

**METHODS OF EMPLOYEE MOTIVATION THROUGH THE APPLICATION OF
MANAGEMENT MOTIVATION THEORIES**

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Abstract: To develop students' knowledge, skills, and competencies regarding the system and forms of employee labor motivation in enterprises under strategic development conditions, the role of labor motivation in increasing work efficiency, and the ways to enhance the creative potential of enterprise personnel through the organization of labor motivation.

Keywords: Labor motivation, labor motivation system, organizational labor motivation, moral labor motivation, levels of needs, working conditions, labor safety, internal motivation, external motivation.

Motivation is the process of encouraging a person to take action to achieve a goal. The influence of motivation on a person's behavior depends on many factors, including individual circumstances, motives, and feedback. A motive is an internal or external driving force that compels a person to take specific actions.

Today, there are numerous motivation theories developed by well-known scholars. Business managers can use these theories to encourage employees' work performance and, as a result, improve the efficiency of business management. For example, according to S. Barnard's theory:

1. Employees of a company form a system where individuals operate in an interdependent manner.
2. The company influences its employees through incentives, and in return, employees contribute their required share of work to achieve the company's goals.
3. If the incentives given to employees match or exceed their contributions to the company, their productivity will be higher.

One of the most well-known theories of motivation is A. Maslow's hierarchy of needs. According to this theory, people constantly feel the need for something. Needs are classified into primary and secondary types and arranged in five levels in a hierarchical structure. These needs are prioritized step by step. Unfulfilled needs drive individuals to take action, while satisfied needs reduce motivation. Once one need is fulfilled, another need takes its place. Generally, a person experiences multiple needs simultaneously. The needs at the lower levels of the pyramid must be satisfied first. Once the lower-level needs are met, higher-level needs exert a stronger influence on individuals.

The first level of needs consists of basic necessities—those essential for survival. According to A. Maslow, a person primarily works to satisfy these basic needs. These include the need for

food, clothing, shelter, and sleep. Once these basic needs are met, other levels of needs gradually gain importance.

For example, the need for safety—such as peace, order, and protection—is a necessary requirement at the next level of primary needs. The need to belong to a social group and establish connections with others represents the third level in the hierarchy. These needs are also referred to as social needs.

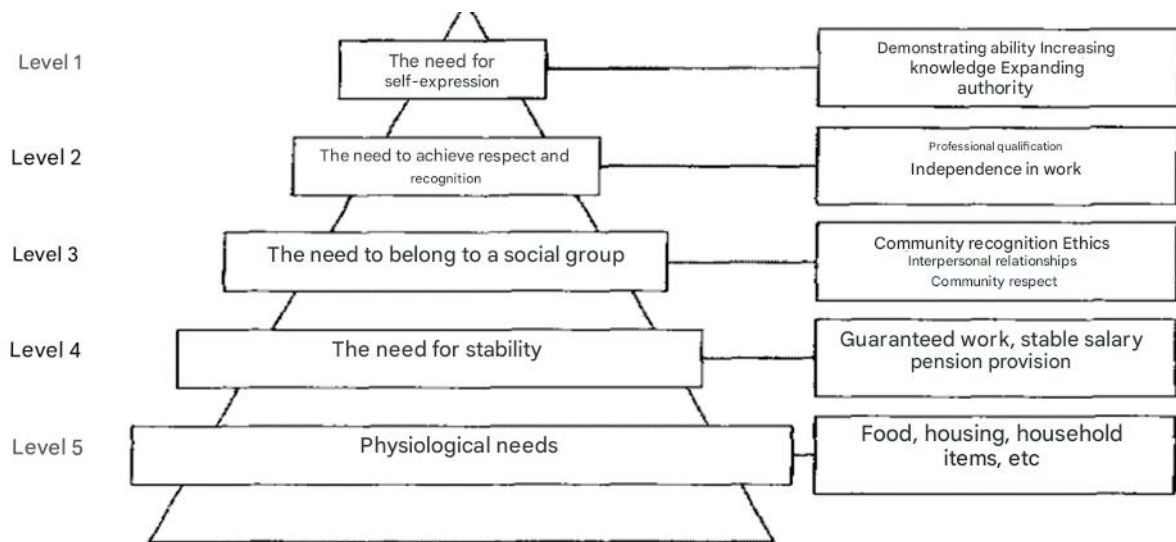


Figure 1. A. Maslow's pyramid of needs

The need for esteem is the fourth level of the pyramid of needs. These needs are the need for recognition by others, that is, status, prestige, fame, success, attention. The need for self-actualization, that is, the highest level in Maslow's hierarchy, is the realization of hidden potential, the achievement of what is possible. These needs are reflected in the growth of the individual.

Higher-level needs can be satisfied by more means than lower-level needs.

A. Maslow said that people are "greedy creatures" who strive to satisfy their unsatisfied needs.

Once the primary needs are satisfied, other needs force people to move towards higher-level needs. So, what methods and approaches should a leader use to satisfy these needs? Some of them are presented in the table below.

Table 1. Ways to satisfy higher-level needs

Social needs	<ul style="list-style-type: none"> - Give employees the opportunity to communicate with each other - Create a sense of unity and togetherness in the workplace - Hold regular meetings with subordinates - Do not try to "pacify" informal groups, unless it undermines the company's position
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	<ul style="list-style-type: none"> - Allow employees to be socially active outside the company
The need for respect	<ul style="list-style-type: none"> - offer subordinates more meaningful work - provide feedback on employees' achievements - appreciate and encourage employee achievements - invite employees to set goals and make decisions - give subordinates authority and rights - elevate subordinates to the rungs of the ladder of action.
Identity needs	<ul style="list-style-type: none"> - Create conditions for subordinates to study so that they can fully use their potential - Give subordinates complex and important work so that they give their all - Develop and encourage the initiative of subordinates.

D. McClelland's theory is based on three human needs:

The need for goal achievement. This means that a person strives to achieve the goal set before him more effectively than before.

The need for companionship is manifested in a person's desire to have friendly relations with those around him.

The need for power is felt in people's desire to lead a team, distribute resources, and other means of domination. The main essence of the above theory is as follows: the need for power, as indicated in D. McClelland's theory of needs, is manifested as a desire to influence other people. In this sense, the use of managerial power attracts people who feel such a need with the opportunity to achieve their goals. This type of people are ambitious, strong-willed, and determined individuals who firmly defend their point of view and resist dissenting opinions. In many cases, they are good speakers and can attract others to themselves. The need for achievement is satisfied through the process of achieving the intended, planned thing. That is, those who feel this need cannot be satisfied with just occupying a certain position (although this often happens). Such individuals take risks cautiously. They are not afraid to take responsibility for solving the problem. At the same time, these people want to be clearly motivated for the results they have achieved. They are initiative in work. These individuals should be regularly rewarded for their results. The need for partnership is manifested in establishing friendly relations with colleagues, team members, and in liking to help others. This type of people like work that provides the opportunity to be in constant communication. Leaders should pay more attention to such individuals, often gather them together to establish friendly relations in the team, and exchange ideas.

F. Herzberg's two-factor theory of job satisfaction is presented in the table. This theory involves dividing all factors of interest into two groups. According to this theory, working conditions factors are related to the environment in which a person works, and interesting factors are related to the characteristics and nature of the work. According to F. Herzberg, the presence of working conditions factors does not interest employees in work. These factors only serve to avoid a feeling of dissatisfaction with work. Interesting factors must be present in order to interest and increase the efficiency of activity. In order to effectively use this theory, it is necessary to compile a list of working conditions and interesting factors and give employees the opportunity to choose what they want.

Factors of working	Interesting factors
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conditions	
Company policy	Achieving success - Gaining fame
Working conditions	
Salary	Recognition and approval of work results
Relationship in the team	High level of responsibility
Degree of direct control over work	Opportunities for creative and professional development

Figure 2. F. Herzberg model

At the same time, it should be noted that F. Herzberg's theory is not without its shortcomings. Since people's needs are different, a certain factor can cause job satisfaction in one employee and dissatisfaction in another. Since people's needs are different, a certain factor can cause job satisfaction in one employee and dissatisfaction in another. Therefore, the division of factors into two groups is considered conditional.

To effectively use this theory, it is necessary to compile a list of working conditions and factors of interest and to give employees the opportunity to choose what they want.

In essence, interest theories present groups of needs and their levels. According to these theories, the comparative ratio of groups of needs can be seen in the figure. In essence, interest theories are based on the needs that determine human activity and the factors associated with them. Unless people are rewarded for their work, abilities, and knowledge, they will not strive to increase their productivity and intensity. An atmosphere of harmony will not be established in the enterprise. These needs will never be fully satisfied. Therefore, the process of motivation based on needs is endless.

Another famous theory of motivation by Frederick Herzberg is called motivational hygiene, which is based on the idea that satisfying work also contributes to mental health. He focuses on the following two groups of factors.

The first group of factors is called "hygienic factors". If the workplace is dirty, dark, and unsightly, this weakens the desire to work. On the contrary, if the workplace is clean and ergonomically perfect, clearly directed motives for work appear. The issue of money is also important here. However, it is also dangerous to view money as a measure of human dignity. If the desire for money completely takes over a person, it creates a tendency to increase, leading him to prove his superiority over others. As a result, he becomes isolated from people and the team. Herzberg's theory does not contradict Maslow's theory, but rather complements it.

Theories X (ix) and Y (ygric) also occupy a special place in motivation. The author of these theories is the American psychologist D. McGregor, who describes the attitude of managers and employees to work.

According to the theory of X, employees do not want to work, avoid responsibility, they are lazy and dislike work by nature. Therefore, they must be constantly pushed, forced, controlled, and threatened with punishment. Only then will they work well for the enterprise.

The theory of Y states that only when people are trusted, their abilities are developed, and they feel useful and important, and they are satisfied with their work,

can the enterprise benefit greatly. This theory interprets factors that contribute to employee satisfaction with their work as motivating factors:

- recognition of services;
- growth in service;
- increase in qualifications;

- high responsibility.

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