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## IMPACT OF A TURBULENCE ON THE MOTIVATION OF STAFF AND STUDENTS IN HIGHER EDUCATION INSTITUTIONS

**MALCHYK Mariana**

*Doctor of Economics, Professor*

*Professor of the Department of Marketing*

*National University of Water and Environmental Engineering*

*ORCID: <http://orcid.org/0000-0002-0917-191X>*

**PROKOPETS Vitalii**

*Postgraduate, Department of Marketing*

*National University of Water and Environmental Engineering*

*ORCID: <https://orcid.org/0009-0006-4120-6533>*

**Abstract.** *The article investigates the impact of turbulence on the motivation of staff and students in higher education institutions (HEIs) under global and local challenges. It highlights that the modern educational sphere has faced such turbulences as economic instability, the COVID-19 pandemic, and the war in Ukraine, which have significantly affected the psychological state and productivity of faculty members and students. The study emphasizes the importance of internal marketing as a system for supporting and maintaining the motivation of internal stakeholders in educational institutions amidst uncertainty and crises.*

*The article provides a description of key aspects of turbulence, including instability, unpredictability, financial difficulties, and psychological pressure. It identifies a classification of turbulence based on its level of impact, temporal framework, and intensity. Particular attention is paid to the main challenges faced by internal stakeholders of HEIs and the key turbulence factors that may influence the internal marketing system of HEIs and, consequently, the motivation and satisfaction of staff and students.*

*The authors emphasize that internal marketing strategies aimed at developing personal and professional competencies are crucial for ensuring the resilience and competitiveness of HEIs in the face of continuous changes and challenges.*

**Keywords:** *turbulence, internal stakeholders, staff motivation, internal marketing, higher education institutions (HEIs), student motivation.*

This article delves into a critical examination of the profound impact of multifaceted turbulence on the intrinsic and extrinsic motivation levels of both staff and students within higher education institutions (HEIs), operating under the significant strain of contemporary global and localized challenges. The research underscores the unprecedented disruptions that have characterized the modern educational landscape, citing prominent examples such as persistent economic instability, the far-reaching consequences of the COVID-19 pandemic, and the devastating impact of the war in Ukraine. These significant events are highlighted for their substantial adverse effects on the overall psychological well-being and the crucial productivity metrics of both academic faculty members and the student body. A central tenet

of this study is the emphatic assertion regarding the pivotal importance of internal marketing as a comprehensive and strategic system designed to effectively support and proactively maintain the motivation of all internal stakeholders within educational institutions, particularly when navigating periods marked by pervasive uncertainty and acute crises.

Furthermore, the article provides a detailed and nuanced description of the core characteristics and multifaceted aspects of turbulence as it manifests within the context of higher education. This includes a thorough exploration of elements such as inherent instability within the operational environment, a heightened sense of unpredictability regarding future trajectories and outcomes, the emergence of significant financial difficulties and resource constraints, and the palpable increase in psychological pressure experienced by all members of the HEI community. The study goes on to introduce a comprehensive classification framework for understanding turbulence, categorizing it based on critical dimensions such as its level of impact (ranging from global to local), its temporal framework (encompassing short-term, medium-term, and long-term manifestations), and the degree or intensity of its disruptive influence. Particular scholarly attention is devoted to identifying and analyzing the primary challenges encountered by the diverse array of internal stakeholders within HEIs, alongside a detailed investigation into the key turbulence factors that possess the potential to significantly influence the efficacy and functionality of the internal marketing system within these institutions, and consequently, to shape the levels of motivation and overall satisfaction experienced by both staff and students.

The authors emphatically assert that the strategic implementation of well-defined internal marketing strategies, specifically those meticulously aimed at the continuous development of both the personal and professional competencies of staff and students, is of paramount importance. Such proactive measures are deemed absolutely crucial for effectively ensuring the long-term resilience and sustained competitiveness of HEIs as they navigate an environment characterized by continuous change, persistent challenges, and unforeseen disruptions. By fostering a supportive and development-oriented internal environment, HEIs can better equip their stakeholders to withstand turbulence and maintain a high level of engagement and productivity.

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