



“The role of corporate culture in forming a motivational mechanism for strategic management of project-oriented organizations in the context of digitalization”

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THE ROLE OF CORPORATE CULTURE IN FORMING A MOTIVATIONAL MECHANISM FOR STRATEGIC MANAGEMENT OF PROJECT-ORIENTED ORGANIZATIONS IN THE CONTEXT OF DIGITALIZATION

Abstract

The article explores corporate culture as the basis for the formation and implementation of a motivational mechanism for strategic management of project-oriented organizations. The study focuses on the importance of corporate culture in supporting the effectiveness of virtual teams, which is an integral part of modern project management. The role of corporate culture in ensuring consistency, motivation, and coordination of employees in multifunctional and geographically distributed teams is determined. The article develops a scheme for the formation and implementation of a motivational mechanism for strategic management of a project-oriented organization, including key stages: analysis of an organization's activities, formation of strategic goals, identification and elimination of demotivating factors, creation of a motivational mechanism, its implementation and control of effectiveness. Particular attention is paid to the adaptation of corporate values to the conditions of digitalization, globalization and remote work. The proposed approach emphasizes the importance of integrating corporate culture into all stages of management, in particular in creating a stimulating environment for employees of virtual teams. The role of corporate culture in strengthening team cohesion, building trust, openness and transparency of communications is examined. The study emphasizes the importance of corporate culture in achieving strategic goals, increasing productivity and long-term competitiveness of project-oriented organizations.

Keywords

corporate culture, strategic management, motivational
mechanism, virtual project team management, personnel
development, innovativeness, digitalization

JEL Classification

M14, O15, M12, O32, L22, O33

О. І. Белова (Україна), О. Є. Белов (Україна)

РОЛЬ КОРПОРАТИВНОЇ КУЛЬТУРИ У ФОРМУВАННІ МОТИВАЦІЙНОГО МЕХАНІЗМУ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПРОЄКТНО- ОРІЄНТОВАНИМИ ОРГАНІЗАЦІЯМИ В УМОВАХ ЦИФРОВІЗАЦІЇ

Анотація

Стаття присвячена вивченню корпоративної культури як основи формування та реалізації мотиваційного механізму стратегічного управління проектно-орієнтованими організаціями. У дослідженні акцентовано увагу на важливості корпоративної культури для підтримки ефективності роботи віртуальних команд, що є невід'ємною частиною сучасного

управління проектами. Визначено роль корпоративної культури у забезпеченні узгодженості, мотивації та координації працівників у багатофункціональних і географічно розподілених командах. У статті розроблено схему формування та реалізації мотиваційного механізму стратегічного управління проектно-орієнтованою організацією, яка включає ключові етапи: аналіз діяльності організації, формування стратегічних цілей, ідентифікацію та усунення демотивуючих факторів, створення мотиваційного механізму, його впровадження та контроль ефективності. Особливу увагу приділено адаптації корпоративних цінностей до умов цифровізації, глобалізації та віддаленої роботи. Запропонований підхід акцентує важливість інтеграції корпоративної культури у всі етапи управління, зокрема у створення стимулюючого середовища для співробітників віртуальних команд. Розглянуто роль корпоративної культури у посиленні командної згуртованості, формуванні довіри, відкритості та прозорості комунікацій. Дослідження підкреслює значення корпоративної культури у досягненні стратегічних цілей, підвищенні продуктивності та довгостроковій конкурентоспроможності проектно-орієнтованих організацій.

Класифікація JEL M14, O15, M12, O32, L22, O33

Ключові слова корпоративна культура, стратегічне управління, мотиваційний механізм, управління віртуальною командою проекту, розвиток персоналу, інноваційність, цифровізація

INTRODUCTION

Corporate culture is a key element of the strategic management of an organization, which ensures the formation of shared values, principles and norms that guide the behavior of employees in achieving the organization's goals (Bielova & Bielov, 2022). In project-oriented organizations operating in the rapidly changing environment of globalization and digitalization, corporate culture takes on special importance. After all, it is the corporate culture that becomes the basis for creating a motivational mechanism for strategic management that stimulates employees to implement strategic innovation projects, increase work efficiency, and achieve the company's strategic goals.

The role of corporate culture in supporting the effectiveness of virtual teams, which today are becoming an increasingly common format in the modern business environment, deserves special attention. It is in virtual teams that physical absence and cultural differences between team members create challenges for the coherence of actions and achievement of common results. At the same time, it is a corporate culture that emphasizes the importance of communication, mutual respect, and shared values that allows us to minimize these barriers. For example, in large international projects involving teams from different countries of the world, it is a corporate culture that serves as the basis for creating trusting relationships, a favorable team spirit, and effective coordination (Bielova & Bielov, 2023).

It is important to note that corporate culture not only helps employees adapt to a changing organizational environment, but also forms the basis for their motivation. By implementing the principles of openness, innovation, and support for initiatives, organizations achieve employee involvement in the decision-making process, which increases their interest in achieving high results. This is especially true for projects with short deadlines or high risk, where team motivation is a key factor in success (Poskrypko & Bielova, 2021).

Corporate culture also plays a crucial role in ensuring an organization's ethical standards. In project-oriented structures that interact with a wide range of stakeholders — from clients and partners to the public — ethical principles become an important guideline for decision-making and reputation building. For example, companies that demonstrate responsibility in their operations gain an advantage not only in the form of customer trust, but also in attracting talented professionals.

The integration of corporate culture into the motivational mechanism of strategic management deserves special attention. In this case, corporate culture acts as a catalyst for the development of tools such as reward programs, leadership development, and career support. These elements contribute to creating a stimulating environment where employees see a connection between their contributions to projects and the strategic goals of the organization (Timtsunik & Bielova, 2011).

Thus, corporate culture is not only a basic element of the internal organization of work but also a driving force that ensures the strategic adaptation of project-oriented organizations to modern challenges. It promotes unity, supports motivation, and creates favorable conditions for innovation, which is critical for success in a dynamic business environment.

1. LITERARY REVIEW

Corporate culture is noted in leading studies by many well-known scientists. Modern research concerns many of its aspects: how exactly it affects the management of modern organizations; what is its role in shaping organizational behavior; how it relates to the development of the organization's personnel. Ukrainian scientists consider corporate culture in the context of its impact on the competitiveness of the organization in conditions of change. Thus, the works of Petrova I. emphasize the importance of corporate culture for small businesses, and the main attention in works related to corporate culture is paid to the study of the importance of creativity in the development of corporate culture for a strategic perspective. (Petrova, 2014; Petrova, 2017; Petrova & Albdrane, 2020; Petrova, 2022). At the same time, Lytvynenko (2023), Prokhorova and Mushnykova focus on the connection between corporate culture and the level of organizational resilience in times of crisis (Prokhorova & Mushnykova, 2023). Other Ukrainian authors, such as Ovsianiuk-Berdadina and Melnychuk, analyze the importance of corporate culture for increasing the innovative potential of companies and forming the social responsibility of business (Ovsianiuk-Berdadina & Melnychuk, 2024).

Among foreign researchers who have studied corporate culture, special attention should be paid to Morgan (2020), who considered it as a key element in the formation of organizational identity. This author's works emphasize that culture is not only a reflection of management practices but also the basis for integrating employees into a single system of values. In turn, Hofstede analyzed the cross-cultural impact on management processes, in particular, in global companies (Hofstede, 2001; Hofstede, 2014). They emphasized that corporate culture is a key factor that helps reduce the risks of misunderstandings in teams of different nationalities. Collins (2022), in his book "From Good to Great" emphasized the importance of align-

ing corporate culture with the company's strategy, which is especially relevant for project-oriented organizations.

Analyzing research on corporate culture in virtual teams, we can conclude that modern authors pay significant attention to its role as a tool for coordinating employees in a globalized digital environment. In particular, Schmidt (2018) notes that corporate culture contributes to the formation of trust between participants in virtual teams, which, in turn, has a positive effect on productivity. Hertel considers the principles of transparency, inclusiveness, and mutual respect as the main elements that ensure the effective work of distributed teams (Hertel, Geister & Konradt, 2005). Kirkman and Mathieu emphasize that in the context of digitalization, corporate culture helps overcome barriers associated with different approaches to decision-making while ensuring the preservation of team spirit (Kirkman & Mathieu, 2005).

At the same time, the question of how corporate culture can adapt to modern conditions when most processes take place in a remote format remains insufficiently researched. In addition, the problem of integrating new employees into virtual teams, and thus motivating them, is becoming increasingly relevant. In traditional conditions, it is personal interaction that contributes to the formation of collective identity; however, in the absence of direct contacts, there is a need to develop effective mechanisms to support team unity in general and to develop a motivational mechanism for strategic management in particular. It is precisely the solution to these issues that involves the implementation of strategies that would simultaneously take into account the diversity of cultural approaches and ensure the emotional involvement of employees in the organization's activities.

A very relevant aspect is also the assessment of the effectiveness of corporate culture in virtual teams. Traditional motivation tools designed for physical offices may be ineffective in new environments.

This requires the implementation of adaptive motivation and assessment methods that would allow monitoring the transparency of communications and the level of trust and cohesion in remote teams.

Therefore, corporate culture, as a social foundation for creating a motivational mechanism for strategic management, requires further study in the context of its adaptation to the working conditions of project-oriented organizations using virtual teams. This will allow for the creation of flexible models that will help increase the level of motivation, productivity, and coordination of employees, which is critical for the success of modern organizations in the digital environment.

2. AIMS

The primary purpose of this article is to examine the role of corporate culture in the development and implementation of a motivational mechanism within the framework of strategic management for project-oriented organizations. This article focuses on developing a conceptual understanding of how corporate culture facilitates the integration, coordination, and motivation of employees, particularly in virtual teams, to achieve strategic objectives. The study examines the impact of corporate values, norms, and interaction rules on enhancing engagement, productivity, and cohesion in distributed teams, addressing challenges such as remote collaboration, cultural diversity, and alignment with organizational goals during the formation of a motivational mechanism of strategic management of a project-oriented organization with an emphasis on managing virtual teams. The research also explores practical approaches to adapting corporate culture to the specific needs of project-oriented environments to strengthen their strategic and operational effectiveness.

3. METHODOLOGY

This study employs a combination of methodological approaches and techniques tailored to the objectives of examining the role of corporate culture in the development and implementation of a mo-

tivational mechanism for strategic management in project-oriented organizations, particularly in the context of virtual team management.

A process approach was used to structure the stages of developing a motivational mechanism, ensuring its consistency and coherence in integration into organizational practices. The strategic approach substantiated an effective strategy for the development and management of virtual teams, aligning team dynamics with organizational strategic objectives.

The method of scientific abstraction was applied to define the study's foundational categories and concepts. Additionally, analysis and synthesis facilitated the integration of diverse managerial methods and approaches to virtual team management while considering strategic management principles. The study further utilized generalization and critical analysis to review and synthesize research results, enabling the development of a comprehensive understanding of the interconnection between corporate culture and motivational mechanisms within project-oriented organizations.

This methodological framework ensured a systematic exploration of how corporate culture contributes to motivation, productivity, and alignment with organizational goals, particularly in the context of digitalization and remote work environments.

4. RESULTS

Armstrong (2014) and Yukle (2013) claim that the motivational mechanism in project-oriented organizations should be formed taking into account the strategic priorities of the organization. Denison (1995) and Deift (2015) emphasize the important role of corporate culture in ensuring the effective implementation of strategies, and Lawler III (2000) emphasizes the importance of adapting motivational systems to the specifics of the work of a project-oriented organization. Accordingly, we conclude that in order to develop and form an effective motivational mechanism for strategic management in project-oriented organizations with an emphasis on managing virtual teams, there is a need to conduct sociological re-

search, in particular, constant monitoring, which allows identifying the main motivational factors for employees at different levels of management. The motivational mechanism in project-oriented organizations necessarily includes a system of incentives of both monetary and non-monetary nature. The peculiarity of the formation of this mechanism lies in its individuality: it is developed separately for each organization, taking into account its specifics, strategic objectives, as well as the specific needs and motivational factors of employees, especially when it comes to working with virtual teams. In contrast to the general system of motivation, which covers a wide range of factors, the motivation mechanism reflects only those elements that work effectively in a specific project-oriented organization to achieve strategic goals.

For project-oriented organizations, especially those that actively use virtual teams, it is advisable to apply the motivational mechanism of strategic management, which can be defined as a set of factors, principles, incentives, motives, motivators, value orientations, and behavioral reactions aimed at achieving the strategic goals of the organization as a whole and its personnel in particular (Poskrypko, Bielova & Poskrypko, 2021). Virtual teams, given their remote nature, require special attention to maintaining team cohesion, transparency of interaction, and trust between participants.

In the process of forming such a mechanism, the owners and management of project-oriented organizations must clearly understand what effect they seek to obtain from its implementation. In today's environment, most project-oriented organizations are focused on long-term profitability and efficiency, which depend on the successful implementation of strategic projects, including the participation of virtual teams. That is why the motivational mechanism of strategic management must be accessible for implementation, understandable, consistent, and filled with meaningful elements that are integrated into the corporate culture.

In accordance with the mission and goals of a project-oriented organization, strategic priorities are formed that influence further development and performance indicators. To do this, it is necessary to conduct a comprehensive analysis of the organization's activities, in particular, to assess the fac-

tors that hinder the development and formation of the motivational mechanism. Based on this analysis, new strategic goals are determined, as well as the main demotivating factors that need to be eliminated. Particular attention should be paid to barriers to motivating employees in virtual teams, which may arise due to a lack of physical presence, cultural differences, or lack of shared values.

The formation of a motivational mechanism is based on the corporate culture of the organization, which creates the foundation for the development of the main elements of the mechanism. It is important to highlight several key components: the motivational mechanism of labor, the motivational mechanism of resource provision, the project management mechanism, and the economic motivational mechanism. At this stage, the main motivational priorities of the organization are established, which become the basis for the implementation of its strategic objectives. For virtual teams, it is especially important to ensure transparent communication, regular feedback, and integration of new team members through adaptive corporate culture strategies.

The final stage is the control of the implementation of the strategy, which allows for assessing the effectiveness of the implemented motivational mechanism and its compliance with the strategic goals of the project-oriented organization. This approach not only helps to increase the efficiency of project implementation but also ensures the long-term competitiveness of the organization, including achieving a high level of motivation and productivity in virtual teams (Table 1).

A comprehensive analysis of each stage in the formation of the motivational mechanism for strategic management in project-oriented organizations will now be undertaken, with particular attention to the influence of corporate culture at each phase. This analysis incorporates the specific characteristics of managing virtual project teams. By systematically addressing the interplay between corporate culture and key stages - ranging from organizational analysis and strategic goal formulation to the identification and mitigation of demotivating factors, the design and application of motivational tools, and the subsequent evaluation of effectiveness - this study seeks to demonstrate how shared

Table 1. Formation stages of the motivational mechanism for strategic management in project-oriented organizations: the role of corporate culture and virtual teams

Source: Constructed by the authors.

Stage	Main actions	Features for virtual teams	The role of corporate culture	Result
Activity analysis	<ul style="list-style-type: none"> analysis of the organization's strengths and weaknesses, opportunities and threats (SWOT analysis); PEST analysis of the external environment; identification of demotivating factors 	<ul style="list-style-type: none"> assessing technical barriers and the availability of digital tools; exploring the impact of globalization and digitalization 	<ul style="list-style-type: none"> corporate culture shapes values that promote trust, transparency, and adaptability to remote work 	<ul style="list-style-type: none"> identifying opportunities to improve the motivational mechanism, taking into account the challenges of virtual teams
Strategy formation	<ul style="list-style-type: none"> defining the mission, vision and strategic priorities of the organization; aligning internal and external strategies 	<ul style="list-style-type: none"> ensuring consistency of actions between virtual teams; integrating digital communication tools 	<ul style="list-style-type: none"> building shared values that support the innovation, trust, and transparency needed for distributed teams to operate 	<ul style="list-style-type: none"> a coordinated strategy that takes into account the specifics of project-oriented organizations and their virtual teams
Goals formation	<ul style="list-style-type: none"> development of strategic goals focused on eliminating identified shortcomings; definition of KPIs 	<ul style="list-style-type: none"> setting clear goals for each virtual team; implementing performance metrics for remote workers 	<ul style="list-style-type: none"> corporate culture ensures transparency and employee involvement in the goal-setting process 	<ul style="list-style-type: none"> clearly defined goals that promote coordination and employee involvement
Elimination of demotivating factors	<ul style="list-style-type: none"> identification of key demotivating factors; implementation of rapid response mechanisms to challenges 	<ul style="list-style-type: none"> conducting anonymous surveys among virtual teams; identifying ways to reduce feelings of isolation 	<ul style="list-style-type: none"> maintaining trust and cohesion by implementing conflict resolution mechanisms and encouraging initiative 	<ul style="list-style-type: none"> reducing barriers that negatively impact employee motivation and productivity
Formation of motivational mechanism	<ul style="list-style-type: none"> creation of a system of incentives (monetary and non-monetary); recognition of employee achievements 	<ul style="list-style-type: none"> providing a flexible approach to motivating virtual teams; implementing regular feedback 	<ul style="list-style-type: none"> corporate culture contributes to the formation of a working atmosphere where employees feel valued and involved 	<ul style="list-style-type: none"> formation of a flexible and adaptive motivational mechanism
Implementation of strategic goals	<ul style="list-style-type: none"> implementation of the measures planned in the strategy; use of monitoring tools 	<ul style="list-style-type: none"> using collaboration platforms; holding regular virtual meetings 	<ul style="list-style-type: none"> corporate culture ensures coordination and transparency of actions, supporting team spirit and productivity 	<ul style="list-style-type: none"> effective implementation of measures to achieve strategic goals
Implementation control and evaluation	<ul style="list-style-type: none"> KPI monitoring; identifying deviations and taking corrective actions 	<ul style="list-style-type: none"> use online tools to monitor progress; assess employee engagement 	<ul style="list-style-type: none"> corporate culture ensures transparency and regularity in evaluating results 	<ul style="list-style-type: none"> feedback and assessment of the effectiveness of the implementation of the motivational mechanism

values and norms contribute to enhancing team cohesion, communication, and overall productivity. Additionally, the analysis considers the distinctive challenges and opportunities presented by virtual team environments, including trust-building, fostering inclusivity, and adapting to digital interaction frameworks, ensuring the motivational mechanism aligns with both strategic objectives and operational demands.

4.1. Stage 1. Analysis of the organization's activities

At this stage, a comprehensive analysis of the project-oriented organization's internal and external environment is carried out. The main focus is on identifying the organization's strengths and weaknesses, its opportunities and threats. Corporate culture is of particular importance, as

it is one of the internal factors influencing the effectiveness of activities.

Corporate culture at this stage helps identify key values that contribute to the organization's development and weaknesses that create obstacles to achieving strategic goals. For example, in virtual teams, special attention should be paid to trust, communication, and mutual respect, as these elements affect the team's performance in remote work conditions.

First of all, experts identify and analyze the factors of influence of the external environment on the activities of the enterprise, which are divided into factors of direct influence and factors of indirect influence. Factors can be ranked according to the strength of influence and direction of influence, and are assessed using the expert assessment method or the points and ranks method. Thus, the enterprise's opportunities in the external environment and the threats that affect the enterprise from the external environment are identified. Internal environmental factors are also identified and ranked in order to identify the existing strengths and weaknesses of the enterprise.

Analytical methods help not only to assess the impact of external and internal factors but also to determine the level of compliance of corporate culture with modern challenges, including digitalization and globalization. Matrix methods are used in the analysis process: a SWOT matrix is compiled, and a SWOT analysis is conducted, which determines all factors that depend on the activities of a project-oriented organization, and all factors over which it has no influence. Accordingly, four fields are formed: opportunities and strengths of the enterprise, opportunities and weaknesses of the enterprise, threats and strengths of the enterprise, and threats and weaknesses of the enterprise. The last field is also called the "crisis field." In accordance with the field, measures are formed that will help a project-oriented organization either improve, maintain, or renew its position in the market.

Also at this stage, it is advisable to use PEST analysis, which analyzes four groups of external environmental factors: economic, legal, technological and socio-cultural, determines the manifesta-

tion of these factors in the indicators of the impact on the project-oriented organization of the external environment, and reveals the impact of all factors on the activities of the project-oriented organization.

In the process of analyzing the activities of a project-oriented organization, the main goal is to identify all negative demotivating factors that hinder its effective development. Based on this data, recommendations are formed to strengthen corporate values, which can contribute to the organization's adaptation to a dynamic environment.

4.2. Stage 2. Strategy formation (strategic set)

At this stage, the organization develops a strategic plan that is consistent with its mission, vision, and corporate values. Corporate culture plays a crucial role in defining strategic goals and development directions, especially for project-oriented organizations, where the synchronization of efforts of cross-functional teams is key.

For virtual teams, which are often found in such organizations, it is important to implement corporate values that ensure transparency, openness, and innovation. These values can be enshrined in internal documents, such as a code of conduct or strategic policies, aimed at supporting the motivation of employees regardless of their location.

For example, strategic set may include employee development programs aimed at increasing their competence and implementing modern technologies into work processes. It is also important to define the role of each employee in the implementation of projects, which helps reduce the risk of demotivation due to task uncertainty.

4.3. Stage 3. Formation of strategic goals

Based on analysis and strategic planning, specific strategic goals of the organization are formed. Corporate culture at this stage determines the extent to which these goals will be supported by employees, as alignment between individual motivations and organizational goals is critically important.

For project-oriented organizations, this means that strategic goals should take into account the needs and interests of virtual teams. For example, goals aimed at developing employee training programs or creating conditions for effective communication through digital platforms may be included.

Corporate culture also helps to create a shared understanding of the importance of these goals among employees. Virtual teams, for example, can participate in goal development through interactive discussions or brainstorming sessions, which increases engagement and motivation.

4.4. Stage 4. Identifying and eliminating demotivating factors

At this stage, factors that negatively affect employee motivation are identified and measures are developed to eliminate them. Of particular note is the analysis of cultural barriers and communication problems in virtual teams.

For example, remote teams often struggle with a lack of informal communication, which can lead to feelings of isolation and low motivation. A corporate culture that emphasizes mutual respect, openness, and support helps mitigate these risks.

It is also advisable to implement regular surveys among employees to identify their needs and problems. Based on the data obtained, the organization can create programs that will help eliminate demotivating factors, such as excessive workload or lack of opportunities for professional development.

4.5. Stage 5. Formation of a motivational mechanism

At this stage, a system of incentives and motivators is being developed, which takes into account the characteristics of the corporate culture and strategic goals of the organization.

We consider this aspect to be key in improving the financial and economic performance of a project-oriented organization, since the success of any project-oriented organization directly depends on successfully selected personnel and talented, creative and resourceful managers at all levels of management.

Firstly, special attention should be paid to personnel selection (education, qualifications, communication skills, work experience, ability to work in stressful situations, etc.).

Secondly, an effective remuneration system should be formed, which should include incentives, both monetary and non-monetary, as well as incentives, both positive and negative. Such a system should reflect all the creative and professional abilities of the employee, the labor intensity of his work, the importance of his work for the project-oriented organization as a whole.

Thirdly, at this stage, attention should be paid to reducing the labor intensity of the employees of a project-oriented organization. Not the least role at this stage is played by the purchase of new equipment and the introduction of new progressive forms of management.

Fourthly, at the stage of motivating work in a project-oriented organization, the opportunities of employees regarding their career and professional growth should be clearly defined. This increases the overall motivation of employees and promotes their strategic mindset and strategic thinking.

Fifthly, at this stage, attention should be paid to the efficiency of using the workplace. That is, it is necessary to constantly monitor the work of employees of a project-oriented organization, there is also ongoing control over their activities and certain adjustments are made to optimize the overall management process. Thus, it is proposed to conduct regular certification and training of employees.

For virtual teams, it is especially important to include intangible incentives, such as recognition of achievements, opportunities for learning and development, and support for work-life balance. For example, regular public recognition of employee performance in internal communication channels can significantly increase motivation.

Corporate culture also helps create a positive work environment where every employee feels valued. This is especially important for project-oriented organizations where success depends on coordination and synergy between teams.

4.6. Stage 6. Implementation of strategic goals

One of the key features of implementing the motivational mechanism of strategic management in a project-oriented organization is its fundamental role in achieving strategic goals. However, in practice, organizations often face difficulties in implementing this mechanism, and sometimes the strategy as a whole. In addition, unforeseen changes may occur in the external environment of the organization, which complicate the implementation of planned activities. Sometimes companies also do not use their existing potential to the full, especially human resources, which play a key role in the development and implementation of an effective motivational mechanism of strategic management.

Accordingly, the main task of the stage of implementing the motivational mechanism of strategic management in a project-oriented organization is to create the necessary prerequisites for the successful implementation of the company's overall strategy. At this stage, strategic changes occur that ensure the organization's readiness to implement the planned goals.

This stage involves the execution of planned activities and projects aimed at achieving defined goals. Corporate culture plays an important role in ensuring the coherence of employee actions, especially in virtual teams, where the lack of physical presence can complicate coordination processes.

Regular virtual meetings, interactive collaboration platforms, and transparent mechanisms for monitoring progress are important tools at this stage. A corporate culture that emphasizes innovation and mutual respect helps maintain high levels of motivation and productivity.

4.7. Stage 7. Monitoring and evaluation of the implementation of the motivational mechanism

At this stage, the effectiveness of the implemented motivational mechanism is analyzed. Accordingly, corporate culture plays an important role in this process, as it contributes to the creation of an effective feedback system that helps to assess the level of goal achievement and identify possible deviations. The main tasks of this stage are to determine key indicators of the effectiveness of its implementation, create a monitoring system and measure control parameters, analyze possible causes of deviations in the indicators of assessment of the implementation of the motivational mechanism of strategic management, as well as develop and implement corrective measures to eliminate such deviations, if necessary and possible.

For virtual teams, it is important to use digital monitoring tools that allow you to track results in real time. In addition, the corporate culture promotes transparent and open evaluation procedures, which increases the level of trust among employees.

The formation and implementation of a motivational mechanism for strategic management in project-oriented organizations requires a close relationship with corporate culture. Each stage of this process depends on the effectiveness of communication, motivation and support of the organization's values, which is especially important for virtual teams. Thus, the integration of corporate culture into motivational mechanisms allows organizations not only to achieve their strategic goals, but also to create stable and productive conditions for employee development.

CONCLUSIONS

In the face of modern challenges, corporate culture plays a crucial role in shaping the motivational mechanism of strategic management of project-oriented organizations. Its role is of particular importance in working with virtual teams, which are becoming an integral part of modern project management. Corporate culture allows to create a single system of values, norms and rules for the members of such teams, contributing to their coordination, effective communication and motivation.

The proposed approach to the formation of a motivational mechanism for strategic management and the influence of corporate culture on it takes into account the peculiarities of the work of project-ori-

ented organizations, where the rapid implementation of new technologies and adaptation to external changes are important. An effective corporate culture helps to maintain employee motivation and engagement, which is especially important in remote work environments, where isolation and demotivation are often at risk. Through open feedback mechanisms, recognition of achievements, and support for professional development, a corporate culture can minimize the risks and disadvantages associated with working in virtual teams.

Prospects for further research in this area include studying the long-term impact of corporate culture on the effectiveness of organizations operating in a fully or partially remote environment. Particularly relevant are the issues of developing tools and methods to support inclusivity, mutual respect, and innovation in virtual teams, as well as analyzing the role of digital technologies in supporting an effective corporate culture. Studying the impact of these tools on employee involvement in the processes of strategic management of organizations and staff motivation also deserves attention.

AUTHOR CONTRIBUTIONS

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