






Motivation of personnel for career growth

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Abstract: The purpose of the study is to develop scientific approaches to determining motivation methods that affect the career growth of employees depending on their length of service in the organization. The article identifies the main reasons for the insufficient use of personnel motivation methods aimed at fostering their career growth. In addition, three main stages in the career growth of personnel are defined: the stage of professional adaptation, the internal stage and the stagnation stage. Accordingly, at each stage there is a need to use certain motivational methods. The article also analyzes the components of motivation for career growth of employees with different years of experience in the organization. The research is based on the methods of survey, questionnaire, observation, self-observation and the correlation method according to the Spearman criterion. The study of motivation for career growth of employees was carried out according to the following structural components: career intuition, career involvement, career stability, orientation to power, material reward (orientation to money), aspiration to status growth, aspiration to achievement. It has been found out that the average indicators of the components of career motivation also change among employees depending on their length of service. Thus, the most significant correlations between the components of motivation for career growth were determined, in particular between the need for achievements and career involvement; career intuition and career involvement; career stability and the desire for status growth; career stability and orientation to power; orientation to power and orientation to money.

Keywords: *Career growth, Career involvement, Career resilience, Correlational analysis, Motivation, Personnel, Work experience.*

1. Introduction

Today, career is considered one of the main indicators of a person's business success and a natural result of his professional activity, which is aimed at the maximum possible realization of the individual's personal and business potential and is connected with the system of his life values.

It is because of technological and socio-cultural transformations that career motivation becomes even more important. The relevance of motivation for career development is determined by the fact that enterprises depend on highly qualified and motivated employees to achieve their goals and ensure competitiveness. In addition, motivated employees are usually more satisfied with their work, which leads to improved work efficiency and lower employee turnover.

Companies that offer incentives and development opportunities attract talented professionals and retain them on a long-term basis, and motivated employees are more inclined to innovate and find new ways to achieve business success.

Consequently, motivation for career growth remains an important success factor for both employees and organizations, and its relevance continues to grow in today's business environment.

1.1. The Purpose and Questions of the Study

The purpose of the research is to develop scientific and methodological approaches to the determination of motivation methods that have a significant impact on the career growth of employees due to their length of service in the organization.

In accordance with the defined goal, the following tasks are set in the article:

- To determine the reasons for the insufficient use of personnel motivation methods aimed at fostering their career growth;
- To distribute the respondents by length of service, gender, level of education and age;
- To determine the average values of the structural components of career motivation depending on the length of service of employees in the organization;
- To determine the average values of the need for achievement of employees with different years of work experience in organizations;
- To determine the average values according to the scale "increased desire for status growth" of employees with different years of work experience in organizations;
- With the help of correlation analysis according to Spearman's criterion, to identify relationships between motivational aspects that affect the career development of employees with different experience in organizations.

2. Literature Review

Nowadays, research on the career growth of personnel in organizations is conducted by both foreign and domestic scientists. However, the issue of staff motivation for rapid career growth remains unexplored.

Thus, the analysis of the scientific works of Denysenko & Melnyk [1], Shilnikova & Matushkina [2], Zos-Kior & Skidan [3] made it possible to come to the conclusion that there are various approaches to motivating personnel with the aim of making their work more productive, however, due to the lack of scientific and methodological approaches to the application of various methods of motivation specifically to encourage employees to their career advancement, there is an extremely urgent need to develop effective motivation tools for career growth of personnel in organizations [4], [5], 6].

The use of the same motivational methods at all stages of the career development of personnel is not appropriate, that is, it is necessary to determine the methods of motivation at each stage of development, namely: the stage of professional adaptation, the internal stage and the stagnation stage, which necessitates the use of certain motivational methods at one or another stage [7], [8], [9].

One group of such domestic scientists as Chmel [10], Shchepinska & Shavkun [11], Sikun [12] draws attention to the need to determine the average values of the need for achievement of employees with different years of work experience in organizations, but other researchers such as Mosiychuk [13] and Shilnikova [14] argue for the need to determine the average values on the scale of "increased desire for status growth" of employees with different years of work experience in organizations.

Also, with the help of correlation analysis according to the Spearman criterion, some scientists including García & Jurado [15], Ulanuchuk, et al. [16], Zulkifli & Hamzah [17] substantiate the feasibility of identifying relationships between motivational aspects that affect the career development of employees, however, the determination of relationships between motivational aspects that affect the career development of employees with different experience in organizations remains unexplored.

3. Methodology

The conducted research was based on the application of a number of methods. When determining the main reasons for insufficient use of personnel motivation methods aimed at fostering their career growth, the survey and questionnaire methods were used. To determine the levels of motivation at the main stages of career development, depending on the length of service of employees, the following methods were applied: observation, questionnaires, surveys and self-observation.

During the distribution of respondents by work experience, gender, level of education and age, questionnaire, generalization and systematization methods were used. Such psychodiagnostic methods as "Motivation for career" [18], "Schwartz's theory of basic human values" [19], Orlov's questionnaire "Need for achievement" [20], and the questionnaire "Communicative competence test" [21] were applied to analyze the characteristics of motivation for career growth among employees of organizations. When determining the relationships between various components of motivation for career growth depending on the length of service of employees, the correlation method according to the Spearman criterion was used.

4. The Scientific Novelty of the Research

The scientific novelty of this research is: 1) highlighting the main reasons for the use of personnel motivation methods aimed at fostering their career growth; 2) distribution of respondents by work experience, gender, level of education and age; 3) determination of three main stages of career development of personnel: period of professional adaptation, internal stage (internal) and stage of stagnation and determination of the need to apply specific motivational methods at each of the stages; 4) determining the average values of the structural components of career motivation depending on the length of service of employees in the organization; 5) determination of the average values of the need for achievement of employees with different years of work experience in organizations; 6) determination of average values according to the scale "increased desire for status growth" of employees with different years of work experience in organizations; 7) on the basis of the obtained results of the correlation analysis according to the Spearman criterion, the interrelationships between the motivational aspects that affect the career development of employees with different experience in organizations are distinguished.

5. Research Results

A study was carried out at the Ukrainian Red Cross Society (Khmelnitsky region, Ukraine), to understand the specifics of staff motivation for career growth. The findings indicate that methods for motivating staff are largely absent in the organization. The results point to a range of factors contributing to this issue, which are detailed in Table 1.

Table 1.

The main reasons for the insufficient use of personnel motivation methods aimed at fostering their career growth

Question: "Indicate the reasons for the insufficient use of staff motivation methods aimed at fostering their career growth in your organization?"	Specific weight, %
1. Unsatisfactory financial and economic condition of the organization	3,23
2. Lack of scientific-theoretical and practical approaches to motivating staff career growth	91,93
3. Reluctance of the organization's management to use methods of motivating staff career growth	4,84
4. Lack of interest of the employees in motivating their career growth	-
5. Other reasons (to specify)	-

From Table 1, it can be concluded that the main reasons for the lack of staff career growth motivation are: unsatisfactory financial and economic condition of the organization, lack of scientific, theoretical and practical approaches to staff career growth motivation and the reluctance of the organization's management to use methods of motivating staff career growth. However, among the listed reasons, the dominant place (91.93%) is occupied by the lack of scientific-theoretical and practical approaches to the motivation of career growth of the organization's personnel.

That is why there is an objective need to develop scientifically based motivation for the career growth of the organization's personnel, which would allow, with the help of organizational and economic tools, to increase the interest of employees to rapidly develop their career growth. At the same time, to ensure the effective and coordinated work of the personnel of organizations, it is necessary to promote the reproduction of their labor potential, which is possible by creating the necessary conditions for the career advancement of employees within the organization.

The analysis of current scientific literature of Denysenko & Melnyk [1], Shilnikova & Matushkina [2] showed that domestic scientists conduct research on staff motivation in general, without taking into account the specifics of staff motivation precisely for the purpose of their rapid career growth. In addition, some scientists combine motivation for professional development with motivation for career growth [22].

Based on the above, three main stages in career growth can be distinguished: the stage of professional adaptation, the internal stage and the stagnation stage.

The stage of professional adaptation is typical for employees with up to five years of work experience; the internal stage includes employees with five to ten years of experience; stagnation stage is characterized by more than ten years of work experience of employees.

The first phase of a person's career development is characterized by acquaintance with the chosen profession, inclusion in the professional sphere, adaptation to it, active development and determination of one's place in the professional team. At this stage, the main tendency is subordination to external conditions, which is expressed by the fulfillment of requirements, rules and standards. The employee relies on learned algorithms to solve tasks and problems, using the postulate of saving resources. At this stage, the formation of independent work skills begins. This period involves the accumulation of knowledge, adaptation to the professional environment, development of basic abilities and skills, as well as psychological readiness to perform professional duties. The purpose of this phase is psychological adaptation to professional requirements, self-regulation of cognitive processes and organization of thinking taking into account stereotypes; as well as adaptation of the personality in various aspects (motivational, emotional-volitional, intellectual and operative) to professional activity and its conditions [15].

The second phase of the professional formation of a specialist, internal, is characterized by the ability of the individual to rise above the daily routine, to look at his activity as a whole. This breakthrough allows the specialist to become the master of his own situation. This allows the person to internally realize, evaluate and resolve complexities and contradictions in professional activity, guided by values; to consider difficulties as incentives for development, to feel freedom of choice and responsibility for everything that happens [23]. The features of this stage are awareness of the requirements of a new socio-professional role, own abilities and opportunities, acquisition of professional experience, qualified performance of professional duties and gaining satisfaction from own achievements.

At the stage of professional stagnation, when the employee has adapted his personal abilities and opportunities to the requirements of the professional environment and has earned recognition for past achievements, he may lose interest in further development and become less receptive to innovations. This stage is accompanied by various negative reactions (for example, aggression or depression) and gradual deterioration of physical and mental health, which can lead to the development of nervous and psychosomatic diseases [17].

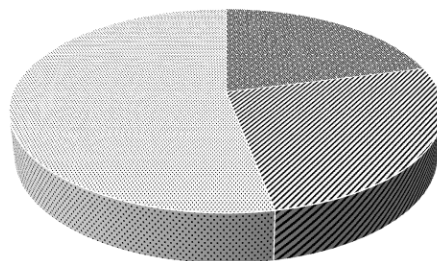
At each stage, the employee applies his personal and professional set of qualities, which helps him in further professional growth in the chosen field of activity.

Taking into account the above, it can be assumed that employees at different stages of their professional career have different levels of motivation for career growth. If we take as a basis the characteristics of the stages of professional formation and development of employees in organizations, then it can be assumed that the motivational aspect, which is important in the direction of development and career building, also changes depending on the employee's work experience, that is, at a certain stage with a certain experience, employees may demonstrate a high level of motivation for career growth, while at a different stage and with a different experience, this level may be lower. This indicates the dynamics in the desire of employees to obtain a managerial position. It can be effective to consider candidates for management positions according to the level of motivation demonstrated by employees, taking into account their organizational, communicative and other important qualities.

To test the hypothesis about the presence of dynamics in the motivation for career growth among employees with different work experience in the organization, a corresponding study was conducted, in which 138 employees of the Ukrainian Red Cross Society (Khmelnysky region, Ukraine) participated. The large sample size indicates reliable and representative research results.

By length of service in the organization, employees were distributed as follows (Figure 1): up to 5 years of experience – 29 respondents (21% of the total number of respondents); from 6 to 10 years of experience – 36 respondents (26% of the total number of respondents); more than 10 years of experience – 73 respondents (53% of the total number of respondents).

Distribution of surveyed employees by work experience



- Interviewed employees with up to 5 years of work experience
- ▨ Interviewed employees with work experience from 6 to 10 years
- ⊗ Interviewed employees with more than 10 years of experience

Figure 1.

Distribution of surveyed employees by work experience.

It should be noted that the respondents were also divided by gender to better understand the difference in motivation between male and female employees. This division allows for a more detailed analysis of how the gender can affect career aspirations and the effectiveness of various motivational strategies. The results of this gender-based-segmentation are illustrated in Figure 2, which provides a clear representation of the data presentation and highlights any significant differences in responses between male and female participants.

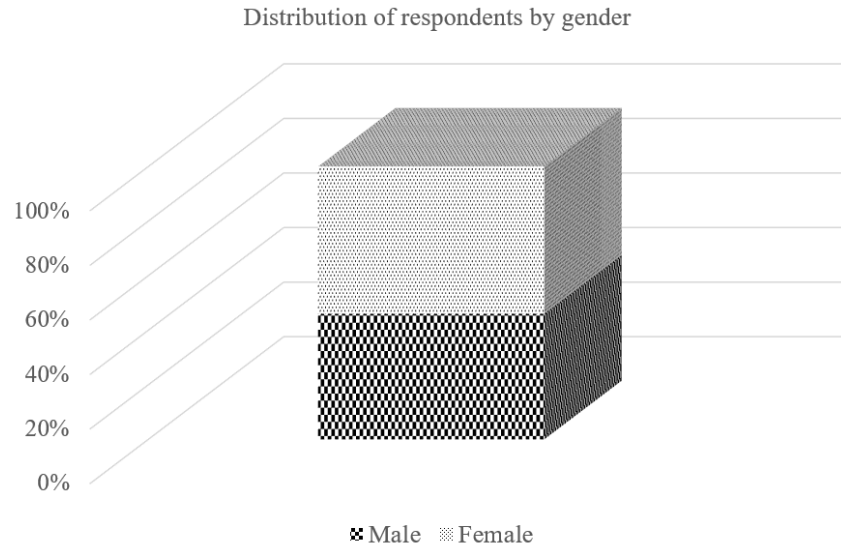


Figure 2.
Distribution of respondents by gender.

Figure 3 shows the obtained data regarding the level of education of the respondents, which is a reliable factor in understanding their career growth and motivation. The data includes various educational qualifications, ranging from school diplomas to advanced degrees such Master's degrees. Analyzing this information reveals patterns and correlations between educational attainment and career advancement, as well as the effectiveness of various motivational methods.

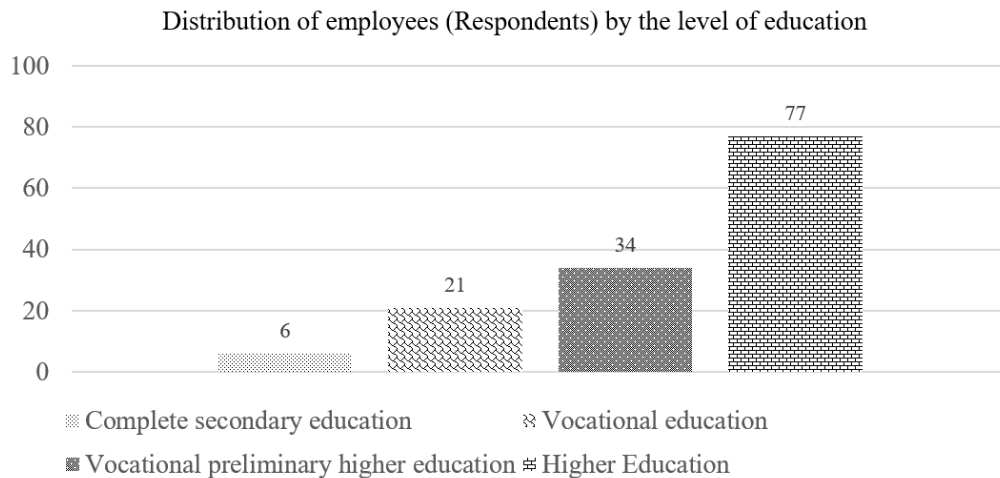


Figure 3.
Distribution of respondents by level of education.

Additionally, the respondents were categorized by age as illustrated in Figure 4: up to 26 years old – 12 respondents (8.7% of the total number of respondents); from 27 to 33 years old - 29 respondents (21.0% of the total number of respondents); from 34 to 40 years old - 34 respondents (24.6% of the total number of respondents); from 41 to 60 years old - 56 respondents (40.6% of the total number of respondents); 61 years and older - 7 respondents (5.1% of the total number of respondents).

Distribution of respondents by age category

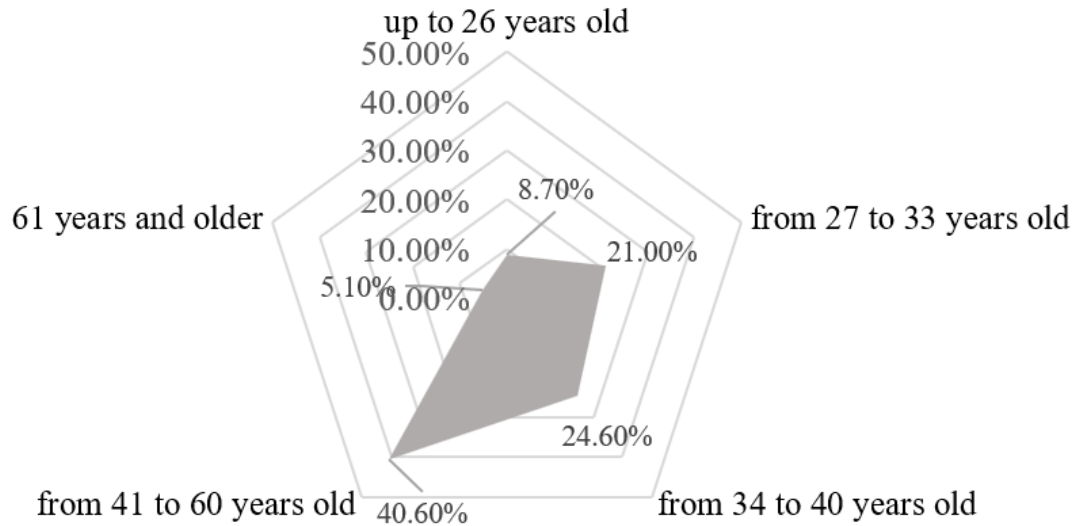


Figure 4.
Distribution of respondents by age category.

Therefore, a significant share of the surveyed employees, more than 40%, belongs to the age range from 41 to 60 years, and more than 5% of the respondents are of retirement age. Next, all employees (respondents) were divided into three subgroups according to their seniority in the organization. This made it possible to study the dynamics of motivational structural components for career growth at different stages of the professional development of employees and their relationship.

In the framework of motivation for career growth, scientists consider the following components: power motive, success motive and affiliation motive, based on the concept of David McClelland [24]. Accordingly, it is determined that the level of motivation significantly depends on the satisfaction of higher needs. The motive of power covers not only the desire to influence and manage others, but also to demonstrate the ability to work effectively and manage at different levels and positions. People with a high level of this need often show activity, energy, readiness for conflicts and the ability to defend their views [25].

Achievement motivation (need for success) expresses a persistent desire to achieve great results in activities and to constantly improve skills and abilities. Success is seen as personal achievements, readiness to make difficult decisions and bear responsibility for them [26].

The desire to gain recognition includes the desire to become a leader, to have own opinion and to be able to convince others of the correctness of views. According to McClelland, it is important to satisfy these desires because those who seek power can show their preferences by holding certain positions.

Foreign career researchers such as García & Jurado [15], Werang [23] Zulkifli & Hamzah [17] consider career motivation through three main dimensions: career identification, career intuition, and career resilience. The main aspect of motivation for career growth is identification with the career, which determines the level of willingness of the employee to devote time to achieve the goals of the organization.

Career intuition acts as a motivating component of career motivation, forming psychological attitudes for career growth. Employees with a high level of career intuition understand their strengths and weaknesses in career growth, adapt their career goals and act proactively to achieve them.

The third element of motivation for career growth, namely career stability, expresses the employee's ability to quickly adapt to changing circumstances and cope with negative work situations.

Based on the structural components of motivation for career growth identified in scientific research, a study of motivation for career growth among employees of organizations was conducted, taking into account the following components: career intuition, career identification, career stability, desire for power, desire for material rewards, desire for status growth, desire for achievements.

To analyze the features of motivation for career growth among employees of organizations, it is advisable to use psychodiagnostic methods, such as "Motivation for career" [18], "Schwartz's theory of basic human values" [19], Orlov's questionnaire "Need for achievement" [20], and the questionnaire "Communicative competence test" [21]. The average values of the structural components of career motivation depending on work experience of employees in the organization are shown in Figure 5.

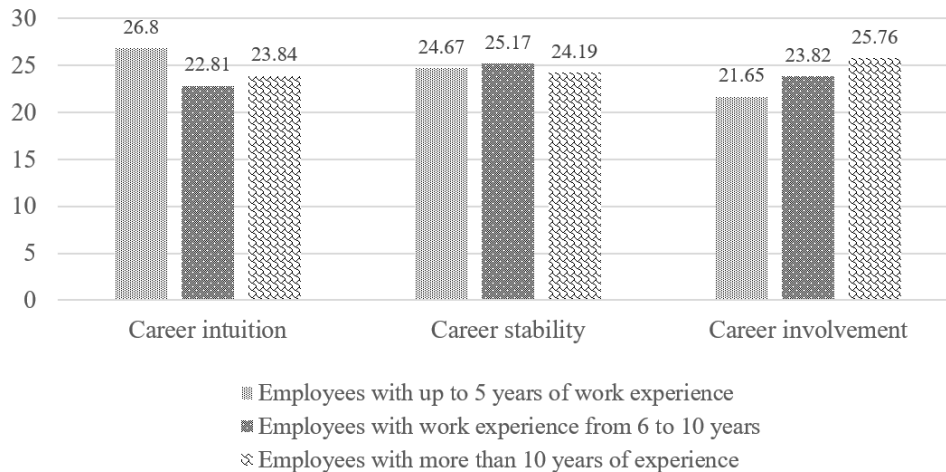


Figure 5.

Average values of the structural components of career motivation depending on work experience of employees in the organization.

According to the methodology of Noe et al. [18] the career motivation of these employees includes three key components: career intuition, career stability and career involvement. According to the "career involvement" and "career stability" components, the average indicators of career motivation among employees of the organization with different work experience were average. However, employees with up to 5 years of experience showed a high level of career intuition, which indicates their career ambitions and desire to succeed in their career, especially compared to other groups of experience.

It is also worth noting that career intuition, as one of the key components of career motivation, was found to be the most significant for career advancement, along with career involvement.

Career resilience, which includes persistence in achieving career goals, the ability to overcome adversity and adapt to change, increases with seniority. The highest indicators of this stability are observed among employees with experience from 6 to 10 years. This indicates that the desire for career growth is most strongly manifested at the initial stage of the career and during the period of more than 10 years of experience.

Regarding career involvement, another structural component of career motivation, the highest average indicators are observed among employees with more than 10 years of work experience. This shows their willingness to make efforts to achieve the goals of the organization, including through personal time and without additional payment.

According to the diagnosis of socio-psychological attitudes of the individual in the motivational-need sphere [19], the orientation towards power and material rewards was the most pronounced among employees with 6 to 10 years of experience. These orientations change with seniority, and after 10 years of seniority, they lose their importance for employees. This means that as employees progress in their

careers, they begin to feel more confident and seek control over situations, but over time these needs change and their focus shifts to performance in their professional activities.

With the help of Orlov's questionnaire "Need for achievement" [20], it was found that employees with different lengths of experience in the organization demonstrated an average level of need for achievement (Figure 6). This indicates that their motivation to improve work results is not sustainable; they may feel dissatisfied with what they have achieved, do not always persevere in achieving their goals, and may take responsibility only in certain circumstances. Employees with experience up to 5 years and employees with experience from 6 to 10 years showed the highest level of this need. On the other hand, specialists with more than 10 years of experience showed the lowest level of desire for achievement, which indicates their reluctance to accept responsibility, apply new work methods and overcome difficulties.

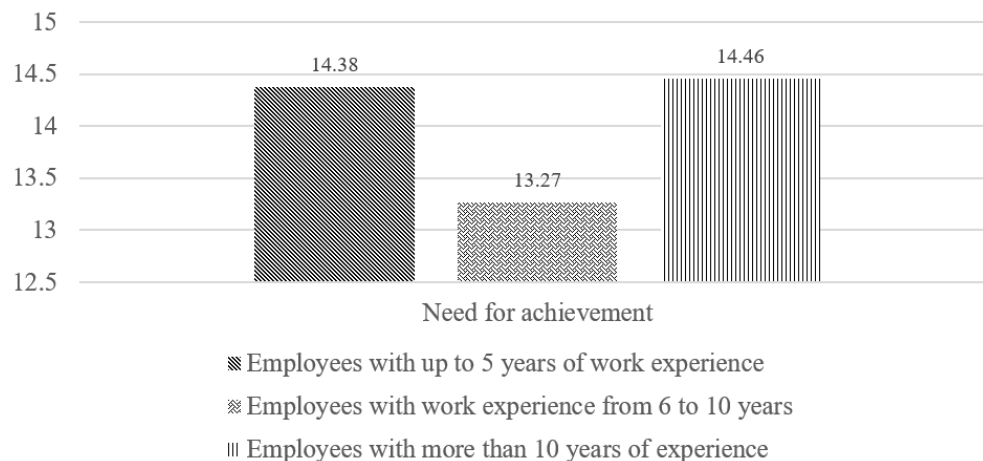


Figure 6.

Average values of the need for achievement of employees with different work experience in the organization.

The increased desire for status growth was revealed through the questionnaire "Communicative competence test" [21]. This parameter is a component of social-communicative competence and is defined as the desire to lead, dominate and be independent. An employee who shows an increased desire for status growth usually shows great ambitions, has self-confidence and high self-esteem.

The average indicators of "increased desire for status growth" among employees with different work experience in the organization correspond to the average level of manifestation of this desire (Figure 7). This suggests that characteristics such as dominance, attention-grabbing, demonstrativeness, influence, recognition among colleagues and authority are situationally manifested in them. The highest average values were found among employees with experience up to 5 years and from 6 to 10 years. On the contrary, the lowest indicators were observed among employees with more than 10 years of experience. This may mean that after the end of the adaptation period, employees do not yet focus on achieving a status, management position. At this stage, they focus on acquiring professional knowledge and try to use it as much as possible. On the other hand, employees with more than 10 years of experience show a certain desire for career advancement, although this is not their main goal.

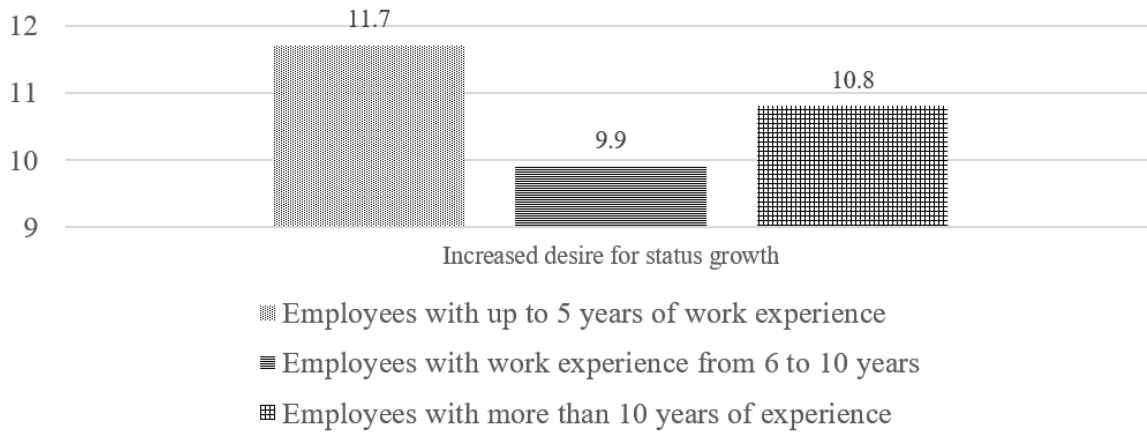


Figure 7. Average values on the scale "increased desire for status growth" of employees with different work experience in the organization.

The next stage of the research was to conduct a correlation analysis according to the Spearman criterion, which made it possible to identify significant relationships between motivational aspects that affect the professional development of employees with different work experience in the organization (Figure 8). In particular, significant correlations were determined between the need for achievement and career involvement ($-0.198, p \leq 0.05$). This result confirms that an employee who identifies more with his organization prefers to focus his efforts on meeting the organization's needs rather than his own. In this case, the initiative to set goals comes from the organization itself, and not from the employee, since the goals that he must achieve have already been set before him.

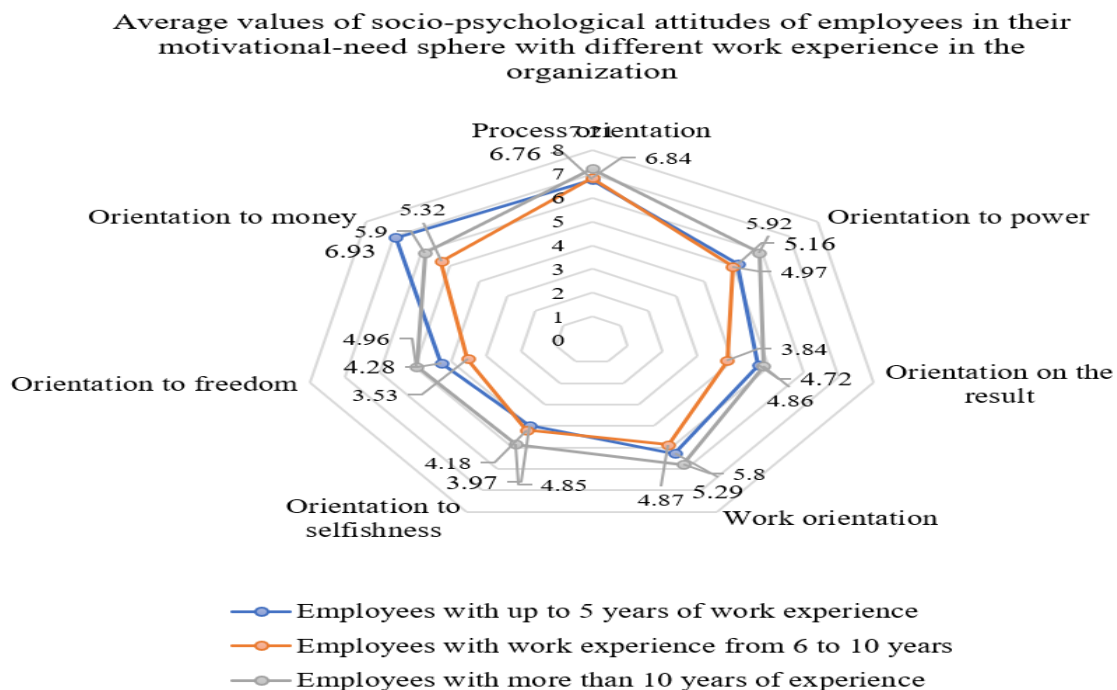


Figure 8. Average values of socio-psychological attitudes of employees in their motivational-needs sphere with different work experience in the organization.

Career intuition reveals significant relationships with career involvement, career resilience and increased pursuit of status growth. This is because career intuition, which includes understanding own strengths and weaknesses, helps set realistic career goals and achieve them. This, in turn, increases the desire to be recognized, to have influence and authority.

Career involvement, which expresses a professional's identification with a career, also has significant relationships with increased aspirations for status growth. This indicates the possibility of obtaining a management position and encouraging the organization for dedication and cooperation in achieving goals. The status position in this case is provided by the organization itself, which is a management decision to support the employee in this way.

Career resilience, which includes being able to quickly adapt to change and deal with difficult situations, also shows significant relationships with power orientation. This testifies to the specialist's sense of importance and confidence in solving problem situations and influencing organizational processes.

Power orientation shows significant correlations with money orientation within the framework of this methodology, which confirms the desire of employees to receive greater material rewards in case of occupying a higher position.

As a result, the research confirmed that the average indicators of the components of career motivation change among employees depending on their work experience in the organization. The most significant correlations between various components of motivation for career growth were revealed. Despite the fact that the overall average level of motivation for career growth was similar among employees with different years of experience, it was employees with an experience of up to 5 years and more than 10 years who had higher indicators for almost all components of career motivation than those who have experience from 5 to 10 years. Only in terms of career involvement, employees with 5 to 10 years of experience showed higher average values than those with more than 10 years of experience.

The most significant correlations were found between the following components: need for achievement and career involvement; career intuition and career involvement, as well as career stability and increased desire for status growth; career stability and orientation to power; orientation to power and orientation to money.

Therefore, employees with more than 10 years of experience in the organization turned out to be potentially the most suitable for occupying managerial positions based on the motivational component.

6. Discussions

The authors of the article completely agree with the views of Denysenko & Melnyk [1], Hoffarth [24], Kolot & Tsybalyuk [4], Shilnikova & Matushkina [2], Zos-Kior & Skidan [3] regarding the fact that there are different approaches to motivating staff to increase their work productivity. Therefore, due to the lack of scientific and methodological approaches to the use of various methods of motivation to stimulate employees to career growth, there is an urgent need to develop effective motivation tools for career development of staff in organizations. It is also important to take into account different stages of career development and use appropriate methods of motivation at each stage: professional adaptation, internal stage and stagnation stage.

However, the authors critically assess the views of Babchynska [7], Chirikova [8], Garcia et al. [15], Kyrych [9], Shchepinska & Shavkun [11] regarding the fact that it is advisable to use the same motivational methods at all stages of the career development of employees. Because taking into account the dynamics in the motivation of employees regarding career growth is an important aspect in personnel management. Professional development of employees usually goes through different stages, such as beginner, intermediate, experienced and expert. At each stage, employee's motivation may change according to their needs, goals and expectations. At the initial stages of their careers, many employees can be highly motivated for career growth, as they watch for the opportunity to establish themselves in a new field and build a successful career. However, over time and experience, some workers may change their priorities, for example, wanting to focus on developing deep knowledge in

their field, working on complex projects or achieving a work-life balance. It is important for organizations to understand this dynamic of motivation and adapt their HR strategies accordingly. For example, at the stage of initial motivation of employees for career growth, mentoring and development programs that help them develop in a new role can be effective. At more experienced stages, career development strategies that provide opportunities for the development of deep knowledge and professional growth without necessarily resorting to managerial positions may be more important.

At the same time, the authors of the article wholeheartedly agree with the opinion of Chmel [10], Mosiychuk [13], Sikun [12] about the need to determine the average values of the needs of employees with different years of work. In addition, they note the importance of determining the average values on the scale "increased desire for status growth" for employees with different years of experience and recommend studying the relationships between motivational aspects that affect the career development of employees, in particular, with different years of work in organizations.

The authors also support the scientists' opinion that it is appropriate to use c Spearman's correlation analysis to determine the relationships between motivational aspects that affect the career development of employees. However, the determination of the relationships between motivational aspects that affect career development of employees with different work experience in organizations remains unexplored

7. Conclusions

Career motivation remains a key element of success for both individual workers and organizations, and its importance continues to grow in today's business environment.

To determine the main reasons for the lack of motivation for career growth of personnel, a corresponding study was conducted, which showed that there are a number of problems, namely: low financial stability of the organization, lack of scientific and practical approaches to motivation for career growth of personnel, as well as reluctance management to use career growth motivation methods. However, among these reasons, the predominant one is the lack of scientific and practical approaches to motivating the career growth of the organization's personnel, which is 91.93%.

Continuing the research in this direction, it was determined that employees at different stages of their professional careers show different levels of motivation for their career growth. Taking into account the characteristics of the stages of professional formation and development of employees in the organization, it can be determined that the motivational aspect that determines the direction of career development also changes depending on the employee's work experience, that is, at a certain stage with a certain experience, employees can show a high level of career motivation growth, while at a different stage and with a different experience, this level may be lower. This indicates the dynamics in the desire of employees to obtain a managerial position. It can be effective to consider candidates for management positions according to the level of motivation demonstrated by employees, taking into account their organizational, communicative and other important qualities.

In addition, the conducted research made it possible to discover that the largest correlations are observed between various aspects of motivation for career growth. Despite the fact that the general level of motivation for career growth was similar among employees with different experience, those employees with less than 5 years or more than 10 years exhibited higher indicators on most components of career motivation, compared to those employees with 5 to 10 years of experience. Only with regard to career involvement, employees with 5 to 10 years of experience showed higher average values than those employees with more than 10 years of experience.

Therefore, the most significant correlations were found between the following aspects: the need for achievements and career involvement; career intuition and career involvement; career stability and the desire for status growth; career stability and orientation to power; orientation to power and orientation to money.

The perspective of further research is the need to study the motives that can encourage personnel to rapid career development at different stages of working life. Such studies will be useful to determine how different types of motivation affect the career development of employees.

For intrinsic motivators, such as the desire to achieve personal satisfaction or development, these studies can reveal how these motives influence the self-affirmation and career growth of employees in different fields and organizations. On the other hand, research on extrinsic motivators, such as material incentives or social recognition, will reveal how exactly these factors influence employees' motivation to achieve career success and recognition for their efforts. Understanding the impact of these motivators can help organizations develop effective motivation and HR strategies for employee career development.

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