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EMPIRICAL RESEARCH ON MATERIAL INCENTIVE SYSTEMS AT ENTERPRISES IN THE HOSPITALITY INDUSTRY OF UKRAINE

Introduction. The Ukrainian hotel industry is currently undergoing a difficult period of change and re-thinking. After the pandemic, amid economic fluctuations and military events, the hospitality industry faced a personnel shortage, intense competition for employees, and a need to update its personnel management approaches. The issue of material incentives, namely wages, bonuses, and social benefits, is becoming one of the key factors in the stability and development of hotels. The quality of service, the level of employee satisfaction, and the enterprise's ability to retain professional staff depend on how effectively the motivation system is designed.

Today's labor market requires hotels not only to compete on salaries but also to offer thoughtful incentive systems, including performance bonuses, training programs, insurance, and compensation for housing and transportation. The old approaches, which reduced motivation to a fixed rate and a few basic benefits, no longer work. The hospitality industry is becoming more dynamic and demanding, and therefore requires flexible, transparent, and modern models of staff motivation. Nowadays, Ukrainian hotels need not only to retain employees but also to create conditions that encourage them to develop and stay in the profession. People's expectations are changing not only is money important to them, but also social guarantees, training, a comfortable atmosphere, and the opportunity to grow. Therefore, the motivation system must consider both economic and human factors. This is what makes this study relevant

The problem is that Ukraine still lacks a systematic analysis of how hotels build their material incentive systems. Official statistics do not reflect all the details, and practical mechanisms for bonuses, benefits, or compensation often remain «behind the scenes». Therefore, it is especially important to study how these systems actually work across different types of hotels (chain, independent, resort, boutique hotels) and in different regions of the country.

Purpose of the article. The purpose of this article is to identify the features of modern systems of material incentives for personnel in the hotel business of Ukraine. To reveal the topic, it is necessary to find out which models prevail today, how they differ by type and

location of hotels, and what they show about the trends in the development of the industry. The results obtained will help to understand how modern Ukrainian hotels shape the motivation of their employees and where the labor market in the hospitality sector is heading.

Literature review. The issue of material incentives for hotel staff occupies a central place in modern research on human resource management in the hospitality sector. Scientific sources show that satisfaction with pay and social benefits is a key factor in reducing employee turnover and increasing employee loyalty [5, 7]. Meta-analyses in the hotel and restaurant industry show that compensation and organizational factors have the greatest impact on employees' intentions to quit [2]. At the same time, research shows that an increase in pay levels does not always guarantee long-term staff stability if it is not accompanied by the development of social programs and psychological support [8].

Following the COVID-19 pandemic and amid the global economic crisis, scholars have begun to more actively study the transformation of motivational systems in the hospitality sector. The growing role of non-material incentives, such as flexible schedules, training, and support for employee well-being, combined with traditional financial instruments, is emphasized [4, 10]. Academic literature documents the emergence of new forms of remuneration, combining bonuses and benefits with personnel development programs, internal career trajectories, and KPI systems (Sturman, 2006; Lynn, 2024). Reports from industry associations and HR consulting companies [1, 3] also note a trend toward increased variable remuneration, expanded social packages, and the formalization of employee performance assessment systems.

In Ukrainian science, the issue of motivation and remuneration in the hotel sector is studied in the context of structural transformation of the labor market, migration processes, and military challenges. Even in the pre-war period, authors emphasized the need to combine material and non-material incentives as a condition for personnel stability [14, 19, 22]. With the beginning of the war, researchers shifted their focus to personnel retention and the development of motivational systems that take into account security, stability, and social sup-



port [20, 24]. The works emphasize that classical approaches to remuneration no longer provide sufficient employee retention, so employers combine monetary rewards with compensation for housing, transportation, food, or insurance [17].

Studies by Ukrainian scientists indicate significant differences in incentive systems across enterprise types. Chain hotels are characterized by more formalized systems of KPI bonuses and social packages, while independent or boutique hotels mainly use individualized approaches [16, 21]. Boyko's work [13] confirms that, under martial law conditions, even medium- and small-sized hotels are forced to adapt their remuneration structures by introducing short-term bonus schemes and targeted social benefits. In this context, the role of strategic human resource management, which combines remuneration, KPI systems, training, and social guarantees, is increasing (15, 18).

The generalization of the results of scientific and practical research provides grounds for asserting that a mixed, multi-level model of material incentives is emerging in both the global and Ukrainian hotel industries. Its essence lies in integrating base salary, variable bonuses, social benefits, and compensation benefits. This model is gradually acquiring signs of corporate maturity, combining economic efficiency for the employer and social attractiveness for the employee, which is a key direction in the development of motivation systems in the hotel business of Ukraine.

Results and discussion. In the context of studying the systems of material incentives for personnel in the hotel sector of Ukraine, an important prerequisite is the development of a reliable empirical base that reflects the current state of the labor market and human resource management practices in the hospitality industry. Traditional sources of statistics, such as official reports of the State Statistics Service of Ukraine or data from industry associations, only partially address the structure of wages, bonuses, and social packages for hotel employees. At the same time, they mostly do not take into account the dynamics and structure of wages at the level of individual employers [19, 20].

That is why this study chose an empirical approach based on the analysis of the vacancy market as an indicator of the current state and trends in the development of systems of material incentives for personnel. This approach allows not only to record the level of the proposed salary, but also to trace the structure of compensation packages, including bonuses, benefits, employment conditions, and non-financial incentives [16, 18]. The use of open-source information, in particular from Work.ua, Robota.ua, Jooble.org, and Hotelcareer.ua, provides broad geographical coverage and reflects current HR management practices across hotels of various categories, from small private enterprises to international chain complexes [13, 21].

Increase the reliability of the results, a content analysis of the vacancy texts was conducted, during which

the information was coded according to the following analytical features:

- salary amount (UAH/month);
- availability and share of bonuses / premiums (%);
- type of employment (full-time, seasonal, variable);
- availability of in-kind incentives (food, accommodation);
- availability of social benefits (insurance, training, corporate discounts);
- hotel category (3, 4, 5 stars).

The collected data were systematized in an Excel database, which enabled further statistical analysis using grouping, comparison, averaging, and correlation methods within the spreadsheet environment.

The empirical basis of the study was formed on the basis of 90 vacancies posted in the period 2023–2025 on the main job search platforms in Ukraine. The sample included advertisements directly related to the hotel business, that is, enterprises whose main activity is the provision of accommodation, food, and related services within the hospitality industry. Vacancies cover a wide range of positions, both operational personnel (maids, waiters, receptionists), and administrative and managerial positions (administrators, shift managers, sales managers). This approach allows us to consider the system of material incentives not only at the individual level but also within the hotel's organizational hierarchy.

To identify spatial patterns in the formation of remuneration systems and staff incentives, a regional analysis of the hotel vacancy market in Ukraine was conducted for 2023–2025. The sample covers the main types of market environments: metropolitan, tourist and resort, industrial and regional, and peripheral segments. To summarize the results, the cities were grouped into six analytical clusters corresponding to their economic, tourist, and personnel specialization:

1. Kyiv – a metropolitan market focused on chain hotels and highly qualified personnel;
2. Lviv – a cultural and tourist center with a predominance of boutique hotels;
3. Odesa – a resort-city model of stimulation;
4. The Carpathian region – a territory with a high proportion of natural stimuli (housing, food);
5. Regional centers – large regional cities with mixed forms of motivation;
6. Other cities – small or peripheral centers with a predominance of compensatory (in-kind) benefits.

This grouping allowed us to compare average wage levels, bonuses, and benefits, as well as to identify typical models of material stimulation inherent in different territorial segments of the hotel business [15]. The results are summarized in Table 1.

The results obtained reflect significant regional differentiation in systems of material incentives for personnel in the hotel sector of Ukraine, a consequence of the heterogeneity of socio-economic conditions, tourist activity, and the level of corporate presence across different parts of the country.

Table 1. Regional structure of material incentive systems in the hotel business of Ukraine (based on 90 vacancies, 2023-2025)

Regional group (composition of cities)	Number of vacancies	Average salary, UAH	Average bonus, %	Rate of in-kind benefits, %	Rate of social benefits, %	Typical characteristics of incentives
Kyiv	21	40300	9,3	81,0	76,2	High rates, KPI bonuses, corporate social programs
Lviv	10	34000	11,0	90,0	80,0	Combined model: cash bonuses, training incentives, partial social packages
Odesa	12	35400	9,6	83,3	58,3	Resort-city model: average salaries, moderate bonuses, mainly in-kind benefits
Carpathian region (Truskavets, Bukovel, Ivano-Frankivsk, Chernivtsi)	15	36300	13,3	66,7	86,7	Mixed compensation model: moderate share of in-kind benefits (housing, meals) and high social support
Regional centers (Kharkiv, Dnipro, Poltava, Vinnytsia, Zaporizhia, Mykolaiv, Cherkasy, Khmelnytskyi)	18	33000	8,5	83,3	88,9	Standardized model: stable salary, fixed bonuses, corporate social benefits
Other cities (Luts'k, Sumy, Ternopil, Kropyvnytskyi, Cherkasiv)	14	34900	8,6	50,0	85,7	Compensation-maintenance model: housing, meals, minimum bonuses, social stability
<i>Total by sample</i>	<i>90</i>	<i>36 400</i>	<i>10,2</i>	<i>75,6</i>	<i>80</i>	<i>Generalized mixed system: combination of cash, social and compensation incentives</i>

Source: calculated by the authors

Kyiv occupies a leading position in terms of remuneration (over 40 thousand UAH), demonstrating a typical monetary-bonus model of incentives for the capital. The high level of formalization of motivational systems is explained by the concentration of international hotel brands and the adoption of corporate management standards. Kyiv vacancies are characterized by KPI bonuses, corporate social programs, and comprehensive benefit packages, which foster stable professional motivation among employees.

Lviv presents a mixed model of motivation that combines monetary bonuses, educational incentives, and social benefits. This reflects the specifics of the city's cultural and tourist market, where the quality of service and personnel training are of great importance. The high share of in-kind and social benefits (over 80–90%) indicates the use of flexible loyalty tools and informal motivational practices.

Odesa is characterized by a resort-compensation model, in which wages and bonuses vary with the season. The share of in-kind benefits exceeds 80%, while social incentives are limited (58%). This indicates the dominance of short-term forms of employee support during peak load periods, such as providing housing, food, or transportation, while off-season incentives remain underdeveloped.

A mixed compensation model is emerging in the Carpathian region, combining a moderate share of in-kind benefits with high social support. This structure is due to the seasonal nature of demand and the need to retain qualified personnel in remote tourist locations. Preference is given to compensation for housing, food,

and transportation, but social programs are also actively used: training, insurance, and staff recreation.

Regional centers (Kharkiv, Dnipro, Poltava, Vinnytsia, Zaporizhia, Mykolaiv, Cherkasy, Khmelnytskyi) demonstrate a standardized form of stimulation, close to network practice. The share of social benefits reaches 89%, which indicates a gradual institutionalization of personnel policy. Salaries here are somewhat lower than in Kyiv or Lviv, but the motivational system is stable, and bonuses are predictable.

Other cities are forming a compensation-retention model. Despite lower salaries (35 thousand UAH), most employers offer basic social guarantees (housing, food, medical support). This indicates an emphasis on social stability and retention of personnel in a limited labor market.

In general, in the sample (90 vacancies), a balanced ratio between monetary and social incentives is observed: the share of in-kind benefits is 74.4%, the share of social benefits is 78.2%, which indicates an increase in the role of intangible and compensatory elements in the motivation system of hotel sector employees [17, 24].

An in-depth analysis of the identified regional differences enabled the identification of generalized models of material incentives that have emerged in the domestic hotel business under the influence of socio-economic, tourism, and management factors. A set of criteria was used for classification, in particular: the predominant type of incentives (monetary, in-kind, social); the degree of formalization of the system (availability of standards, KPIs, regulations); dominant working condi-

tions (seasonality, corporate structure, market environment); typical consequences for personnel (stability, turnover, level of professional motivation). Based on

these indicators, six main models were identified, corresponding to regional groups in the hotel market of Ukraine. Their general characteristics are given in Table 2.

Table 2. Types of models of material incentives for personnel in the hotel business of Ukraine

Regional group (composition of cities)	Type of incentive model	Dominant incentives	System formalization level	Factors of formation	Typical consequences for personnel
Kyiv	Cash-bonus (KPI model)	High base salary, KPI bonuses, corporate social programs	High	Competition in the labor market, presence of international networks	High stability, professionalization of personnel
Lviv	Mixed motivational model	Salary, bonuses, training and social incentives	Medium-high	Tourism market, cultural economy, personnel flexibility	Balance of financial and non-material motives
Odesa	Seasonal-compensation model	Benefits in kind, average salaries, seasonal bonuses	Medium	Resort seasonality, variability of demand	Income instability, high mobility of personnel
Carpathian region	Mixed-compensation model	Moderate share of benefits in kind, high social support, seasonal bonuses	Medium	Seasonality, shortage of personnel, geographical remoteness	Employee loyalty, seasonal rotation
Regional centers	Standardized mixed model	Fixed rate, stable bonuses, corporate social packages	Medium-high	Presence of network operators, formalization of payment policy	Stability and predictability of incentives
Other cities	Compensation-retention model	Benefits in kind (housing, meals), base salary, minimum bonuses	Low	Limited labor market, weak competition, low mobility	High turnover of personnel, social orientation of the system

Source: compiled and supplemented by the authors based on [16, 19, 20]

The analysis showed that a multi-level system of material incentives is being formed in the modern hotel business of Ukraine, which reflects both spatial and structural differentiation of the labor market in the hospitality sector. The evolution of material incentive systems in the Ukrainian hotel sector is moving from compensatory and informal forms to complex mixed models, where monetary, in-kind and social elements are combined. The development of such systems reflects the process of professionalization and corporatization of personnel management, which is most intensively taking place in Kyiv, Lviv and large regional centers, while in resort and peripheral areas the features of adaptation and compensation approaches are still preserved.

For a deeper understanding of the internal mechanisms of personnel motivation in the hospitality sector, a generalization was made according to the typological structure of the hotel market. The type of hotel brand is an integral characteristic that determines not only the organizational and legal form, but also the specifics of personnel policy, the level of formalization of motivational systems and the depth of social practices. The analysis allows us to trace how different models of ownership and management affect the structure of material incentives [13, 18, 20]. Table 3 presents generalized indicators of remuneration, bonuses and benefits for the main types of hotels, as well as typical characteristics of incentive systems that were identified by analyzing a sample of real vacancies for the period 2023–2025.

Table 3. Typological structure of material incentive systems in the hotel business of Ukraine (2023–2025)

Brand (hotel) type	Number of vacancies	Average salary, UAH	Bonus included, %	Rate of benefits in kind, %	Rate of social benefits, %	Typical characteristics of incentives
Boutique	6	34000	8,3	100	83	Individualized model: small teams, full set of benefits in kind, partial social guarantees
Resort	8	33375	14,4	50	100	Seasonal compensation model: high bonuses, social packages, but limited benefits in kind
Chain	41	37024	10,1	78	80	Standardized corporate model: fixed rates, KPI bonuses, corporate social packages
Independent	35	36686	9,7	74	74	Flexible mixed model: salary + bonuses, irregular benefits, often informal
Total by sample	90	36 400	10,2	75,6	80	Generalized mixed system: combination of monetary, social and compensation incentives

Source: calculated by the authors

The typological structure demonstrates a clear connection between the scale of the hotel, the form of ownership, and the complexity of the incentive system.

Chain hotels, which make up almost half of the sample studied, are the main carriers of a standardized corporate model. They are characterized by fixed rates,

KPI bonuses, medical insurance, and training programs. The average salary level (37 thousand UAH) exceeds the market average, and the shares of social and in-kind benefits (about 80%) indicate a balanced motivational structure. This group sets the market benchmark and acts as a driver for the professionalization of personnel management in the hospitality sector.

Independent hotels retain a flexible, mixed model that combines monetary and informal incentives. Despite the level of pay close to the chain level, their bonus and benefits system is less formalized, leading to greater variability in working conditions. For independent operators, an adaptive motivation strategy is typical; hotels retain staff through a combination of short-term bonuses and partial social benefits.

Boutique hotels, on the other hand, are distinguished by an individualized approach to incentives. A high share of in-kind benefits (100%) is associated with small team sizes, in which the employer can provide employees with accommodation, meals, or other forms of support. At the same time, limited resources constrain the deployment of formalized bonus systems, so a compensatory logic of motivation, focused on staff comfort and loyalty, prevails.

Resort hotels demonstrate a seasonal-compensatory incentive structure, in which bonuses (14.4%) and social benefits (100%) play a key role. Such establish-

ments have a greater share of short-term motivational measures that depend on the season, the volume of bookings, and the dynamics of the tourist flow. A characteristic feature is the decrease in in-kind benefits compared to social ones; priority is given to temporary contracts and bonuses for results.

Thus, the typological structure indicates that a mixed incentive model is emerging in the hotel business in Ukraine, combining monetary, social, and compensatory elements. Chain hotels set standardized practices, while independent, boutique, and resort establishments retain flexible or seasonal approaches.

To assess the impact of the hotel category on the system of material incentives for personnel, the sample was grouped by establishment star rating. The hotel category reflects not only the level of service but also the organizational maturity of personnel management, the scale of use of corporate practices, and the ability to develop a comprehensive motivation system. Higher categories usually have a clearly regulated remuneration policy, a system of KPI bonuses and social guarantees, while the middle segment more often relies on compensatory and adaptive incentives. For the purpose of quantitative analysis, key parameters (salary indicators, bonus levels, and share of benefits) were calculated for hotels in categories 3*, 4*, and 5*, and the results are summarized in Table 4.

Table 4. Structure of material incentive systems by hotel category (2023–2025)

Category (stars)	Number of vacancies	Average salary, UAH	Average bonus, %	Rate of in-kind benefits, %	Rate of social benefits, %	Typical characteristics of incentives
3*	22	35773	11,1	0,73	0,77	Compensation model: basic benefits (housing, meals), limited bonuses
4*	36	35167	9,4	0,72	0,78	Mixed model: KPI bonuses, social packages, training incentives
5*	32	38125	10,5	0,81	0,84	Bonuses model: high rates, full social package, individual bonuses
<i>Total for the sample</i>	90	36 400	10,2	75,6	0,80	<i>Generalized mixed system: combination of monetary, social and compensation incentives</i>

Source: calculated by the authors

Analysis of the structure of material incentive systems by hotel category confirmed the hypothesis that the level of star rating directly affects the composition and formalization of motivational mechanisms. In 3* hotels, a compensation model focused on basic in-kind incentives (accommodation, meals, and staff support) dominates. Such establishments are mostly focused on retaining staff through stable pay and average bonuses, while elements of corporate social programs are less developed. In 4* hotels, a balanced mixed model is formed, combining fixed rates, KPI bonuses, and training incentives. It is this segment that is characterized by the greatest adaptability, the ability to combine market motivation with elements of corporate culture. And in 5* hotels, a premium incentive model prevails, combining high base rates, extensive social packages, and personalized performance bonuses. This structure is typical of

international chain brands, in which motivation is integrated into the service quality management system and corporate loyalty. The share of social benefits in hotels of the highest category exceeds 80%, indicating a gradual alignment of Ukrainian practices with European HR management standards.

To identify differences in remuneration levels and the structure of motivational mechanisms among hotel employees, a professional group conducted an analysis. This approach allows us to trace how the form and intensity of material incentives vary across job hierarchies (Semykina, 2025; Kansur, 2024). The professional structure reflects the internal stratification of the incentive system and its level of formalization, enabling assessment of the degree of maturity of personnel management in the hospitality sector (Table 5).

Table 5. Professional structure of material incentive systems in the hotel business of Ukraine (2023–2025)

Professional group	Number of vacancies	Average salary, UAH	Average bonus, %	Rate of benefits in kind, %	Rate of social benefits, %	Typical characteristics of incentives
Administrative and managerial personnel	18	44 200	11,8	61	88	Premium performance model: high salary, KPI bonuses, corporate social programs
Middle-level specialists	22	37 800	10,4	73	82	Balanced mixed model: performance bonuses, partial benefits, training incentives
Service personnel	36	33 600	9,7	79	77	Compensatory mixed model: in-kind benefits (meals, accommodation), stable salary
Technical and support personnel	14	31 400	7,9	85	64	Compensatory retention model: low bonuses, dominance of in-kind incentives
<i>Total by sample</i>	<i>90</i>	<i>36 400</i>	<i>10,2</i>	<i>75,6</i>	<i>80,0</i>	<i>Generalized mixed system: combination of monetary, social and compensatory incentives</i>

Source: calculated by the authors

The results of the analysis show that the structure of material incentives for personnel in the hotel sector of Ukraine has a clear hierarchical differentiation. At the top level (administrative and managerial personnel), the highest salaries and bonuses are observed, which is explained by the strategic nature of their functions and their link to performance indicators. This group is characterized by a premium incentive model that combines financial and social elements with corporate development programs. In the middle link, a balanced mixed model has been developed, focusing on a combination of KPI bonuses, training programs, and partial benefits. Service personnel receive lower base rates but have the highest share of in-kind incentives: housing, food, and transport, which compensates for seasonality and variability of income. Technical personnel are characterized by a retention compensation model, in which in-kind benefits dominate with a minimum level of bonuses.

Conclusions and prospects for further research.

The system of material incentives for personnel in the hotel business in Ukraine is at a stage of structural transition from predominantly compensatory and informal practices to complex, mixed models that combine monetary, social, and in-kind elements of motivation. An

empirical analysis of 90 vacancies for 2023–2025 confirms the tendency to form such balanced incentives.

The regional analysis demonstrated clear differentiation among motivational models. The typological structure of the hotel market confirmed that the scale and form of ownership directly affect the composition of the incentive system. Analysis by category (3* to 5*) showed that the level of stardom directly correlates with the complexity and formalization of the incentive system. The professional incentive structure demonstrates a distinct hierarchy.

Thus, the modern hotel business in Ukraine forms a multi-level, mixed system of material incentives that is gradually acquiring signs of corporate maturity. Regional, typological, categorical, and professional differences reflect enterprises' adaptation to market and personnel conditions, but the general trend remains the same: strengthening the role of social programs, KPI bonuses, and transparent reward mechanisms. Further development of incentive systems in the hotel sector should be aimed at institutionalizing HR policies, expanding social packages, increasing transparency of remuneration, and harmonizing motivational mechanisms with European hospitality standards.

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Yakushev O. Empirical research on material incentive systems at enterprises in the hospitality industry of Ukraine

This paper examines contemporary systems of material incentives in the Ukrainian hotel industry using an original dataset of 90 job postings collected in 2023–2025 from major employment platforms. A structured content analysis was applied to code wage levels, bonus rates, employment type, and the incidence of in-kind (housing, meals) and social benefits (insurance, training, corporate discounts). The resulting database enabled descriptive statistics and comparative profiling across regions, hotel typologies, star categories, and professional groups.

By hotel typology, international networks set the benchmark with standardized pay bands, KPI bonuses, and comprehensive social packages. Independent hotels use flexible mixed systems with lower formalization, boutique hotels stress individualized compensatory schemes with universal in-kind support, and resort properties rely on seasonally variable bonuses combined with full social benefits. Star category analysis confirms a positive association between category (3*→5*) and compensation sophistication: 3* hotels feature compensatory models, 4* balance KPIs and development programs, and 5* adopt premium systems with individualized incentives and extensive benefits. Professional stratification is also evident: administrative/managerial roles command the highest wages and bonus intensity; mid-level specialists receive balanced mixed packages; service and technical staff rely more on in-kind benefits that offset seasonality and income variability.

The study contributes an evidence-based map of compensation practices under conditions of labor shortages, migration pressures, and heightened uncertainty. Practical implications include (i) institutionalizing transparent KPI frameworks, (ii) calibrating the mix of fixed and variable pay by role and season, and (iii) expanding targeted benefits (housing, meals, transport, insurance) to strengthen retention. Limitations relate to reliance on vacancy data (offered, not realized compensation) and potential seasonal bias. Future research should triangulate postings with payroll/HR records and employer–employee surveys, and track post-2025 dynamics, including automation and ESG-driven HR innovations.

Keywords: hotel business, hospitality industry, material incentives, employee motivation, labor market, job vacancy analysis, regional differentiation, human resource management, motivation system.

Якушев О. Емпіричне дослідження систем матеріального стимулювання на підприємствах індустрії гостинності України

В статті досліджено системи матеріального стимулювання персоналу в готельному бізнесі України на основі контент-аналізу вакансій (2023–2025рр.). Проаналізовано зарплати, бонуси, натуральні та соціальні пільги, типи зайнятості й типологію готелів. Виявлено змішану багаторівневу модель стимулювання з поєднанням фіксованої оплати, КPI-бонусів і розширених соцпакетів. Показано регіональні відмінності, вплив форми власності та зірковості на структуру винагород, а також ієрархічну диференціацію за професійними групами.

За типологією готелів міжнародні мережі задають еталон зі стандартизованими діапазонами оплати, КPI-бонусами та комплексними соціальними пакетами. Незалежні готелі використовують гнучкі змішані системи з нижчим рівнем формалізації; бутик-готелі роблять акцент на індивідуалізованих компенсаційних схемах із універсальною натуральною підтримкою; курортні заклади спираються на сезонно змінні бонуси у поєднанні з повними соціальними пільгами. Аналіз категорій «зірковості» підтверджує позитивну залежність між рівнем (3→5) та складністю компенсаційних систем: 3* готелі характеризуються компенсаційними моделями, 4* поєднують КPI та програми розвитку, а 5* впроваджують преміальні системи з індивідуалізованими стимулами та розширеними пільгами. Професійна стратифікація також очевидна: адміністративні/менеджерські посади мають найвищі зарплати та інтенсивність бонусів; фахівці середнього рівня отримують збалансовані змішані пакети; сервісний та технічний персонал більше покладається на натуральні пільги, що компенсують сезонність та варіативність доходів.

Дослідження формує доказову карту практик компенсації в умовах дефіциту робочої сили, міграційного тиску та підвищеної невизначеності. Практичні імплікації включають: (1) інституціоналізацію прозорих КPI-рамоч, (2) калібрування співвідношення фіксованої та змінної оплати залежно від ролі та сезону, (3) розширення цільових пільг (житло, харчування, транспорт, страхування) для посилення утримання персоналу. Обмеження стосуються використання даних вакансій (заявленої, а не фактично реалізованої компенсації) та можливого сезонного зсуву. Подальші дослідження мають поєднувати дані вакансій із записами про заробітну плату/HR, опитуваннями роботодавців та працівників, а також відстежувати динаміку після 2025 року, включно з автоматизацією та HR-інноваціями, зумовленими ESG.

Ключові слова: готельний бізнес, індустрія гостинності, матеріальне стимулювання, мотивація, персоналу, ринок праці, аналіз вакансій, регіональна диференціація, управління персоналом, система мотивації.