

Federal State Budgetary Educational Institution of Higher Education "Russian  
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*As a manuscript*



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**IMPROVING INCENTIVE STRATEGIES IN HR  
MANAGEMENT OF A LARGE COMPANY**

5.2.6. Management

**ANNOTATION**

dissertations for the degree of Candidate of Sciences in Economics

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**Relevance of the topic under study.** Large companies are characterized by diversified activities and functions, complex and unique levels of responsibility, and cultural contexts. One-size-fits-all solutions are becoming less effective; incentives must be differentiated based on employee profiles, tasks performed, the company's strategic priorities, as well as trends in the development of society, business, and the labor market.

In today's socioeconomic and technological environment, effective personnel incentive systems are no longer a secondary HR task but a necessary condition for the effective management of a large company to ensure its strategic sustainability. Improving incentive strategies in HR management at large companies reflects the need for modern adaptive management, which requires flexibility in response to external challenges, internal constraints, and employee expectations and preferences. Today's employees at large companies, representing different generations, expect not only material incentives from large companies but also attach special meaning to their work and development, seeking special opportunities and flexible working conditions.

A crucial aspect of modern work environments in large teams is taking into account the characteristics of different generations, their views, habits, expectations, and preferences. Applying a generational approach requires large organizations to reframe their employee motivation and incentive policies. Above all, the need to account for differences in generational motivational incentives should play a crucial role in modern HR management systems.

It is precisely the use of a generational approach that encourages large companies to develop multiple, distinct strategies. Furthermore, all strategies must be refined over time. It is crucial to apply a comprehensive and dynamic approach to management decision-making to incentivize different generational groups of employees. This requires analysis and rapid adjustments to address the evolving expectations of each generation represented within a large company. At the same time, it is crucial to balance the interests of generational groups with the overall performance requirements of personnel in a specific area of work and within a

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large company as a whole. Simultaneous monitoring of employee preferences combined with the achievement of corporate performance targets ensures effective improvement of employee incentive strategies.

Effectively developed incentive strategies align individual employee goals with those of the corporate entity, foster the development and implementation of innovation, and increase flexibility and the ability to scale success during growth or market changes. Static incentive strategies and mechanisms increase the vulnerability of large companies to external shocks and internal crises, while adaptive incentive strategies ensure scenario preparedness, reduce the risk of mass layoffs, and maintain operational stability.

Thus, improving incentive strategies for large companies' HR management is a necessary element of strategic management in today's environment. It ensures cost-effectiveness and adaptability to change, adheres to ethical standards and employee expectations, and enhances the competitiveness of large companies by more closely matching motivational mechanisms to the actual needs of employees, business goals, and external environmental factors. This demonstrates the relevance and necessity of a comprehensive scientific study of this problem – improving incentive strategies for large companies' HR management.

**The degree of scientific development of the problem.** The problems of identification and development of generations of employees, their characteristics and key trends, as well as issues of personnel management of different generations, their stimulation, are devoted to the works of such scientists as Azarenok N. V., Borisova A. A., Brazhnikov P. P., Voitovich S., Volkova N. V., Gavrilova Yu. V., German M. V., Grenchkova A., Gubskaya M. A., Gurova I. M., Deputatova L. N., Daver D. I., Dambinov S. A., Dzaei, Kh. N. A., Evdokimova S. Sh., Zaitseva N. A., Zubko D. V., Klyuev Yu. V., Koval A. L., Kozyreva P. M., Kotomina O. V., Laskova T. S., Magera T. N., Makasheva Yu. S., Merzlykh Yu. G., Nikitochkina Yu. V., Nurzhanova A. A., Ryazantseva I. V., Samoukina N. V., Sivolap L. A., Sineva N. L., Smirnov A. I., Snegirev V. A., Sokolov V. A., Sytnik A. A.,

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Uimanova M. E., Chiker V. A., Shvenk E. V., Shishkina K. A., Shukshina S. E., Yashkova E. V.

Thomas L. T. and Ganster D. K. studied organizational policies that ensure and support work-life balance, that is, they examined ways to find and ensure work-life balance within the organization itself. This issue was also addressed in the studies of Kasper W. J., Lindsay A., McDowell A., Sturges J., Eby L. T., and others.

Arias-Boltzmann L., Gyurkhan U., Gorokhova E. Yu., Kolmykova M. A., Kim Ch., Magoshi E., Masakov E. M., Rybina V., Soboleva Yu. P. studied the cross-cultural characteristics of the personnel of large companies and the national psychological characteristics of representatives of different countries.

Bogino N. I., Vasneva E. A., Nikolaev M. V., Tagirova Kh. D., Tregulova N. G., Trufanova T. A. studied the characteristics of personnel management in large and small companies. Classical theories of motivation presented in the works of Adams J.S., Alderfer J.P., Vroom W.H., Herzberg F., Dong W., Levine K., Locke E.A., Lawler E., Maslow A.H., Porter L.W., as well as modern theories of motivation and research of states, factors and conditions of its formation, as well as stimulation strategies considered by Argyris K., Bakker A., Wressel E., Datten J., Deci E., Cameron K.S., Kennedy A.A., Cunningham K., Lipnowski E., Mitchell T., Mtewet L., Oldham G.A., Ryan R., Seligman M., Soha M., Ferris J., House R., Hofstede G., Hackman J., Csikszentmihalyi M., Hartman J., Yang-Hun Wang, and others present their findings in their dissertation research.

Nevertheless, the issue of improving incentive strategies for HR management at large companies in the current context of social, business, and labor market development remains unresolved and requires further scientific, theoretical, and practical research.

**The object of this dissertation** is the process of improving incentive strategies in personnel management of a large company.

**The subject of this research** is organizational and managerial relations arising in connection with the improvement of strategies for motivating the personnel of large companies.

**The purpose of this dissertation** the aim of this dissertation is to refine scientific and theoretical principles and methodological and practical tools for enhancing incentive strategies in HR management at a large company.

To achieve the objectives of this dissertation, the following **tasks** must be addressed:

- substantiate a theoretical structural and logical model for strategic HR management at large companies in the current context of social, business, and labor market development;
- develop tools for developing incentive strategies for HR management at large companies;
- develop a methodological approach to formulating incentive strategies for HR at large companies in the current economic environment;
- improve the model for developing incentive strategies for HR at large companies for decision-making purposes.

**The theoretical and methodological basis of the study** was formed by the scientific works of Russian and international scholars, motivation theories and behavioral patterns, situational and factor analysis tools, and software solutions for modeling the processes of developing and improving incentive strategies for large companies.

**The research's information base** included analytical and statistical materials published on official open resources, as well as open data from the official websites of large Russian companies, regulatory documents, and electronic resources.

**Conformity of the dissertation to the Passport of the scientific specialty.** The work was completed according to **passport of specialty 5.2.6. Management**, contains provisions and results corresponding to: paragraph 5. Development of theory and methods of decision-making in economic and social systems. Artificial

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intelligence systems to support management decision-making; paragraph 14. Strategic management, methods and forms of its implementation. Business models of the organization. Corporate strategies. Strategic resources and organizational abilities of the company; paragraph 23. Theoretical and methodological foundations of personnel management. Economic and social tasks of human resource management. Human resource management technologies.

**Scientific novelty of the dissertation research** in the development of scientific, theoretical, methodological, and practical recommendations for improving incentive strategies in personnel management at large companies in the modern context of social, business, and labor market development.

The author's personal findings include the following:

- a substantiated theoretical structural-logical model of strategic personnel management for large companies in the current conditions of social, business, and labor market development. This model is based on a generational approach, reflecting the expectations and preferences of employees of different generations, identifying the specific characteristics and capabilities of large and small companies to meet the expected needs of employees, as well as the specific features of large and small companies to meet expected needs. This model substantiates the importance and special role of large companies in meeting the needs and expectations of employees, taking into account their prevailing capabilities. A distinctive feature of this model is the use of the author's "bottom-up" approach to the development and improvement of the strategic personnel management process for large companies. This ensures a balance between employee expectations and preferences, factors of the internal business environment, and external influences in the formation of priority areas and incentive tools for employees of large companies (clause 23 Passport of specialty 5.2.6.);

- a toolkit for developing incentive strategies for personnel management in large companies has been developed based on the influence of three broad groups of factors on personnel motivation and the author's "bottom-up" approach to

developing incentive strategies, which has made it possible to develop and substantiate types of adaptive incentive strategies for personnel in large companies, a distinctive feature of which is the scientific substantiation and practical application of the triangle for forming incentive strategies for personnel in large companies, the author's approach to forming adaptive incentive strategies for personnel in large companies, as well as the author's triad of methods for assessing broad groups of factors and the degree of intensity of their manifestation in developing an incentive strategy for personnel in large companies (clause 14 Passport of specialty 5.2.6.);

- a methodological approach to the formation of incentive strategies for the personnel of large companies in the current economic environment has been developed, based on the step-by-step application of the author's tools for developing incentive strategies in managing the personnel of large companies, which made it possible to describe in detail and implement the author's approach to developing incentive strategies for the personnel of large companies "from the bottom up", the distinctive feature of which is the consistent implementation of such stages as an assessment of the identified three large groups of factors (a set of variables) influencing the behavior and motivation of current and future employees of large companies based on the author's "triad of methods"; the formation of a set of variables from each large group, subject to the intensive influence of factors based on the results of factor analysis; determination of the prevailing group of factors based on the use of the author's "triangle of forming incentive strategies for the personnel of large companies"; Identification of a personnel incentive strategy based on the author's approach to "the formation of adaptive incentive strategies for the personnel of large companies" for the formation of a pool of incentive strategies for the personnel of large companies based on the "bottom-up" principle and subsequent integration into the overall personnel management strategy of large companies (clause 14 Passport of specialty 5.2.6.);

- the model of the process of developing incentive strategies in personnel management of large companies for decision-making based on the development of

an original software solution has been improved, which made it possible to formalize the process of developing incentive strategies in personnel management of large companies, conduct testing based on empirical data, obtain an optimal solution in the form of a set of tools for motivating personnel, analyze the obtained results and make a management decision by the management of large companies on the development and implementation of a strategy for motivating personnel, a distinctive feature of which is the simultaneous consideration and rapid adaptation of the management decision to changes in the expectations and preferences of employees, factors of the internal and external environment of a large company, as well as the budget and the specified threshold for the effectiveness of the strategy implementation for a quick and effective solution to the problem of improving incentive strategies in personnel management of large companies (clause 5 Passport of specialty 5.2.6.).

**Reliability and validity of results** of the dissertation research are confirmed by the use of theoretical and methodological provisions, theories, and views of Russian and international scholars on the improvement of incentive strategies in the personnel management of large companies; consideration of current trends in the development of society, business, and the labor market in the context of the expectations and preferences of employees of different generations; publication and discussion of the obtained results and conclusions in various journals from the list of the Higher Attestation Commission and in the proceedings of conferences of various levels and geographies; and the implementation of the author's theoretical and methodological developments and solutions in the practical activities of a large company to improve incentive strategies in personnel management in the current economic environment.

**The theoretical and practical significance of the dissertation research** is confirmed by the clarification and expansion of the existing theoretical material on the issues of improving incentive strategies in the personnel management of large companies; the development of a methodological toolkit and a methodological approach for improving incentive strategies in the personnel management of large

companies; improvement of the model of the process of developing incentive strategies in the personnel management of large companies for decision-making based on the development of the author's software solution, which reliably reflects the increase in scientific knowledge in the field of improving incentive strategies in personnel management in the modern business environment. The theoretical and methodological provisions personally obtained by the author have been implemented in the educational process of the educational institution of higher education (confirmed by documents). The author's model of the process of developing incentive strategies in the personnel management of large companies for decision-making based on the developed author's software solution has been implemented in the management practice of a large company for the effective selection of a management decision in the field of improving incentive strategies in personnel management in the modern business environment (confirmed by documents).

**Validation of the research results.** The results of this dissertation were presented to the general scientific community, discussed, and positively endorsed at international and all-Russian scientific and practical conferences in 2023-2025, as well as a national conference (2023) in Ufa, Orel, Bryansk, Izhevsk, and Samara. The main provisions of this dissertation have been implemented in the management practices of a large company, Rosneft Oil Company - Scientific and Technical Center, Krasnodar (a subsidiary of Rosneft PJSC), in order to improve its personnel incentive strategies.

**Publications.** 13 scientific papers with a total volume of 6.06 pp, the author's contribution is 3.58 pp, including 6 scientific articles published in peer-reviewed scientific journals recommended by the Higher Attestation Commission under the Ministry of Education and Science of Russia.

**The scope and structure of the work** are determined by the logic of the scientific research and are presented in the following structure: table of contents, introduction, three main chapters, each containing three paragraphs, conclusion, reference list, and appendices. The bibliography contains 201 references.

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