Also, it introduces various motivational tools and elements of the loyalty formation process that stimulate employees at various stages of their professional development. Building loyalty will include building positive relationships, creating opportunities for development and learning, and fostering internal collaboration in the organisational environment. The proposed model template contributes to the effective adoption of management decisions aimed at achieving the company's strategic goals. Its application will contribute to the organisation's successful functioning, increasing employees' satisfaction, motivation and loyalty.

Effective managerial activity for motivating and establishing employee loyalty is determined by using various motivational tools, and by considering the importance of creating a positive working environment, developing leadership qualities, and maintaining stability in the organisation. Therefore, management activities aimed at motivating and establishing loyalty are a strategic component of successful personnel management, positively affecting an organisation's performance and its competitiveness in the market.

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## VADOVAVIMO VEIKLA, SIEKIANT MOTYVUOTI DARBUOTOJUS IR UŽTIKRINTI JŲ LOJALUMĄ

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### Santrauka

Nuolatinės dinamikos ir pokyčių šiuolaikinėje ekonominėje aplinkoje sąlygomis išaugo valdymo strategijų svarba, ypač motyvavimo ir darbuotojų lojalumo skatinimo kontekste. Motyvavimas, darbuotojų lojalumo skatinimas tampa svarbiausiu šiuolaikinių įmonių uždaviniu. Organizacijų vadovai atkreipia dėmesį į naujausius metodus, kurie leidžia kurti teigiamą darbo aplinką ir užtikrinti veiksmingą darbuotojų motyvavimo valdymą.

Integruotas vadovo veiklos modelis yra svarbi strateginė priemonė, kur ypač svarbus požiūris į darbuotojų motyvacijos ir lojalumo valdymą. Šis modelis tinka, siekiant didžiausio galimo šiuolaikinių organizacijų efektyvumo nuolatinių pokyčių ir iššūkių kontekste. Pagrindinis darbe siūlomo integruoto modelio tikslas – ne tik skatinti darbuotojus siekti aukštų rezultatų, bet ir užtikrinti jų lojalumą organizacijai.

Integruotas modelis aktualus tuo, kad leidžia derinti įvairius valdymo aspektus. Šie veiklos modeliai nuolat tobulinami, atsižvelgiant į naujausias tendencijas ir remiantis tyrimų rezultatais. Tyrime siūlomas modelis apima ne tik materialinę motyvaciją, bet ir pabrėžia asmeninį bei profesinį tobulėjimą, bendravimą ir paramos kultūrą. Jis leidžia formuoti visapusišką darbuotojo požiūrį, siekiant užtikrinti stabilią ir efektyvią darbo aplinką, be to, atsižvelgia į šiuolaikines ekonominės aplinkos realijas, kai greiti ir iš anksto nenuspėjami pokyčiai verčia būti lankstiems ir gebėti pasirinkti tinkamą valdymo strategiją. Tad integruotą vadybos veiklos modelį, siekiant užtikrinti darbuotojų lojalumą, kaip jų motyvavimo priemonę gali naudoti vadovai, siekiantys išskirtinio efektyvumo valdant darbuotojų motyvaciją ir įtvirtinant lojalumą. Toks visapusiškas požiūris leidžia sukurti stabilaus ir sėkmingo įmonės vystymosi platformą šiuolaikinės konkurencingos ekonominės aplinkos sąlygomis. Šis sudėtingas modelis tampa būtina organizacijų, kurios siekia ne tik pritraukti talentingus darbuotojus, bet ir išlaikyti juos ilgą laiką, veiklos priemone.

Ypatingas dėmesys tyrime skiriamas lyderystės vaidmeniui, siekiant formuoti palankią darbo aplinką ir kurti teigiamą darbo atmosferą. Apibrėžus darbuotojų motyvavimo ir lojalumo lygį organizacijoje lemiančias lyderio savybes, tyrime nustatyti pagrindiniai efektyvaus vadovavimo elementai, užtikrinantys organizacijos tikslų įgyvendinimą ir darbuotojų poreikių tenkinimą. Straipsnyje aptariamos ir naujausios valdymo metodikos veiksmingos motyvacijos ir lojalumo užtikrinimo kontekste.

Literatūros apžvalga ir integruoto modelio analizė leidžia pateikti sėkmingo motyvavimo ir personalo lojalumo valdymo organizacijose principus. Šios išvados yra informatyvus indėlis į personalo valdymo strategijų kūrimą nuolatinių pokyčių šiuolaikinėje ekonominėje aplinkoje sąlygomis.

PAGRINDINIAI ŽODŽIAI: *motyvacija, lojalumas, lyderystė.*

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