

СЕКЦІЯ 6
ПСИХОЛОГІЯ ПРАЦІ

THE ISSUE OF MOTIVATION IN PRODUCTION

ПИТАННЯ МОТИВАЦІЇ НА ВИРОБНИЦТВІ

The problem of motivation in production is considered in this article as a matter closely related to the development of technologies, the beginning of production processes in factories and the replacement of human labor by machines. The analysis showed that all this led to the main negative result: a significant displacement of labor. It is revealed and determined that mechanization, compared to the past, provides such advantages as production growth, standardization of operations, acceleration of production processes and time savings. At the same time, it is found out that with the transition of constructive and managerial superiority to machines, the role of the human element in business has changed dramatically. The creator of products is no longer a person, but a machine. The analysis shows that compared to past times, labor motivation and enthusiasm have decreased. People are increasingly subordinate to machines. Recall that theories classified as X and Y emphasize the importance of internal factors that control human behavior in certain directions. These so-called "coverage theories" are based on internal motivators that influence the direction of individual actions. It is revealed that such factors are inherently related to the individual's personality. The analysis of real practice has shown that if enterprises take into account the factors that motivate people to act in a certain way, then consideration of these factors can motivate employees to achieve organizational goals. It is concluded that views that conceptualize people as physiologically and psychologically developing entities focus on both the rational and emotional aspects of human development, directing attention to the internal capabilities and potentials that form the basis of certain attitudes, perceptions, emotions, desires, and cognitive processes. It is emphasized that as a result, these views reveal the importance of understanding human nature and using these internal determinants to effectively motivate people. From the point of view of management and motivation theory, the importance of the need for achievement lies in eliminating threats and fears that interfere with a person's proactive participation in business contexts, while promoting the development of self-confidence and willingness to take responsibility. Research has shown that at this stage, a person is forced to take action to achieve success, without the need for any material reward. In this context, rewards serve only as a tool for assessing the extent of success. Achievement motivation can be activated by creating the appropriate environment and conditions, as well as by giving the person certain powers and responsibilities.

Key words: achievement, classification of needs, motivation issue, labor activity, psychological analysis.

Проблема мотивації на виробництві розглядається в цій статті як питання, тісно

пов'язане з розвитком технологій, початком виробничих процесів на фабриках та заміною людської праці машинами. Аналіз показав, що це призвело до основного негативного результату: істотного витіснення робочої сили в. Розкрито та визначено, що механізація, порівняно з минулим, дає такі переваги, як зростання виробництва, стандартизація операцій, прискорення виробничих процесів та економія часу. Водночас з'ясовано, що з переходом конструктивної та управлінської переваги до машин роль людського елемента у бізнесі кардинально змінилася. Творцем продуктів не є людина, а машина. Аналіз показує, що порівняно з минулими часами трудова мотивація та ентузіазм зменшилися. Люди все більше підкоряються машинам. Нагадаємо, що теорії, віднесені до категорій X та Y, підкреслюють важливість внутрішніх факторів, які керують поведінкою людини у певних напрямках. Ці звані «теорії покриття» засновані на внутрішніх мотиваторах, які впливають на напрям індивідуальних дій. Виявлено, що такі фактори, за своєю суттю, пов'язані з особистістю людини. Аналіз реальної практики показав, що й підприємства публікують чинники, які спонукають людей діяти певним чином, то розгляд цих чинників може мотивувати співробітників до досягнення організаційних цілей. Зроблено висновок про те, що погляди, які концептуалізують людей як фізіологічно та психологічно розвиваються, фокусуються як на раціональних, так і на емоційних аспектах людського розвитку, звертаючи увагу на внутрішні можливості та потенціали, які формують основу певних установок, сприйняття, емоцій, бажань та когнітив. Наголошується, що в результаті ці погляди виявляють важливість розуміння людської природи та використання цих внутрішніх детермінантів для ефективної мотивації людей. З погляду теорії управління та мотивації важливість потреби у досягненні полягає у усуненні загроз та страхів, які заважають проактивній участі людини у бізнес-контекстах, одночасно сприяючи розвитку впевненості у собі та готовності брати на себе відповідальність. Дослідження показали, що на цьому етапі людина змушена робити дії для досягнення успіху, без необхідності будь-якої матеріальної винагороди. У цьому контексті винагорода є лише інструментом для оцінки масштабу успіху. Мотивацію досягнення можна активувати шляхом створення відповідного середовища та умов, а також шляхом надання людині певних повноважень та обов'язків.

Ключові слова: досягнення, класифікація потреб, питання мотивації, трудова діяльність, психологічний аналіз.

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Introduction. Motivational theories and knowledge are integral tools for determining the specific actions that employees should undertake (how and to what extent they should perform tasks) and for overseeing the most efficient execution of work.

The initial studies on motivation were initiated by the American engineer Frederick Taylor and the French businessman Henri Fayol. They treated the human being as a production factor and expected individuals to perform in the same manner as machines during the production process, disregarding the social and psychological aspects of human nature [1, p. 11].

From Taylor's era to that of Mayo, and continuing through to the present day, numerous researchers have explored methods for transforming disengaged and unwilling individuals into motivated and enthusiastic workers. These researchers have conducted studies that seek to measure the dimensions of motivation theories. The primary focus of their research has been on individual behaviors, their differing attitudes toward work, and the underlying causes of these behaviors. The researchers aimed to answer the question [2; 3]:

"Why do some employees in organizations perform their tasks with great enthusiasm and interest, while others perform reluctantly and with low efficiency?"

This question reflects a fundamental aspect of motivation in organizations, one that is not easily resolved. While seeking an answer to this inquiry, various perspectives have emerged, investigating the real motives behind employees' willingness to engage in their work.

After Taylor and Fayol, the Harvard University business professor Elton Mayo and his colleagues uncovered in their studies that changes in the physical environment led to increased enthusiasm in employees' work. Their research highlighted several organizational factors, such as the restructuring of working hours, provision of planned rest periods, regular health checks, and meal provisions, all of which were aimed at reducing psychological and physical intensity. These interventions fostered a sense of significance among employees, making them feel as though they were crucial components of the business. This, in turn, enhanced their confidence both in management and in themselves [4; 5].

Within the framework of modern business management, contemporary scholars and business managers have undertaken investigations into how individuals working within structured scientific methodologies can be motivated to perform in the most efficient and effective manner.

In traditional motivation theory, the individual is perceived as someone who avoids work, is inherently lazy, motivated solely by monetary incentives, and performs their duties out of a fear of job loss. Accordingly, the principle of sound management is grounded in the concept of compensating employees sufficiently, but not excessively, and ensuring the provision of labor protection. In this framework, employees are primarily motivated by job security and salary remuneration [6; 7].

Although traditional motivation theorists strongly advocate for the stimulating and even more motivating impact of economic incentives, contemporary theorists assert that economic motives alone are not of paramount importance.

In traditional organizational theory, humans are regarded as "economic beings." The increase in wages is often presented as the most efficient method for enhancing productivity. According to this perspective, a rise in wages correlates with an increase in work motivation [8, p. 98].

Mechanization has led to the emergence of automation. In automation, the human element is entirely removed, and the operation of machines is conducted by other machines. While automation revolutionized the process by assuming the function of extracting and evaluating control data via electronic brain systems, it initially posed a threat to the safety of the workforce [9; 10].

Objectives and Methods. It is observable that the rapidly advancing technology impacts not only the working conditions of employees but also introduces new pathways for increasing business efficiency. The increase in the workload assigned to employees and the enrichment of their tasks indicates that the importance of individual development within the labor economy will gain even greater significance in the future. The objective of this study is to explore the scientific and theoretical literature on motivation and needs, as well as the interaction between these concepts. The analysis is conducted based on various theoretical sources.

Main Section. Motivation and Needs Theories

Automation has resulted in several challenges. It has negatively affected the collective work habits, traditions, and psychological structures of employees. If humans initially created machines as tools to serve them, only to become subjugated by the machines themselves, the reason for this shift should be sought in the transformation of technology from a mere tool to an end in itself.

Building upon these developments, researchers have advanced various theories on motivation. Numerous theories with diverse approaches have been developed, which can be categorized into two types: intrinsic and extrinsic. Intrinsic motivation pertains to an individual's desires and aspirations, while extrinsic motivation involves external desires, such as salary and career advancement.

Theories emphasizing intrinsic motivation are referred to as *Coverage Theories*, whereas those focusing on extrinsic motivation are termed *Development Theories*.

Coverage Theories: These theories focus on understanding the internal factors that guide an individual toward specific actions. They highlight the emotional aspects that form the foundation of an individual's attitudes, perceptions, feelings, desires, and thoughts. The purpose of these theories is to understand and motivate individuals [11].

If a manager understands the factors that motivate employees to behave in certain ways, they can lev-

erage this understanding to direct employees toward more favorable business outcomes.

Development Theories: These theories are concerned with the purposes for which individuals are motivated and the ways in which motivation operates. They seek to answer the question of how an individual exhibiting a particular behavior may repeat or refrain from that behavior. According to the development theory, human behavior is influenced by external factors, and employees are motivated by external interventions within their working environment. The key to using these theories lies in understanding and utilizing the factors that influence individual behavior [11].

Motivation theories focus on both internal and external factors. However, only Douglas McGregor's theory addresses both intrinsic and extrinsic factors. Additionally, theories based on Theory Z and Information Theory are also discussed under separate headings [12].

In McGregor's theory, we observe that some managers exhibit a harsh, inflexible demeanor, while others maintain an obedient, dignified, and harmonious approach. A manager's harsh, unyielding attitude appears to provoke reactions within the workforce, lead to deliberate constraints in production, excessive unionization, and complicate the achievement of business objectives. In contrast, a manager who operates with a tolerant attitude may align with their staff but may also attract individuals who seek to exploit this tolerance [12].

Managers should neither be overly harsh nor excessively lenient or affable. Staff must respect and like their manager, yet also fear them to some extent. This dynamic ensures that employees remain vigilant in their behavior and execute their duties more precisely.

Douglas McGregor outlines two distinct assumptions regarding how a manager can achieve higher efficiency from their staff. These assumptions have been formally labeled as theories [12].

The general perspectives of Theory X and Theory Y are as follows: Enterprises aiming to achieve their objectives have been profoundly influenced by specialization, standardization, and mass production methods. Tasks are subdivided into large segments, and even smaller tasks are programmed into the individual's responsibilities. As a result, the individual's decision-making capacity regarding their work diminishes, and there is a demand for harmony, obedience, and solidarity from employees. In order to achieve these goals, incentives such as rewards (bonuses, dividends), penalties, and threats are necessary components to be included.

A manager who subscribes to this perspective will perceive the human element as a passive component aligned with the material needs of the organization, thereby exhibiting an authoritarian and rigid approach within the organizational framework.

According to McGregor, managers who adopt this mindset are incapable of providing their employees with respect, self-esteem, or opportunities for success, nor can they earn the respect of their colleagues [12].

As a result of the X and Y theories, McGregor asserts that Theory X emerged during economic crises when there was an abundant labor supply and limited financial resources. Theory Y, in contrast, posits that when ideas and goals align with the working conditions and rules, they are freely accepted, and individuals are afforded maximum autonomy [12; 13; 16].

People should neither be excessively free nor overly constrained. Freedom should be granted within the context of behavior, but it must also create the impression that behavior is being effectively managed. In this way, individuals will continuously engage in self-regulation.

McGregor further argues that it is exceptionally challenging to make managers effective and successful under Theory X. Effective and successful management, however, can be realized by applying Theory Y [12].

Theory Y is grounded in a humanistic approach and emphasizes the development of human potential by creating an appropriate environment. It aims to nurture employee development and demonstrates a consultative management style and behavior. This approach endeavors to establish conditions that will motivate individuals to achieve business goals.

Organizations must act by assessing the personal capabilities and desires of their employees. The decisions made by individuals will depend on their cognitive potential and personal emotional states. Just as people are emotional beings in social relationships, they are also emotional beings in professional relationships. Therefore, emotional values are of paramount importance in individuals.

A manager must give due consideration to the feelings, thoughts, and objectives of the employees under their supervision. The work environment and positive behaviors will have a significant impact on motivation. A manager's ability to align with their employees and effectively motivate them to achieve business objectives will directly influence the success of the organization.

According to Maslow's motivation theory, humans are categorized as rational beings. They are also beings with inherent curiosity and desires. While factors such as recognition, punishment, and participation in decision-making processes are critical motivators in the industrial context, it is also a recognized fact that needs vary from individual to individual and evolve over time. Maslow's theory of motivation is predicated on the notion that individuals possess dynamic energy systems [14].

In motivating individual behavior, Maslow aims to provide a comprehensive analysis or an integrated interpretation of the various psycho-social factors inherent in an individual's structure [14; 17; 15].

According to this framework, individuals will be content and at peace as long as their needs are satisfied. Conversely, if these needs are unmet, their psychological state will deteriorate, and they will experience stress. This state will subsequently impact their life, success in business, and overall work efficiency.

Maslow contends that all human needs are organized in a five-tier hierarchy, examined from the most basic to the most complex. This hierarchy is represented as a ladder, or alternatively, in the form of a pyramid [14, 15].

People contemplate their future. An individual, in anticipation of the days when they will be elderly and unable to earn an income, desires to maintain a stable level of income and ensure their own security by being a part of an organization, seeking trust and guarantees for their future. There is a fundamental need for individuals to rely on their work. This has led to the establishment of a legal insurance system within entrepreneurial entities. Managers must be trustworthy.

Physiological needs, similar to safety needs, are persistent and are satisfied once they are fulfilled. However, if these needs are excessively fulfilled, they can be detrimental to individuals. If an individual is led to believe that they will receive a salary regardless of whether they work, the potential for rational engagement in work diminishes. When an individual becomes overly attached to business activities, their productivity declines. If an individual is dependent on and indebted to another person, they risk losing essential aspects of their personality, such as self-worth and creativity. An over-satisfaction of these needs can lead to a reduction in productivity.

Social needs emerge once the first two sets of needs are met. Human beings are inherently social. They live their lives through interactions with others in society. These needs encompass the individual's desire for belonging, establishing connections with others, and being part of both the internal and external work environment.

Business, too, constitutes a social environment. Employees within a business want to know that they are valued and loved by the social context in which they operate. Satisfying this need can act as a powerful motivator. In some instances, businesses may organize picnics, dinners, and sporting events to encourage employees to love their work and feel a sense of belonging.

In his studies, Vroom identified that managers in sales and human resources departments within enterprises often exhibit strong social needs or needs for belonging. Leaders of these departments must cultivate robust interpersonal relationships [18].

In developed countries, the first three basic needs are partially fulfilled. Consequently, needs such as belonging and status hold significant importance for members of modern society.

The Need for Esteem: In our society, most individuals (with some pathological exceptions) hold themselves in high regard, striving to base their self-esteem on strong foundations that would render them worthy of respect both from themselves and others.

An individual attains their status in society based on the value others assign to them. Once a person feels loved and appreciated, they desire to be the valued person that others aspire to reach. An individual

who is appreciated by others experiences an increase in self-confidence, and their personality strengthens.

The aforementioned concept is also applicable to employees in a business setting. Being recognized by leaders motivates the workforce to work more efficiently and effectively, thereby serving as a motivating factor.

The Need for Self-Actualization: The need for self-actualization represents the final need to emerge. This need is an unattainable goal for many individuals. It entails an individual's ability to solve the problems they wish to resolve and to achieve the position they desire, while generating beneficial outcomes. At this stage, the individual reaches true freedom. Their true personality, creative, and constructive abilities manifest at this point [19].

Through psychological developmental stages, an individual acquires their identity. The effects of the fulfillment of needs on personality formation are far more significant than one might assume. Indeed, the life standard experienced during both personality development and need fulfillment plays a crucial role.

Enterprises should provide their managers with opportunities for self-actualization. This principle is entirely applicable to individuals in developing countries.

Maslow's defense of needs reflects two essential facts [14, p. 67–69]:

- Human beings are creatures driven by needs. Once these needs are fulfilled, they reemerge after a certain period. This cycle continues throughout a person's life.
- Even if an individual reaches higher levels of need fulfillment, the lower levels will inevitably resurface after a period.

These needs are contingent upon the economic conditions of the country. The Maslow model has been empirically tested across various nations. It has been determined that self-actualization is the highest-level need. This characteristic is an essential objective for all managers to attain. If organizations offer their managers this opportunity, they can achieve their business objectives most effectively.

If organizational leadership endeavors to fulfill employees' largely unmet needs, particularly those that have not reached a satisfactory level, it can guide them to perform at a higher level. These efforts should align with the motivation and objectives of the organization. Consequently, management aiming to create an optimal motivational environment should not overlook the fact that the fulfillment of unmet needs in human behavior can significantly enhance motivation, and their decisions should be made with this in mind.

In Maslow's theory, the application of the levels of needs to organizational elements is presented in the table below.

This theory, subsequent to the needs hierarchy approach, represents one of the most widely recognized perspectives on motivation. It originated from research conducted with two hundred accountants and engineers as participants. The study posed a

simple question: "Describe in detail a time when you felt extremely positive about yourself and when you felt exceptionally negative at work." Upon analyzing the study's results, those who reported the highest levels of satisfaction described their feelings in terms of work success, responsibility, and other similar concepts. In contrast, when discussing times they felt the worst, participants referred to concepts such as salary, work conditions, and supervision. Herzberg's two-factor table is depicted in the table below.

Herzberg's Factor Group. Herzberg distinguished between two distinct groups of factors, which he categorized as external and internal. According to Herzberg, external factors are physical and instinctual needs that arise in response to the environment, whereas internal factors refer to needs that stem from an individual's intrinsic responsibilities. Herzberg postulated that the presence of external factors does not generate significant impact or transformation, but their absence leads to dissatisfaction.

In the context of business, certain factors contribute to increased satisfaction. The absence of these factors leads to a neutral state and does not induce apathy. However, the absence of specific factors contributes to pessimism and apathy among employees. Workers cannot attain satisfaction solely through the presence of these factors. Herzberg referred to the factors that contribute to employee pessimism and detachment from their work as "hygiene factors." These include: the deterioration of business policies and management; inadequacy of technical knowledge and supervision; poor interpersonal relationships with supervisors; unfavorable physical working conditions; inadequate levels of compensation and salary increases; disagreements and poor relationships among colleagues at the same level; lack of respect for employees' personal lives and job insecurity (as illustrated in the diagram below), primarily represented as rectangular extensions on the left side.

On the contrary, the factors that motivate employees, engage them with their work, and promote their satisfaction include: the fulfillment derived from successfully completing tasks, recognition for achievements within the workplace, appreciation and rewards for those accomplishments, working in a job that aligns with their aspirations, enthusiasm, abilities, and knowledge, possessing sufficient authority and responsibility to execute their duties, having opportunities for promotion, personal development within the workplace, the ability to learn new things, and contributing positively to the organizational environment through research (as depicted in the diagram below), represented as rectangular extensions on the right side.

Herzberg underscores that dissatisfaction arising from the decline of hygiene factors below a certain threshold will lead to employees' alienation from their work, their managers, and the organization itself, potentially results in resentment. Once hygiene factors are met, motivational factors will activate intrinsic elements. Therefore, after the establishment of ade-

quate hygiene conditions, any increase in motivators and satisfaction factors will assume a stimulative role for the workforce [20; 21].

Motivational factors are those that, when present, sustain and enhance satisfaction, yet their absence does not alter the existing situation. External factors have been defined as business policies and management, supervision, relationships with leaders, working conditions, recognition, salary, relationships with colleagues, personal life, relationships with subordinates, status, and security.

Motivational factors can be ranked according to their potential to motivate and the strength they possess: achievement, recognition, the job itself, responsibility, progression, and development.

Herzberg's model [20] has been extensively tested through various studies conducted on employees and managers across different organizations. Research supporting Herzberg's theory indicates that salary holds relatively less significance for managers who seek intrinsic job satisfaction.

The implications of this theory for managerial practice are as follows: Managers must be motivated by specific factors. In the current socio-economic structure, the creation of managerial roles and the fulfillment of status needs are key motivating forces. Other factors, provided by the manager, are no longer potent motivators but are essential qualities for the continued success of these individuals.

According to Herzberg, leadership should select an organization that provides opportunities to utilize motivational tools within the work environment. Granting employees greater autonomy implies that they will become more engaged both mentally and emotionally, fostering a deeper commitment to their work.

Motivational factors, when addressed, assume a directive, stimulating, and satisfying role.

When comparing Herzberg and Maslow, both commonalities and distinctions become apparent. Maslow, who focused on personal desires and needs, developed his motivation theory from an individualistic perspective. In contrast, Herzberg examined the issue from a business and instrumental viewpoint, emphasizing motivational factors [14; 12; 20].

Maslow regards achievement motivation as one of the highest needs in the hierarchy of needs. Conversely, when Herzberg addresses motivational elements, he also considers the satisfaction derived from achievement motivation.

McClelland on Motivation. According to McClelland, motivation plays a crucial role in the success or failure of a business. Individuals with high achievement motivation tend to exhibit more realistic, resolute, and practical intelligence compared to their peers. However, these traits are inevitably influenced by the nature of the work and whether it allows for personal effort and creativity. If the work environment provides such opportunities, individuals with high achievement motivation can surpass their competitors. Conversely, if the work environment does not permit personal effort and creativity, these individuals

will demonstrate suboptimal performance, characterized by mediocrity and a lack of innovation [22].

According to McClelland, individuals with high achievement motivation are those who occupy leadership positions.

In McClelland's theoretical framework, individuals are influenced by three distinct categories of needs [22]:

- The need for affiliation
- The need for power
- The need for achievement

The need for affiliation: This need pertains to the desire to establish relationships, join social groups, and form interpersonal connections. Individuals with a pronounced need for affiliation place significant emphasis on the formation and development of interpersonal relationships.

Human beings are inherently social entities; solitary survival is not feasible. People engage in both material and emotional exchanges with others. According to McClelland, the fundamental human need to establish relationships and to belong to a social environment or group is intrinsic to human nature.

From a managerial perspective, the need for affiliation can be understood as the manager's requirement to forge close and collaborative relationships with colleagues within the workplace. In the process of establishing such relationships, it is essential to delineate the boundaries of these interactions and ensure that they occur within optimal parameters.

The need for power: A person with a strong need for power exhibits behaviors aimed at expanding their access to power and authority, influencing others, and maintaining control over their environment.

The need for power relates to the desire of individuals to establish dominance over others within their community and exert influence. People are often willing to utilize any available means to make their voices heard within a group. This intrinsic desire to influence others can generate competition and conflict.

An individual's personality characteristics and cultural background play a substantial role in shaping the theory of power. McClelland asserts that a manager's intrinsic desire for success, stemming from their personal structure, can propel them to accomplish individual work-related goals and foster an optimal internal work environment. A manager's efforts to achieve easily attainable objectives can significantly enhance their success [13].

The need for achievement: McClelland postulates that individuals are driven toward success by certain personality traits, with the external environment also exerting a significant influence. In addition to personality, the cultural context in which an individual is embedded plays a considerable role in determining their likelihood of achieving success.

An individual with a robust need for achievement tends to select goals that are challenging, meaningful, and demand considerable effort. Such individuals acquire the requisite skills and knowledge to meet these goals, demonstrating behavior that reflects their active engagement with these competencies. The

need for achievement serves a vital function in fulfilling the individual's drive to succeed.

What is achievement motivation? Achievement motivation refers to an individual's continuous effort to enhance or maintain their personal creativity in the tasks they undertake, a process determined by the standards inherent to their creative capacity.

The combination of successes and failures generates the overall motivation for achievement. Successes and failures, along with the associated rewards and punishments, can provoke diverse reactions in individuals. For instance, while punishment may lead some individuals to disengage from their work, it may motivate others to deepen their commitment to their tasks.

The fulfillment of achievement motivation is paramount not only for individual businesses but also for the broader economic system and society at large. Countries with a high prevalence of individuals possessing strong achievement motivation tend to be economically robust. In industrialized nations, individuals with high achievement motivation are often found in leadership roles.

Studies have shown that in our country, the achievement motivation of managers is relatively low. This can be attributed to the socio-cultural structure of the nation. Until recent years, insufficient attention was paid to management practices in our country. In Azerbaijan, managers have gradually formed interpersonal relationships, establishing stronger connections with one another. However, their efforts to achieve success were largely disregarded.

It can be argued that managerial training is crucial for the success of businesses and the realization of organizational goals.

The models of Maslow and Herzberg, due to their analytical nature, can be more easily elucidated when examined through the lens of individual psychology [14; 20; 21].

According to McClelland, achievement motivation is not directly related to financial gain; rather, social status has a significant impact on achievement motivation. These views may vary across different countries and industries.

Content theories focus on the factors that drive human behavior. However, numerous scholars, particularly those specializing in behavioral theory, argue that the issue of motivation cannot be fully understood by solely examining the internal factors within an individual. Furthermore, the external environment and the individual's contextual characteristics must also be investigated.

When comparing the theories of Herzberg and Maslow, both converging and diverging elements can be identified. While Maslow focused on personal desires and needs, attempting to develop his motivation theory from a personal perspective, Herzberg considered motivational factors from an organizational and instrumental viewpoint. The two approaches possess complementary features, each contributing to a more nuanced understanding of motivation.

Conclusions. Human behavior is fundamentally directed towards the fulfillment of certain needs, which serve as critical determinants of behavior. An individual's needs are structured according to a specific hierarchy. It is not possible for an individual to direct their efforts toward the fulfillment of higher-level needs without first addressing more fundamental, lower-level needs. The fulfillment of needs follows a systematic order. For a manager, this means that if they can identify which needs an employee seeks to satisfy, they can take action to meet those needs. This will result in an increased level of trust from the employee towards the manager, facilitating the manager's achievement of organizational goals. Ultimately, the manager will have employees who are motivated to fulfill their needs, which will lead to the manifestation of behaviors aligned with the business's objectives.

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