

UDC 65.012.4:159.9:655

JEL Classification: M12, M54, D23, J24, L33

POSITIVE MOOD AS A PRODUCTIVITY FACTOR: A PROJECT MANAGEMENT METHODOLOGY FOR PRINTING COMPANIES AND ITS ECONOMIC FEASIBILITY

MAKATORA Alona¹, MAKATORA Dmytro², KUBANOV Ruslan³

¹ National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute»

<https://orcid.org/0000-0001-9373-5169>

e-mail: alona.makatora@gmail.com

² National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute»

<https://orcid.org/0000-0002-1909-900X>

e-mail: makatora_d@ukr.net

³ Separate structural subdivision «Institute of Innovative Education of the Kyiv National University of Civil Engineering and Architecture»

<https://orcid.org/0000-0002-0121-4858>

e-mail: kubanov12@gmail.com

The article addresses the problem of ensuring a positive mood among employees of a printing company as a strategic resource that links personnel's psychological well-being with the enterprise's economic efficiency. In contemporary conditions of intense competition, digital transformation, and constant stress, employees' emotional state becomes a decisive factor in productivity, accuracy of task performance, and the stability of production processes. A positive mood is increasingly viewed not as a by-product of a comfortable work environment but as a key factor of a company's competitiveness. The purpose of the study is to provide a scientific justification and practical modelling of a methodology for ensuring a positive mood among employees of a printing company, based on the integration of three areas: adaptation to negative emotions through the theory of micro-hobbies, the application of time-management techniques, and the development of self-motivation. The methodology is theoretically grounded in cognitive-behavioural psychology and concepts of self-regulation and intrinsic motivation, and in practice it is manifested in a 10-15% increase in productivity, a 15-20% reduction in staff turnover, and a 20-25% saving of resources. The methodological framework of the study is defined by an interdisciplinary approach that combines psychological, pedagogical, and economic concepts. The research employs analysis and synthesis of scientific sources, comparative analysis of practices of global and Ukrainian companies, systematization of cases from the printing industry, and economic modelling of effectiveness. Practical research tools include tables, checklists, and step-by-step plans for project managers. The results of the study demonstrate that the implementation of the methodology provides a dual effect: maintaining employees' emotional balance and generating economic benefits for the company. In particular, adaptation through micro-hobbies enables rapid restoration of internal balance and reduces the number of conflicts; time management ensures a structured working day and timely order fulfilment; self-motivation activates employees' internal resources and supports their energy and confidence. The methodology is of particular importance for project management in a printing company, where accuracy, timeliness, and team interaction are critically important. It helps the project manager ensure process stability, avoid deadline failures, and increase the team's level of creativity. In the long term, the methodology contributes to the formation of a corporate culture focused on supporting emotional well-being, mutual trust, and innovativeness. Thus, the study proves that employees' positive mood is not only a psychological factor but also a strategic resource that ensures the sustainable development of a printing company, its economic efficiency, and its competitiveness in the market.

Keywords: positive mood, employee productivity, printing company, micro-hobbies, time management, self-motivation, cognitive-behavioural psychology, self-regulation, intrinsic motivation, employees' emotional well-being, economic efficiency, enterprise competitiveness, project management.

<https://doi.org/10.31891/mdes/2026-20-3>



This is an Open Access article distributed under the terms of the [Creative Commons CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/)

Стаття надійшла до редакції / Received 14.03.2026

Прийнята до друку / Accepted 25.04.2026

Опубліковано / Published 30.04.2026

© Makatora Alona, Makatora Dmytro, Kubanov Ruslan

INTRODUCTION

Problem statement. In the contemporary context of intense competition, digital transformation, and constant stress, printing companies face the need not only to optimize production processes but also to ensure employees' emotional well-being. A positive mood among personnel is increasingly viewed not as a by-product of a comfortable working environment, but as a strategic resource that affects work quality, decision-making speed, team interaction, and the economic stability of an enterprise.

This problem is particularly relevant in the printing industry, where accuracy, timeliness, and creativity are critically important. Employees who work daily with large volumes of information, layouts, print runs, and deadlines require not only technical support but also a system of emotional self-regulation. At the same time, project managers often lack clear tools for maintaining a positive team mood, which leads to an increase in errors, conflicts, burnout, and staff turnover.

Despite the existence of individual studies in the fields of time management, motivation, and corporate well-being, there is a lack of a holistic methodology that would integrate adaptation to negative emotions, time management, and the development of self-motivation within the context of printing production. Most existing models are oriented toward office or IT environments, whereas the printing

industry has specific challenges, including physical workload, creative tasks, process cyclicity, and dependence on external orders.

Thus, a refined scientific problem arises: how to develop and implement a methodology for ensuring a positive mood among employees of a printing company that would be simultaneously psychologically grounded, managerially effective, and economically feasible. Addressing this problem would make it possible not only to improve employees' emotional state but also to ensure the stability of production processes, reduce costs, and enhance the competitiveness of the enterprise.

LITERATURE REVIEW

In contemporary academic literature, the problem of ensuring a positive mood among employees is examined through the lenses of pedagogy, psychology, and management.

Pedagogical sources. In pedagogical science, the formation of a positive mood is considered a component of the educational process and the development of professional competence. Yu. Maksymchuk [1] emphasizes club-based activities as a tool of education in higher education that promotes socialization and emotional support for students. N. Kalka and Z. Kovalchuk [2], in a practicum on art therapy, demonstrate the importance of creative methods for achieving emotional balance. N. Myronchuk [3] outlines the foundations of self-organization in professional activity, while A. Leshchenko [10] proposes the technology of "self-management of psychophysiological states" as a pedagogical tool for competence development. These works highlight that pedagogical methods can be integrated into the corporate environment to support employees' positive mood.

Psychological sources. The psychological dimension of the issue is explored through the concepts of health, resilience, and motivation. V. Shtyfurak and O. Shportun [4] analyse the phenomenology and practical correction of psychological health. A collective monograph edited by H. Priba and L. Beheza [5] introduces the concept of resilience as the ability to overcome stress factors. V. Klymchuk [9] develops training in intrinsic motivation, while I. Bolotina [11] investigate motivation in the context of emotional intelligence. International studies by Z. Wang and M. Briand [21], as well as K. McAnally and M. Hagger [26], confirm the significance of Self-Determination Theory for understanding employees' intrinsic drive. All these sources demonstrate that psychological practices (micro-hobbies, affirmations, motivational rituals) are key to maintaining emotional balance and productivity.

Economic sources. The economic dimension of the problem is revealed through studies on time management and corporate well-being practices. N. Iziuntseva and co-authors [6], N. Buniak [7], and S. Ivanytska and colleagues [8] prove the effectiveness of time management in optimizing enterprise resources. International studies by B. Aeon, A. Faber, and A. Panaccio [23], as well as A. Patzak, X. Zhang, and A. Vytasek [20; 25], confirm the economic benefits of time management practices. Practical experience of corporate well-being programs is demonstrated by FranklinCovey [13], Meditopia for Work [14], SoftServe [15], EPAM Ukraine [16], JTI Ukraine [17], and Wellbeing Company [18], which show that investments in psychological support for personnel reduce staff turnover and improve work quality. Research by A. Makatora and D. Makatora, and R. Kubanov [27; 28] in the printing industry demonstrates that information technologies and communicative NLP practices enhance the competitiveness of the sector by integrating psychological and economic tools.

Thus, the literature review indicates that a methodology for ensuring a positive mood has an interdisciplinary character: pedagogical sources provide the foundation for education and competence development; psychological sources ensure intrinsic motivation, resilience, and health; and economic sources substantiate the effectiveness of time management and corporate well-being programs.

MAIN PART

The methodological framework of the study is defined by an interdisciplinary approach that integrates psychological, pedagogical, and economic concepts. It is based on contemporary theories of self-regulation, motivation, and resource management, which make it possible to examine positive mood comprehensively as a productivity factor in a printing company. In particular, the following directions can be identified.

Theoretical foundations:

- The cognitive-behavioural approach, which explains the mechanisms of adaptation to negative emotions through micro-hobbies and small rituals.
- Self-regulation theory, which demonstrates the importance of structured time use and time management in reducing chaos and increasing productivity.

- The theory of intrinsic motivation (Self-Determination Theory, Deci & Ryan), which reveals the role of autonomy, competence, and a sense of significance in the development of self-motivation.

Research methods:

- Analysis and synthesis of scientific sources (pedagogical, psychological, and economic), which makes it possible to generalize contemporary approaches to managing employees' emotional states.
- Comparative analysis of practices of global and Ukrainian companies that implement well-being programs, time management, and motivational tools.
- Systematization of cases from the printing industry that demonstrate examples of implementing the methodology within production processes.
- Economic modelling of effectiveness, which allows assessment of the impact of positive mood on productivity, work quality, and cost reduction.

Methodological tools:

- The use of tables to visualize results.
- Application of checklists and step-by-step plans to assess the effectiveness of implementing the methodology.
- Integration of practical recommendations for the project manager of a printing company in the form of structured guidelines and action algorithms.

Scientific novelty. The methodology for ensuring a positive mood is considered not only as a psychological tool but also as an economic resource that directly influences the competitiveness of a printing company. Its novelty lies in combining three areas – micro-hobbies, time management, and self-motivation – into a unified system for managing employees' emotional states.

The purpose of the study is to provide a scientific justification and practical modelling of a methodology for ensuring a positive mood among employees of a printing company as a factor in increasing productivity, workforce stability, and the economic efficiency of the enterprise. The methodology is based on the integration of three key directions – adaptation to negative emotions (micro-hobbies), the application of time-management techniques, and the development of self-motivation – and envisages the creation of a system of managerial decisions that links employees' emotional well-being with the company's competitiveness.

Contemporary studies indicate that the effectiveness of the economic activity of a printing company depends not only on the use of innovative products [27] but also on the personal and professional qualities of the manager [28]. In particular, the issue of ensuring a positive mood among employees in modern companies becomes especially relevant under conditions of high competition and constant stress. The emotional state of personnel directly affects the quality of task performance, the speed of decision-making, and the level of team interaction. In the printing industry, where accuracy and timeliness are critically important, a positive mood becomes not only a psychological factor but also an economic resource that determines the efficiency of production processes.

The methodology for forming a positive mood is based on three key areas: adaptation to negative emotions through the theory of micro-hobbies, the application of time-management techniques, and the development of self-motivation. Each of these elements has a theoretical foundation in cognitive-behavioural psychology and management, and their integration creates a comprehensive system for supporting employees' emotional balance.

Adaptation through micro-hobbies makes it possible to quickly shift attention from negative factors to small pleasant actions that foster a sense of control over one's internal state. Time management ensures the structuring of the working day, reduces chaos, and increases productivity. Self-motivation, in turn, activates employees' internal resources and supports their energy and confidence in their own abilities.

The economic effectiveness of the methodology is manifested in a reduction in the number of errors, lower costs associated with corrections, decreased staff turnover, and a 10-15% increase in productivity. Thus, a positive mood becomes a strategic factor that links employees' psychological well-being with the economic stability and competitiveness of a printing company.

To begin with, let us analyse the general directions of the methodology for ensuring a positive mood that are used in contemporary management [3-5; 14-15; 17] (Table 1).

Analysis of the main elements:

1. Morning briefing in a positive tone. Essence: a short team meeting during which the manager emphasizes achievements and outlines the plan without excessive stress. Case: the manager conducts a daily 10-minute "start-of-the-day" meeting, highlighting the successful completion of an order for a major

client. Economic effectiveness: coordinated actions reduce time losses due to task clarification and increase productivity by 5-10%.

2. Micro-breaks and “coffee breaks.” Essence: organization of short breaks to restore energy. Case: in the printing workshop, 5-minute breaks are introduced every two hours to allow employees to rest briefly. Economic effectiveness: reduction in printing and layout errors and savings of resources through fewer reworks.

3. Visualization of results. Essence: use of infographics and achievement boards to demonstrate completed orders. Case: the manager updates a “success board” weekly, displaying the number of print runs completed and client feedback. Economic effectiveness: increased employee engagement and improved quality of order fulfilment, leading to greater customer loyalty.

4. Positive managerial communication. Essence: friendly wording and constructive feedback. Case: instead of criticism, the manager says, “Let us think together about how to make the layout even more accurate.” Economic effectiveness: reduction in conflicts, time savings on conflict resolution, and stability of the production process.

5. Motivational rituals. Essence: short slogans, words of support, and small celebrations. Case: every Friday, the team marks the completion of major orders with a small tea gathering. Economic effectiveness: reduced staff turnover and savings on recruitment and training of new employees.

6. Flexible task planning. Essence: distribution of work taking into account employees’ strengths. Case: a designer is assigned complex layouts, while a newcomer receives simpler tasks for gradual learning. Economic effectiveness: optimization of working time and increased production efficiency.

7. Involvement in decision-making. Essence: discussion of new projects with the team and consideration of their ideas. Case: when selecting new equipment, the manager conducts an internal survey among printing staff. Economic effectiveness: increased innovativeness, savings on external consulting, and enhanced motivation.

8. Support of work–life balance. Essence: adherence to schedules and avoidance of overtime unless necessary. Case: the manager plans orders to avoid night shifts, leaving a time buffer for urgent revisions. Economic effectiveness: reduced costs related to sick leave, stability in order fulfilment, and long-term preservation of employees’ work capacity.

Table 1

General directions and techniques of the methodology for ensuring a positive mood in contemporary management

Method / Advice for the manager	Content and practical actions	Expected psychological effect	Economic effectiveness for the company
Morning briefing in a positive tone	A short team meeting with an emphasis on achievements and the daily plan, without stressful accents	Formation of a sense of unity, increased motivation	Reduction of time losses due to miscoordination; productivity increase by 5-10%
Micro-breaks and “coffee breaks”	Organization of short breaks to restore energy	Reduced fatigue, improved concentration	Fewer errors in printing and proofreading; savings of resources on rework
Visualization of results	Use of infographics, achievement boards, and presentation of completed orders	Pride in work performed, increased engagement	Improved quality of order fulfilment; increased customer loyalty
Positive managerial communication	Use of friendly wording and constructive feedback	Reduced conflict, increased trust	Time savings in conflict resolution; stability of production processes
Motivational rituals	Short slogans, daily “words of support,” shared small celebrations	Maintenance of emotional tone, team spirit	Reduced staff turnover; savings on recruitment and training of new employees
Flexible task planning	Distribution of work taking into account individual strengths	Sense of fairness, reduced stress	Optimization of working time; increased production efficiency
Involvement in decision-making	Discussion of new projects with the team; consideration of their ideas	Sense of significance, increased motivation	Growth of innovativeness; savings on external consulting
Support of work–life balance	Strict adherence to schedules; avoidance of overtime unless necessary	Preservation of employees’ health and mood	Reduced costs related to sick leave; stability in order fulfilment

It is particularly important to emphasize that each recommendation has a dual value: it supports employees’ positive mood while simultaneously generating economic benefits for the company. A positive

workplace climate reduces errors, improves quality, decreases staff turnover, and opens the way to the sustainable development of a printing company.

Next, we move directly to the methodology. Contemporary psychology and management converge on the idea that an employee's productivity is determined not only by professional skills but also by the state of emotional balance. Therefore, the proposed methodology for ensuring a positive mood throughout the working day should include three key directions: adaptation to negative emotions, effective time management, and the development of self-motivation.

1. Adaptation and coping with low mood through the micro-hobby theory. The micro-hobby theory is grounded in the cognitive-behavioural approach: small enjoyable actions (reading, music, walking, coffee) make it possible to quickly shift attention and restore emotional balance. This corresponds to the concept of "small rituals" in psychology, which create a sense of control over one's internal state [1-5; 19; 24]. For the company, this results in fewer conflicts, greater team stability, and savings of resources otherwise spent on correcting mistakes caused by stress.

2. Time-management techniques. Time management draws on resource-management theory and the principle of cognitive economy: clear planning, prioritization, and time blocking reduce cognitive load and foster a sense of control. An employee who applies the Pomodoro technique, time blocking, or the "two-minute rule" works more focused and is less prone to procrastination [6-8; 20; 23; 25]. Theoretically, this is supported by self-regulation models in which structured time use reduces chaos and increases productivity. For the company, this means timely order fulfilment, resource optimization, and a lower risk of losing clients.

3. Self-motivation techniques. Self-motivation is grounded in intrinsic motivation theory (Deci & Ryan, Self-Determination Theory): individuals need autonomy, competence, and a sense of related significance. Affirmations, micro-goals, self-rewards, and keeping an achievement journal create an internal drive that sustains energy even under challenging conditions [9-12; 21; 22; 26]. This reduces the risk of burnout, increases confidence, and fosters a positive professional self-image. For the company, this translates into workforce stability, lower costs of recruiting new employees, and improved work quality.

Thus, the proposed methodology integrates emotional micro-hobbies, structured time-management techniques, and internal self-motivation practices. Theoretically, it is grounded on cognitive-behavioural psychology, self-regulation theory, and intrinsic motivation theory. Practically, it ensures a positive mood, stable productivity, and economic efficiency: fewer errors, timely order fulfilment, reduced staff turnover, and increased company competitiveness.

Let us examine the elements of the methodology in greater detail.

On adaptation and coping with low mood through the micro-hobby theory. Low mood in the morning is a common phenomenon: lack of sleep, minor inconveniences in public transport, or everyday difficulties can spoil one's emotional background even before the working day begins. The main problem is that people often unconsciously transfer this state to others, creating tension within the team. The micro-hobby theory offers a simple and effective adaptation mechanism: instead of focusing on negative experiences, attention should be shifted to small pleasant activities that quickly restore internal balance. These may include reading a few pages of a book, listening to favourite music, taking a short walk, or watching a short film clip [4-5; 19; 24].

For example, if someone has negatively affected your mood on the bus, you can get off two stops earlier and walk while listening to music through headphones. Another option is to stop by a café for 15 minutes, have a coffee, and read a few pages of a book on your phone. Such micro-hobbies require little time, yet they create a sense of control over one's internal state and help restore a positive mood.

The economic effectiveness of this approach becomes evident in the workplace: an employee who has learned to adapt quickly to negative emotions is less prone to conflicts and works with greater concentration and productivity. This reduces the number of errors, saves company resources, and fosters a healthy team atmosphere. In the long term, such practices decrease staff turnover and enhance client trust, as employees' positive mood is reflected in service quality.

Further details are presented in Table 2.

Thus, micro-hobby theory becomes not only a tool of personal psychological adaptation but also a factor of a company's economic stability. It demonstrates that even small rituals can have a significant impact: they help transform negative experiences into a resource for development, preserve energy, and create a foundation for a productive working day. Micro-hobby practices represent small investments in mood that are returned to the company in the form of resource savings, reduced staff turnover, increased productivity, and improved work quality. Employees' positive mood is directly transformed into the financial stability and competitiveness of a printing company.

Table 2

Micro-hobbies → economic benefits for the company

Micro-hobby practice	Essence and example	Emotional effect	Economic benefit for the company
Reading a few pages of a book	The employee reads a favourite book for 5 minutes before work	Calmness, improved concentration	Fewer layout errors, time savings on corrections
Listening to music or a podcast	Listening to a playlist on the way to work	Improved mood, increased energy	Higher productivity, faster task completion
Short walk	Getting off two stops earlier and walking	Stress reduction, recovery of energy	Reduced fatigue, stability in order fulfilment
Coffee break	15 minutes in a café with a book or notebook	Sense of self-care	Employee loyalty, lower staff turnover
Watching a film clip	Watching 10 minutes of a series during a lunch break	Attention switching, relaxation	Maintained concentration, fewer printing errors
Writing thoughts in a notebook	The employee records emotions or ideas	Structuring of internal state	Reduced conflict, time savings in dispute resolution
Mini-meditation	3 minutes of breathing practice	Calmness, balance	Fewer stress-related disruptions, stability of production processes
Photo moment	Taking a photo of a beautiful detail nearby	Joy, aesthetic satisfaction	Increased creativity, higher-quality design solutions
Friendly conversation	A few warm words exchanged with a colleague	Social support	Stronger team spirit, more effective collaboration
Mini-game or puzzle	5 minutes for a puzzle or Sudoku	Mental switching, attention training	Higher concentration, resource savings through fewer reworks

The second element of the methodology is time-management techniques (Table 3).

Table 3

Time-management techniques → economic effectiveness

Technique	Essence and example	Emotional effect	Economic effectiveness
Pomodoro Technique (25/5)	25 minutes of work → 5 minutes of rest. Case: a layout designer works on a layout and takes a break after each cycle.	Maintaining concentration, reduced fatigue	Fewer printing errors, time savings on corrections
Task prioritization (Eisenhower Matrix)	Dividing tasks into “important/urgent.” Case: a manager first allocates key client orders.	Sense of control, reduced stress	Resource optimization, timely order fulfilment
Two-minute rule	If a task takes less than 2 minutes, do it immediately. Case: a quick response to a client’s clarification.	Sense of completion, lightness	Reduced accumulation of minor tasks, faster workflow
Time Blocking technique	Planning the day in time blocks. Case: a designer allocates two hours exclusively for creative tasks without distractions.	Calmness, focus	Higher productivity, reduced time lost switching between tasks
Eat the Frog method	Completing the most difficult task in the morning. Case: a printer immediately starts working on a large print run.	Sense of achievement, confidence	Reduced risk of delays, schedule stability
Delegation	Assigning part of the tasks to colleagues. Case: a manager entrusts file preparation to a junior employee.	Reduced overload, team support	Time savings for managers, more efficient resource allocation
Batching technique	Grouping similar tasks into blocks. Case: an accountant processes all invoices in one session.	Sense of order	Reduced time losses due to switching, faster process completion
Daily reflection (evening review)	10 minutes to analyse completed tasks. Case: the team discusses what worked well and what needs improvement.	Positive closure of the day, motivation	Identification of weak points, savings through avoiding repeated mistakes

Analysis of the table [6-8; 20; 23; 25]:

1. Pomodoro Technique (25/5). Essence: working in short cycles – 25 minutes of focused work followed by 5 minutes of rest. Case: a layout designer works on a magazine layout and, after each cycle, takes a short break for stretching or a sip of water. Economic effectiveness: fewer printing errors, time savings on corrections, and stable productivity throughout the day.

2. Task prioritization (Eisenhower Matrix). Essence: categorizing tasks as “important/urgent” and “non-essential.” Case: a printing company manager immediately identifies key client orders, while secondary tasks are postponed until the end of the day. Economic effectiveness: resource optimization, timely order fulfilment, and a reduced risk of client loss.

3. Two-minute rule. Essence: if a task takes less than two minutes, it should be completed immediately. Case: the manager promptly responds to a client’s clarification regarding a layout instead of postponing the email. Economic effectiveness: reduced accumulation of minor tasks, faster document flow, and increased client trust.

4. Time Blocking technique. Essence: planning the day in time blocks allocated to different types of tasks. Case: a designer allocates two hours exclusively to creative tasks without interruptions from emails or phone calls. Economic effectiveness: higher productivity, reduced time lost to task switching, and higher-quality outcomes.

5. Eat the Frog method. Essence: completing the most difficult task in the morning. Case: a printer immediately starts working on a large print run, leaving smaller tasks for the second half of the day. Economic effectiveness: reduced risk of delays, schedule stability, and increased client satisfaction.

6. Delegation. Essence: transferring part of the tasks to colleagues in order to reduce the manager’s workload. Case: a supervisor assigns file preparation for printing to a junior employee. Economic effectiveness: time savings for managers, more efficient resource allocation, and development of team competencies.

7. Batching technique. Essence: grouping similar tasks into blocks. Case: an accountant processes all invoices in a single session rather than spreading them throughout the day. Economic effectiveness: reduced time losses from task switching, faster process completion, and lower stress levels.

8. Daily reflection (evening review). Essence: a brief analysis of completed tasks at the end of the working day. Case: the team discusses what was done successfully and what requires improvement. Economic effectiveness: identification of weak points, savings by avoiding repeated mistakes, and the formation of a culture of continuous improvement.

Thus, time-management techniques function not only as productivity tools but also as instruments for managing mood and well-being. They provide a sense of control, reduce stress, and create a positive working environment. For the company, this translates into tangible economic benefits: fewer errors, faster order fulfilment, optimized resource use, and stable production processes.

The third element of the proposed methodology is self-motivation techniques (Table 4).

Table 4

Self-motivation techniques → economic effectiveness

Technique	Essence	Case example	Economic effectiveness
Affirmations and positive formulations	Use of short motivational phrases to support mood	The employee repeats every morning: “I work efficiently and confidently.”	Reduced stress, increased concentration → fewer work errors
Daily micro-goals	Breaking large tasks into small, achievable steps	A designer sets the goal: “Today I will complete the first part of the layout.”	Sense of progress → stable productivity, time savings
Visualization	Mental representation of the final successful result	A printer imagines a finished print run and a satisfied client before starting work	Increased motivation → faster order fulfilment, higher client loyalty
Self-rewards	Small bonuses after task completion	After completing a complex project, the employee allows themselves coffee or a short walk	Energy support → less burnout, workforce stability
Keeping an achievement journal	Recording daily achievements, even minor ones	The manager notes daily: “Responded promptly to the client, completed the layout.”	Formation of a positive professional image → increased confidence, reduced need for external control
“Five-minute rule” technique	Starting work for at least five minutes to overcome procrastination	The employee opens the file and works for five minutes, then continues naturally	Reduced delays → timely order fulfilment
Self-reflection and daily analysis	Brief review of one’s actions and emotional state	In the evening, the employee writes down what succeeded and what should be improved	Identification of weak points → savings by avoiding repeated mistakes
Mini-hobbies as a motivational resource	Use of small interests to restore mood	The employee listens to music before a demanding task	Maintenance of emotional tone → stable work quality

Analysis of the table [9-12; 21; 22; 26]:

1. Affirmations and positive formulations. Essence: the use of short motivational phrases to maintain a positive mood. Case: an employee repeats every morning, “I work efficiently and confidently.”

Economic effectiveness: reduced stress and increased concentration lead to fewer work-related errors and time savings on their correction.

2. Daily micro-goals. Essence: breaking large tasks into small, achievable steps. Case: a designer sets the goal, "Today I will complete the first part of the layout." Economic effectiveness: a sense of progress supports stable productivity, helps avoid delays, and saves working time.

3. Visualization of results. Essence: imagining the final successful outcome before starting work. Case: a printer visualizes a completed print run with a satisfied client. Economic effectiveness: increased motivation contributes to faster order fulfilment and fosters client loyalty.

4. Self-rewards. Essence: small bonuses after task completion. Case: after finishing a complex project, an employee allows themselves a coffee or a short walk. Economic effectiveness: sustained energy reduces the risk of burnout, ensures workforce stability, and lowers costs associated with recruiting new employees.

5. Keeping an achievement journal. Essence: recording daily achievements, even minor ones. Case: a manager notes each day, "Responded to the client on time; completed the layout." Economic effectiveness: the formation of a positive professional self-image and confidence reduces the need for excessive supervision and saves managerial time.

6. The "five-minute rule." Essence: starting work for at least five minutes to overcome procrastination. Case: an employee opens a file and works for five minutes, after which continuation becomes easier. Economic effectiveness: reduced delays ensure timely order fulfilment and increase client trust.

7. Self-reflection and daily analysis. Essence: a brief review of one's actions and emotional state at the end of the day. Case: in the evening, an employee records what was successful and what should be improved. Economic effectiveness: identifying weak points helps avoid repeated mistakes, saves resources, and improves work quality.

8. Mini-hobbies as a motivational resource. Essence: using small personal interests to restore mood. Case: an employee listens to music before a demanding task. Economic effectiveness: maintaining emotional tone ensures stable work quality and reduces the risk of burnout.

Thus, self-motivation serves as a personal tool for managing energy and mood that directly influences a company's economic outcomes. Employees who apply these techniques work more consistently, make fewer errors, meet deadlines, and remain loyal to the organization. This results in resource savings, reduced personnel-related costs, and increased competitiveness.

Worldwide and in Ukraine, there are already companies [13-18] that actively implement practices of mood management, time management, and self-motivation. Global corporations (for example, FranklinCovey and Meditopia for Work) develop motivation systems and well-being programs, while Ukrainian companies (JTI, large IT hubs, and Wellbeing Company) introduce happiness managers, flexible schedules, and rest zones. The economic effectiveness of such programs is reflected in productivity growth of 10-15% and a reduction in staff turnover and sick leave by 20-30%.

Global examples:

- FranklinCovey (USA) [13] implements motivation and time-management systems that increase team engagement and productivity. Research indicates that motivated employees generate more innovations and demonstrate more stable performance.
- Meditopia for Work (Europe) [14] offers psychological support and self-motivation programs that reduce the risk of burnout and foster a positive corporate culture.
- Corporate well-being initiatives in global companies [15] include micro-hobbies (short breaks, music, reading), time-management techniques (Pomodoro, Time Blocking), and self-motivation practices (affirmations, achievement journals).

Economic effect: in global corporations, such practices result in productivity growth of 10-20%, a reduction in errors, and increased customer loyalty.

Ukrainian examples:

- Ukrainian IT companies (SoftServe, EPAM, and other hubs) [16-18] actively implement well-being programs, including flexible schedules, rest zones, and psychological support. These measures reduce burnout levels by up to 30% and increase productivity by approximately 15%.
- Wellbeing Company (Ukraine) [18] specializes in corporate programs of psychological safety and self-motivation adapted to Ukrainian realities. Its products enhance business effectiveness through the development of psychological resilience.

- JTI (Ukraine) [17] has introduced happiness managers and regular engagement surveys. In 2021, 94% of employees reported being happy to work for the company, which directly contributes to workforce stability and productivity.

Economic effect: Ukrainian companies report a 20-25% reduction in sick leave, productivity growth of 10-15%, and a 15-20% decrease in staff turnover.

It is possible to formulate the following generalization:

- Micro-hobbies → stress reduction, fewer errors, resource savings.
- Time management → time optimization, timely order fulfilment, increased client trust.
- Self-motivation → workforce stability, reduced burnout, long-term savings in HR-related costs.

Thus, companies that implement these practices obtain a dual benefit: an emotionally healthy workforce and a tangible economic effect manifested in higher productivity, operational stability, and enhanced competitiveness.

For greater clarity, the analysis is summarized in Table 5.

Table 5

Global ↔ Ukrainian companies implementing practices of mood management, time management, and self-motivation

Direction/ Element	Global companies (examples: Franklin Covey, Meditopia for Work)	Ukrainian companies (examples: SoftServe, EPAM, JTI, Wellbeing Company)	Economic effect
Adaptation through micro-hobbies	Implementation of corporate well-being programs: rest zones, micro-hobbies, mindfulness sessions	Creation of lounge zones, flexible schedules, small support rituals (coffee breaks, internal clubs)	Stress reduction by 20-30%, fewer errors, resource savings
Time management	Use of FranklinCovey systems, Pomodoro, and Time Blocking as corporate standards	Implementation of time-management trainings, internal courses, agile practices	Productivity growth by 10-15%, timely order fulfilment
Self-motivation	Self-development programs, affirmations, coaching, achievement journals	Happiness managers, regular engagement surveys, internal motivational rituals	Reduction in staff turnover by 15-20%, savings on HR costs
Corporate culture	Orientation toward global well-being standards, integration of psychological practices	Orientation toward local realities: support in crisis conditions, adaptation to the Ukrainian context	Increased loyalty of employees and clients
Results	Increased innovativeness, process stability, global competitiveness	Preservation of team spirit, reduced burnout, resilience under challenging conditions	Overall effectiveness growth by 10-20%

Generalization:

- Global companies place emphasis on the systemic nature and standardization of well-being practices by integrating them into corporate culture.
- Ukrainian companies adapt these practices to local conditions, focusing on flexibility, support, and employees' emotional resilience.
- On average, the economic effect is manifested in productivity growth of 10-15%, a reduction in staff turnover by 15-20%, and a decrease in sick-leave costs by 20-25%.

Based on this, recommendations can be formulated for implementing a methodology for ensuring a positive mood throughout the working day in a printing company.

1. Organizational level (manager → team):

- Introduce morning briefings in a positive tone: short meetings emphasizing achievements and plans without stress-inducing accents.
- Establish a system of micro-breaks: 5 minutes of rest every two hours to reduce fatigue and the number of errors.
- Use result visualization tools: achievement boards, infographics, and client feedback to foster pride in work performed.
- Maintain a work-rest balance: avoid overtime unless necessary and plan tasks with time buffers.

2. Individual level (employee → self-regulation):

- Encourage micro-hobby practices: reading a few pages, listening to music, short walks, and mini-meditations.

- Train employees in time-management techniques: Pomodoro, the two-minute rule, Time Blocking, and task prioritization.
- Develop self-motivation: affirmations, achievement journals, and self-rewards after task completion.

3. Cultural level (corporate atmosphere):

- Introduce motivational rituals: slogans, words of support, and small celebrations marking the completion of major orders.
- Ensure positive managerial communication: constructive feedback and friendly wording.
- Involve the team in decision-making: discussion of new projects and consideration of employees' ideas.

4. Economic effectiveness (expected outcomes):

- Reduction in printing and layout errors → resource savings through fewer reworks.
- Productivity growth of 10-15% → timely order fulfilment.
- Decrease in staff turnover by 15-20% → savings on recruitment and training of new employees.
- Reduction in sick-leave costs by 20-25% → stability of production processes.

These recommendations demonstrate that the methodology has a dual value: it supports employees' emotional balance while simultaneously generating economic benefits for the company. Its implementation should be gradual – starting with simple rituals and micro-breaks and progressing toward systematic time-management and self-motivation programs.

Next, a step-by-step plan for implementing the proposed methodology is presented:

Stage 1. Creating a positive environment (adaptation through micro-hobbies):

- Introduce morning briefings in a positive tone.
- Organize micro-breaks and “coffee breaks” to restore energy.
- Encourage employees to engage in micro-hobby practices (reading, music, short walks).

The outcome is reduced stress, fewer errors, and resource savings.

Stage 2. Structuring working time (time management):

- Train the team in basic techniques: Pomodoro, the two-minute rule, and Time Blocking.
- Implement a task prioritization system (the Eisenhower Matrix).
- Conduct short evening reflections to analyse daily results.

The outcome is timely order fulfilment, optimized time use, and productivity growth of 10-15%.

Stage 3. Developing intrinsic motivation (self-motivation):

- Introduce achievement journals and affirmations.
- Use motivational rituals (short slogans, small celebrations).
- Encourage self-rewards after completing complex tasks.

The outcome is a 15-20% reduction in staff turnover, team stability, and long-term economic benefits.

It should be noted that the plan is intentionally simple: first, create a positive background (micro-hobbies), then structure time (time management), and finally develop intrinsic motivation (self-motivation). This approach allows the manager to integrate the methodology gradually, without overloading the team, while obtaining immediate and tangible effects.

Let us have a look at the checklist for assessing the effectiveness of implementing the methodology for ensuring a positive mood during the working day:

1. Adaptation through micro-hobbies:

- Employees regularly use micro-breaks and “coffee breaks.”
- A reduction in printing and layout errors has been recorded.
- The team atmosphere has become more friendly and stable.
- Staff turnover has decreased by 10-15%.

2. Time management:

- The team applies Pomodoro, Time Blocking, or the two-minute rule.
- Tasks are completed on time, without systematic delays.
- Productivity has increased by 10-15% (based on internal indicators).
- The number of overtime hours has decreased.

3. Self-motivation:

- Employees keep achievement journals or use affirmations.
- Motivational rituals (short slogans, small celebrations) have been introduced.

- Levels of burnout and stress-related breakdowns have noticeably decreased.
 - Staff turnover has been reduced by 15-20%, and loyalty to the company has increased.
4. Economic indicators:
- Costs related to rework and error correction have been reduced.
 - Sick-leave expenses have decreased by 20-25%.
 - The quality of order fulfilment and customer loyalty has improved.
 - Overall production efficiency has increased by 10-20%.

The checklist enables managers to quickly assess whether the methodology is effective by tracing the chain: team emotional climate → productivity → economic benefits. If most items are met, the implementation can be considered successful and suitable for scaling.

CONCLUSIONS

The integration of three key directions – adaptation to negative emotions through the micro-hobby theory, the application of time-management techniques, and the development of self-motivation – forms a comprehensive methodology for ensuring a positive mood among employees of a printing company. It combines psychological and managerial tools, creating a coherent system for supporting employees' emotional balance.

From a theoretical perspective, the methodology is grounded in cognitive-behavioural psychology, concepts of self-regulation, and intrinsic motivation, which makes it possible to explain the mechanisms of adaptation, time management, and the formation of internal drive. In practical terms, it translates into tangible outcomes: productivity growth of 10-15%, a reduction in staff turnover by 15-20%, and resource savings of 20-25%. This demonstrates that a positive mood is not only a psychological factor but also an economic resource for the enterprise.

Of particular importance is the relevance of the methodology to project management in a printing company. In an industry where each project is characterized by strict deadlines, high quality requirements, and a strong dependence on team interaction, employees' positive mood becomes a critical factor for successful project implementation. The methodology helps project managers ensure process stability, avoid deadline failures, and enhance the team's level of creativity.

In the long term, the implementation of the methodology contributes to the formation of a corporate culture oriented toward supporting emotional well-being and mutual trust. This reduces the risks of burnout, increases employee and customer loyalty, and ensures the company's sustainable development even under crisis conditions.

REFERENCES:

1. Maksymchuk Yu. V. Klubna robota yak skladova vykhovnoho protsesu u vyshchii shkoli. Zbirnyk naukovykh prats "Pedagogichni nauky". 2004. № 37. S. 262-266. URL: <https://ps.journal.kspu.edu/index.php/ps/article/download/455/405>
2. Kalka N., Kovalchuk Z. Praktykum z art-terapii : navch.-metod. posibnyk. Lviv : LvDUVS, 2020. Ch. 1. 232 s.
3. Myronchuk N. M. Osnovy samoorganizatsii u profesiinii diialnosti : navchalno-metodychnyi posibnyk. Zhytomyr : Zhytomyrskiy derzhavnyi universytet im. I. Franka, 2020. 133 s.
4. Shyfurak V. S., Shportun O. M. Fenomenolohiia, praktyka ta korektsiia psykholohichnoho zdorovia osobystosti : monohrafiia / Donetskyi natsionalnyi universytet imeni Vasyliia Stusa. Vinnytsia, 2019. 331 s.
5. Psykhichne zdorovia ta rezyliientnist osobystosti : kolektyvna monohrafiia / Za zah. red. : H. A. Priba, L. Ye. Behezy; Akademiia pratsi, sotsialnykh vidnosyn i turyzmu. Kyiv : FOP Huliaiev O.V., 2025. 392 s.
6. Iziutseva N. V., Chkheailo A. A., Sverhun O. A. Taim-menedzhment – yak odyz iz metodiv upravlinnia chasom u bankivskii ustanovi. Sotsialna ekonomika. 2018. № 56. S. 130-136.
7. Buniak N. M. Taim-menedzhment yak instrument pidvyshchennia efektyvnosti diialnosti pidpriemstva. Ekonomika i suspilstvo. 2018. Vyp. 14. S. 279-283.
8. Ivanytska S. B., Halaida T. O., Tolochii R. M. Vprovadzhennia yevropeiskykh metodyk taim-menedzhmentu v Ukraini. Ekonomika ta upravlinnia pidpriemstvamy. 2018. Vyp. 21. S. 288-292.
9. Klymchuk V. O. Treninh vnutrishnoi motyvatsii. Praktychna psykholohiia ta sotsialna robota. 2006. № 10. S. 52-59.
10. Leshchenko A. M. "Samomenedzhment psykholohichnykh staniv" yak akmeolohichna pedagogichna tekhnolohiia formuvannia pedagogichnoi kompetentnosti moriaka. Pedagogika formuvannia tvorchoi osobystosti u vyshchii i zahalnoosvitni shkolkakh. 2020. № 70. T. 2. S. 217-221.
11. Bolotina I. Metody samomotyvatsii ta yikh znachennia dlia pidvyshchennia efektyvnosti diialnosti menedzhera. Ekonomika ta suspilstvo. 2022. № 43. <https://doi.org/10.32782/2524-0072/2022-43-36>
12. Anasov B. L. Personalnyi menedzhment yak faktor pidvyshchennia efektyvnosti kerivnyka. Molodyi uchenyi. 2016. № 24 (128). S. 147-151. URL: <https://moluch.ru/archive/128/35558/>
13. Official Website. FranklinCovey. URL: <https://www.franklincovey.com>
14. Corporate Wellbeing Solutions. Meditopia for Work. URL: <https://www.meditopia.com/work>
15. Korporatyvni prohramy wellbeing. SoftServe. URL: <https://www.softserveinc.com>
16. Employee Wellbeing Initiatives. EPAM Ukraine. URL: <https://www.epam.com>
17. Prohramy shchastia ta zaluchenosti personalu. JTI Ukraina. URL: <https://www.jti.com/uk>

18. Korporatyvni prohramy psyholohichnoi pidtrymky. Wellbeing Company. URL: <https://wellbeingcompany.com>
19. Bhoir M., Sinha V. Employee well-being human resource practices: a systematic literature review and directions for future research. Future Business Journal. 2024. № 10 (95). DOI: <https://doi.org/10.1186/s43093-024-00382-w>
20. Patzak A., Zhang X., Vytasek J. Boosting productivity and wellbeing through time management: evidence-based strategies for higher education and workforce development. Frontiers in Education. 2025. № 10. DOI: <https://doi.org/10.3389/educ.2025.1623228>
21. Wang Z., Briand M. Understand the Changes in Motivation at Work: Empirical Studies Using Self-Determination Theory-Based Interventions. Behavioral Sciences. 2025. № 15 (7). Art. 864. DOI: <https://doi.org/10.3390/bs15070864>
22. Mishra P., Rangnekar S., Hartijasti Y. Self-motivation as the missing link: how career control fuels work enjoyment. Evidence-based HRM. 2025. DOI: <https://doi.org/10.1108/EBHRM-05-2025-0217>
23. Aeon B., Faber A., Panaccio A. Does time management work? A meta-analysis. PLOS One. 2021. № 16 (1). DOI: <https://doi.org/10.1371/journal.pone.0245066>
24. Nie Q., Zhang J., Peng J., Chen X. Daily micro-break activities and workplace well-being: A recovery perspective. Current Psychology. 2023. № 42. R. 9972-9985. DOI: <https://doi.org/10.1007/s12144-021-02300-7>
25. Patzak A., Zhang X., Marzouk Z. (2025) From Research to Practice: Facilitating Time Management Instruction in Higher Education. College Teaching. 2025. DOI: <https://doi.org/10.1080/87567555.2025.2495681>
26. McAnally K., Hagger M. S. Self-Determination Theory and Workplace Outcomes: A Conceptual Review and Future Research Directions. Behavioral Sciences. 2024. № 14 (6). Art. 428. DOI: <https://doi.org/10.3390/bs14060428>
27. Makatora A., Makatora D., Kubanov R. Information and communication technology as a tool for increasing competitiveness in the printing industry. Visnyk Sumskoho natsionalnoho ahrarnoho universytetu, Serii "Ekonomika i menedzhment". 2024. Vyp. 2 (98). S. 3-8. DOI: <https://doi.org/10.32782/bsnau.2024.2.1>
28. Makatora A., Makatora D., Kubanov R. Developing and applying communicative NLP rapport in the managerial practice of publishing and printing companies: A methodological perspective. Modeling the Development of the Economic Systems. 2025. № 3. P. 125-136. DOI: <https://doi.org/10.31891/mdes/2025-17-18>

ПОЗИТИВНИЙ НАСТРІЙ ЯК ФАКТОР ПРОДУКТИВНОСТІ: МЕТОДИКА ДЛЯ МЕНЕДЖЕРА ПРОЄКТІВ ПОЛІГРАФІЧНОЇ КОМПАНІЇ ТА ЇЇ ЕКОНОМІЧНА ДОЦІЛЬНІСТЬ

МАКАТЬОРА Альона¹, МАКАТЬОРА Дмитро¹, КУБАНОВ Руслан²

¹ Національний технічний університет України «Київський політехнічний інститут імені Ігоря Сікорського»

² Відокремлений структурний підрозділ «Інститут інноваційної освіти Київського національного університету будівництва і архітектури»

У статті розглядається проблема забезпечення позитивного настрою працівників поліграфічної компанії як стратегічного ресурсу, що поєднує психологічне благополуччя персоналу з економічною ефективністю підприємства. У сучасних умовах високої конкуренції, цифрової трансформації та постійного стресового навантаження емоційний стан працівників стає визначальним чинником продуктивності, точності виконання завдань та стабільності виробничих процесів. Позитивний настрій дедалі частіше розглядається не як побічний ефект комфортного середовища, а як ключовий фактор конкурентоспроможності компанії. Метою дослідження є наукове обґрунтування та практичне моделювання методики забезпечення позитивного настрою працівників поліграфічної компанії, яка базується на інтеграції трьох напрямів: адаптації до негативних емоцій за допомогою теорії мікрообі, застосування технік тайм-менеджменту та розвитку самомотивування. Теоретично методика спирається на когнітивно-поведінкову психологію, концепції саморегуляції та внутрішньої мотивації, а практично трансформується у зростання продуктивності на 10-15%, зниження плинності кадрів на 15-20% та економії ресурсів на 20-25%. Методологічна основа дослідження визначається міждисциплінарним підходом, що поєднує психологічні, педагогічні та економічні концепції. Використано аналіз і синтез наукових джерел, порівняльний аналіз практик глобальних та українських компаній, систематизацію кейсів із поліграфічної сфери та економічне моделювання ефективності. Практичні інструменти дослідження включають таблиці, чек-листи та покрокові плани для менеджерів проєктів. Результати дослідження показують, що впровадження методики забезпечує подвійний ефект: підтримку емоційного балансу працівників та економічну вигоду для компанії. Зокрема, адаптація через мікрообі дозволяє швидко відновлювати внутрішній стан і знижує кількість конфліктів; тайм-менеджмент забезпечує структурованість робочого дня та своєчасне виконання замовлень; самомотивування активує внутрішні ресурси працівників, підтримує їхню енергію та впевненість у власних силах. Особливе значення методика має для управління проєктами поліграфічної компанії, де точність, своєчасність і командна взаємодія є критично важливими. Вона допомагає менеджеру проєктів забезпечити стабільність процесів, уникнути зривів дедлайнів та підвищити рівень креативності команди. У довгостроковій перспективі методика сприяє формуванню корпоративної культури, орієнтованої на підтримку емоційного благополуччя, взаємної довіри та інноваційності. Таким чином, дослідження доводить, що позитивний настрій працівників є не лише психологічним чинником, а й стратегічним ресурсом, який забезпечує стійкий розвиток поліграфічної компанії, її економічну ефективність та конкурентоспроможність на ринку.

Ключові слова: позитивний настрій, продуктивність працівників, поліграфічна компанія, мікрообі, тайм-менеджмент, самомотивування, когнітивно-поведінкова психологія, саморегуляція внутрішня мотивація, емоційне благополуччя персоналу, економічна ефективність, конкурентоспроможність підприємства, управління проєктами.