

## TRANSFORMATION OF THE MOTIVATIONAL ENVIRONMENT OF UKRAINIAN CIVIL SERVANTS UNDER MARTIAL LAW AND ITS CONSEQUENCES FOR PUBLIC ADMINISTRATION

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**Abstract.** *The article examines changes in the motivational environment of Ukrainian civil servants under martial law. It identifies shifts in material, career, security, social and psychological components and substantiates the risk of post-war staff losses if current retention indicators are used for workforce planning.*

**Keywords:** *civil servant motivation, martial law, motivational environment, public administration, workforce resilience, psychological condition, competitive selection, social guarantees.*

The article examines the transformation of the motivational environment of Ukrainian civil servants under martial law and its implications for public administration and post-war workforce sustainability. It distinguishes between the motivation system, understood as legally established incentives, and the motivational environment, understood as external conditions that determine whether those incentives remain effective. The empirical basis includes the 2025 survey of the National Agency of Ukraine on Civil Service, data from the Agency for Legislative Initiatives, reports of the Accounting Chamber of Ukraine, and OECD/SIGMA materials. Five components are identified as having changed most substantially: material, career, security, social and psychological. Remuneration has become more structurally regulated through job classification, yet it remains weakly perceived as fair and competitive. The suspension of competitive recruitment has weakened the link between professional performance and career advancement. Security, social guarantees and psychological well-being have become decisive employment factors but remain insufficiently reflected in management instruments. The scientific novelty lies in separating the motivational environment from the formal motivation system and integrating the five components into one analytical framework. The results show that the current resilience of the civil service is partly sustained by situational value-based motives associated with wartime service. Current retention rates should therefore not be mechanically extrapolated to the post-war period. The findings can support civil service reform, HR management, remuneration policy, restoration of competitive recruitment, and social and psychological support measures. Further research should focus on converting wartime motivational needs into sustainable institutional instruments.

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