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CONCEPTUAL DIMENSIONS OF MOTIVATIONAL CHALLENGES WITHIN THE FRAMEWORK OF HUMAN RESOURCES MANAGEMENT

Summary

The purpose of the study. An examination of the theoretical and methodological basis of motivation issues within the framework of human resource management problems and the analysis of the current state of the important role of theoretical concepts in determining the directions of improving the labor motivation management system are substantiated.

Research methodology. In the research process, a complex systematic approach, analysis-synthesis, comparative analysis, theoretical analysis methods were used. The author's attitude to theoretical concepts was expressed on the basis of logical generalizations.

Applied significance of the study. Enterprises functioning in a competitive market context are actively developing and implementing advanced management and motivation techniques to improve workforce productivity, operational efficiency, and strengthen their market position. It may be appropriate to apply the results of the study in the process.

In terms of the results of the study, the concept of motivation, its economic significance, and its role in enhancing organizational effectiveness and employee performance are comprehensively assessed. In addition, the research conducts a comparative examination of existing motivation theories.

Originality and scientific novelty of the study. The article substantiates the role of motivation in the human resources management system, draws attention to the provisions arising from motivation theories, and reveals the importance of the impact of motivation on employee job satisfaction, productivity and especially on performance results in all enterprises and organizations, regardless of their field. Based on the analysis of scientific literature, the methods, methods and means of the impact of motivation on the effectiveness of human resources management are shown, and their role in achieving organizational goals is highlighted.

Key words: human resource managment, motivation system, human factor, motivation factor, motivation theories, conclusions of employee performance.

Introduction

In the scientific literature, the concept of motivation is interpreted through various theoretical perspectives. However, most of these interpretations do not fully reveal the essence of motivation or adequately reflect its distinctive characteristics. Consequently, the concept continues to attract the attention of researchers who seek to clarify its meaning and dimensions. At the same time, enterprises and organizations increasingly focus on the diverse aspects of the motivational process due to its practical implications. This highlights both the theoretical relevance and applied importance of the subject. In today's competitive environment, enterprises across different sectors aim to enhance their market positions by effectively motivating employees. Such motivation not only fosters higher productivity and job satisfaction but also contributes to greater profitability and overall organizational performance.

The process of motivating employees is inherently complex and challenging. It requires considerable patience, keen observation of employees' needs and expectations, as well as the

knowledge and skills necessary to assess their performance and achievements effectively.

It can be argued that not every employee can be motivated using the same methods, since individual differences play a crucial role in shaping motivational responses. Each person has different needs, expectations, and behavioural characteristics. Therefore, managers should understand their employees well and clearly understand what each of them really values. This understanding allows us to develop individual motivational strategies that effectively increase the efficiency of individual employees and the organization.

Based on the above-mentioned, it can be easily said that motivation emerges as a multifaceted phenomenon shaped by numerous interconnected elements rather than solely by personal characteristics or isolated variables. The motivational process draws influence from workplace environments, task complexity and scope, interpersonal dynamics among colleagues, leadership approaches, and various contextual circumstances. Understanding these diverse dimensions requires researchers to adopt an integrated conceptual framework that acknowledges the intricate relationships between different motivational factors. By situating motivation within a broader scientific paradigm that captures these complex interactions, scholars can more precisely examine how it relates to and influences other organizational and psychological phenomena.

Analysis of the the nature of motivation, its economic dimensions and scientific approaches to its role in improving the efficiency of the human resours management sistem of organizations:

Motivated employees are those who are constantly engaged in self-development, strive to improve their professional skills and competencies, and demonstrate consistently high levels of productivity. It is for this reason that motivation occupies a central place in management theory and remains one of the most widely studied topics in modern research. As Cook notes, motivation not only shapes purposeful and complex behaviour, but also encourages people to put significant effort and energy into fulfilling a specific task, role, or goal [4, p.63].

Managers and supervisors hold a crucial role in fostering employee motivation. Through their direct communication and day-to-day interactions with staff, they embody and convey the organization’s overall attitude toward its workforce. As Miller-Merrel observes, because every individual possesses unique qualities and characteristics, motivation must be approached on a personal level. Therefore, adopting an individualized managerial approach becomes especially significant in ensuring effective motivation and engagement [8, p.3].

Intrinsic and extrinsic motivations are distinguished. This type of classification is widely recognized in both theoretical discourse and practical application. According to the researchers, intrinsic motivation should be understood as the result of activities that provide more specific satisfaction than any other result. An intrinsically motivated person strives to achieve a certain goal without expecting anything from the leader or other people. Thus, intrinsic motivation is manifested in the relationship of the individual and managerial positions, some authors interpret intrinsic motivation as a work process or an interesting position, while others interpret it as a person's satisfaction with intrinsic motivation [3, p.3].

Some authors interpret extrinsic motivation as the idea of performing a certain activity in order to achieve some result. The only reason for the actions of a motivated person with extrinsic motivation is that the person’s motivation is driven by external factors, such as various rewards, benefits, or forms of recognition. Extrinsic motivation contradicts intrinsic one. This occurs because the individual gains enjoyment from performing the activity itself, not from its practical or external rewards [6, p.3].

A comparative analysis of theoretical approaches to motivation and the current state of their application in the management system of organizations:

The main difference between hygiene and motivation is that motivation can be a powerful source of motivating employees to achieve better results, while hygiene factors can only prevent conflict and resentment in the workplace. Hygiene factors cannot act as motivation.

Table 1.

Motivational factors

1. Organizational policy and management:	• Existence of well-defined policies, especially in relation to people Compliance and leadership in the organization
2. Controlling and technical factors:	• Integrity of the manager
3. Interaction:	• Relationships with managers and employees • Quality of social life at work
4. Salary:	• General compensation packages such as salary, company vehicle and other material benefits.
5. Status:	• The position or order of one person in relation to others, the size of an office space, or other material elements
6. Occupational safety:	• Avoiding the anxiety and fear associated with the loss of a working position or job at all
7. Private life:	• The impact of a person's work on his or her family life, such as stress, distance from social life, and moving away from home
8. Working conditions:	• The physical conditions in which person works • Scope of work • Available equipment • Such aspects of the environment as ventilation, lighting, room, accessories, noise, etc.

1. Achievement	• Specific successes, such as the successful completion of the task, finding solutions to problems, seeing the fruits of the work done
2. Recognition	• Taking certain measures for recognition, such as commending an employee
3. Development opportunity	• Changes in work that enhance professional development potential
4. Advantage	• Changes that increase the position or status at work
	• Assigning real responsibility
5. Responsibility	• Execution of the work or any of its stages

Source: [5, p.3].

Let's consider McClelland's theory of achievement motivation.

This theory, known in English as the "*Achievement Motivation Theory*", The concept was introduced by David Clarence McClelland, an American psychologist, in his seminal 1961 publication "*The Achieving Society*."

According to McClelland, some human needs are innate and inborn, while others are acquired over the course of life. He noted that individuals develop certain objective needs as they progress through different stages of their lives. What distinguishes this approach from other motivational theories is the emphasis on how individuals perceive and shape these needs through their own life experiences [2, p.36].

McClelland classified human needs into three main categories:

- *the achievement need;*
- *the interaction, relation and belonging need;*
- *the power and strength need*.

The achievement need. Achievement need manifests through multiple related aspirations, including the drive to invest greater effort in pursuing specific objectives, the attraction to overcoming obstacles, the commitment to fulfilling self-determined targets, and the impulse to demonstrate capability through remarkable performance and accomplishments. The intensity with which people pursue achievement and the consistency of their success-seeking behavior vary significantly among individuals, reflecting differences in their underlying achievement motivation.

The interaction, relation and belonging need. This category of needs encompasses individuals' desires for meaningful interpersonal connections, independence of thinking, and the formation of trustworthy friendships. Psychologists suggest that when people dedicate considerable time to social engagement and relationship building, this behavior reflects their fundamental need for human connection, affiliation, and social belonging. Such individuals seek acceptance and affection, aspire to membership within social groups, and actively cultivate their interpersonal networks. They respond more effectively to guidance and influence that appeals to these relational sentiments rather than through formal authority structures [1, p.37].

The power and strength need. In McClelland's view, the power need represents an individual's aspiration to influence and lead others. Those with high power needs seek to be more capable than their peers and find ways to guide others' behavior. McClelland argued that effective leadership in major organizations requires individuals to possess this need, as it enables them to exercise necessary influence and maintain organizational direction [3, p.37].

Individuals possessing this capability can effectively influence their teams and subordinates while demonstrating genuine leadership qualities. They skillfully direct team members toward collective objectives and organizational targets. However, when such abilities are exploited to undermine others' welfare or pursue purely self-serving aims, this represents a negative application of authority and influence rather than constructive leadership.

McClelland's theoretical framework holds significant value for managers as it clarifies diverse needs driving employee motivation. For instance, workers with high achievement orientation can contribute substantially to organizational success when their efforts align with strategically important objectives that advance enterprise goals. Understanding these motivational patterns enables managers to better position employees in roles where their intrinsic drives support organizational effectiveness.

McClelland argued that needs emerge from life experiences, though he recognized that people exposed to comparable situations often develop divergent motivational profiles. This suggests that need formation involves more than mere exposure to events, as personal interpretation and individual characteristics shape how experiences translate into motivational drives.

Consideration of the K. Alderfer's theory of ERG: Clayton Alderfer, an American psychologist, formulated the ERG theory by building upon A. Maslow's “Hierarchy of Needs” concept. The primary needs functioning as central elements within ERG theory are as follows:

- *Existence;*
- *Relatedness;*
- *Growth.*

"There are three types of needs identified by Alderfer based on Maslow's theory. However, in terms of motivation, he also said that these factors stimulate forward and backward movement through the levels" [11, p.26].

Later, scientific approaches to motivational processes appeared, and this was reflected in Maslov's hierarchy of needs, Clayton Alderfer's ERG theory, Friedrich Herzberg's dual structure approach, and Douglas McGregor's Theories X and Y.

Maslow put forward a number of need factors in the theory of needs, which directly affect the factor of human motivation. Because being in your natural needs is a step toward striving and achieving something. Be it material or spiritual. Because this scheme not only reflects material processes but also comes to the fore. Factors such as safety and social issues reflect the moral side of motivation.

Clayton Alderfer takes a different approach to ERG theory than Maslow. On the contrary, when we look at the rating, this difference is not noticeable, but there are additions in terms of approach. He emphasized that the need to exist and communicate, as well as the need to grow, was added to human motivation. His distinctive feature was that he claimed that a person can be motivated by several factors or needs at the same time.

On the other hand, Maslow has retreat processes that are not present in the theory of needs. For example, if a person reaches the highest level and suddenly cannot meet any need, then this person comes back and starts working to meet this need. This creates a relative depression and forces the person to retreat.

Thus, the main difference between Maslow's Hierarchy of Needs and Alderfer's ERG theory is that Alderfer states in this theory that if a person tries to satisfy a higher demand, the needs satisfied at the previous level act as new needs.

The *existence* level consists of such human needs as food, drink, sleep, monetary remuneration, favorable working conditions, and so on. It is known that in Maslow's theory, the necessity of existence has been determined in relation to physiological and safety requirements.

Relatedness - a person's need for self-affirmation in front of others, the development of mutual relations, gaining the respect of others, and so on, belong to the relatedness group. These needs, reflecting the sum of social and cognitive needs in A. Maslow's Hierarchy of Needs, correspond to the group of interaction requirements of K. Alderfer's ERG theory.

Growth - this level of demand reflects the need of people for self-development, increasing their skills and abilities. The needs of the growth group correspond to theof A. Maslow's needs in the Hierarchy of Needs for self-esteem and self-actualization.

Table 2.

Levels of Maslow and Alderfer theories

Levels of Maslow's hierarchy of needs	Levels of Alderfer's ERG Theory
1. Physiological 2. Safety	1. Existence
3. Social needs 4. Esteem	2. Reltedness
5. Self-actualization	3. Growth

Source: [10, p.3]

In addition, these theories, put forward by scientists such as Maslow, Alderfer, Herzberg, McClelland, explain what needs and factors can influence the level of employee motivation.

Taylor, who is considered the father of management, sees the basis of human resources in the constant improvement of employees by instructing them, and he had always been urging entrepreneurs to be careful in this work.

Henry Laurence Gantt emphasized the special role of foremen in motivating employees and suggested that when each worker is given an extra salary, it should also be given to the foreman. He praised the worker's work in the division of labor and linked it directly to him. Taking advantage of Taylor's views, Gant advocated higher pay for those who worked overtime or exceeded the target and prioritized human resources. Henry was above all a proponent of education. Thus, he saw the productivity of educated workers. He believed that in order for an employee to learn something perfectly, he needs to be trained for a long time. The importance of this extends beyond technical competencies and job-related skills to encompass the employee's behavioral conduct, moral standards, and fundamental human qualities.

Max Weber pointed out that the structure of the organization is perfect, noting that the foundations of management begin with the structure. He sees specialization and a logical management system as an effective way to manage not only human resources but also the entire company.

Mary Parker Follett, one of the leading representatives of neoclassical theory, drew attention to the human resource factor and advocated respect for the views of workers in human resources.

False statistics highlight the lies told in favor of the manager, Kurt Lewin developed the concept of leadership in management based on the theory of behavior and linked the effective organization of work and the development of human resources with the abilities of those who directly manage the work.

Deming supported the idea that employees would make mistakes under fear and lead to management mistakes. He advocates free teaching and human resource training on a number of examples. Rensis, on the other hand, created a form of management as people-centered, work-centered and employee-oriented.

In Douglas McGregor's "X and Y Theories", he writes about two conflicting points, noting that while one employee is willing to be controlled, the other one is not willing to.

As mentioned above, there are a number of approaches to human resource management and its structure. One of these approaches is the motivational approach to human resources. Talking about motivation, the American economist George R. Terry said that motivation motivates a person inwardly and motivates him to act in a certain direction. He saw motivation as a driving force.

The dual structural approach of Friedrich Herzberg considers psychological factors. According to his theory, the factors influencing motivation are not only material but also spiritual in nature. He conducted these experiments on accountants and engineers and came to the conclusion that employees are not only dissatisfied with their salary, but also with the recognition of their work and reputation for hardworking.

Robert Rowan, who introduced the idea of cooperative action to science, said that the human needs of employees should be taken into account.

However, Robert Duby takes a different approach to motivation and downplays its role, emphasizing that it is a tool that allows employees to stay in the company. In contrast to this approach, Veiteles considers motivation as the direction in which each person is directed towards their own goal.

Results:

The primary objective of the motivation concept, understood as a comprehensive system of methods and mechanisms for stimulating individuals, is to establish a healthy, competitive, and productive work environment across all sectors of activity. Motivational approaches serve as essential instruments for encouraging employees to execute their duties and obligations with excellence and commitment.

Since human relationships involve complexity that defies simple understanding, improving and developing effective motivational methods and techniques remains a challenging endeavour.

While a particular motivational approach may effectively inspire one individual, it may fail to produce the same effect on others. Therefore, when selecting motivational methods for implementation, managers must consider each person's unique characteristics and individual expectations.

In general, motivation methods can be divided into two groups:

1. Tangible;
2. Intangible.

Tangible motivation methods mainly include salary increase, provision of bonuses, share in profits, and cash prizes.

One of the primary reasons people engage in work, and indeed the fundamental driving force behind economic activity overall, is economic interest. At the heart of this economic interest lies human needs. Consequently, the desire to satisfy these needs constitutes the principal motive driving the economic activity of any individual or entity. Therefore, addressing and fulfilling employee needs emerges as a crucial factor in effective motivation.

Motivational factors are reflected in the successes obtained as a result of the workflow. Lack of motivation will lead to a decrease in employee satisfaction. Thus, these factors will help employees to be more productive, work better, increase their commitment to the organization and motivate them to stay in the workplace. From this point of view, managers need to take into account this group of factors in order to encourage subordinate employees of enterprises and organizations to work better and be satisfied with their work.

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İnsan resurslarının idarə edilməsi sistemində motivasiya problemlərinin konseptual aspektləri

Xülasə

Tədqiqatın məqsədi insan resurslarının idarə edilməsi problemləri çərçivəsində motivasiya məsələlərinin nəzəri-metodoloji əsaslarının öyrənilməsi və müasir vəziyyətinin təhlili, əmək motivasiyasının idarə edilməsi sisteminin təkmilləşdirilməsi istiqamətlərinin müəyyən edilməsində nəzəri konsepsiyaların mühüm rolunun əsaslandırılmasıdır.

Tədqiqatın metodologiyası. Tədqiqat prosesində kompleks sistemli yanaşma, təhlil-sintez, müqayisəli təhlil, nəzəri təhlil metodlarından istifadə edilmişdir. Məntiqi ümumiləşdirmələr əsasında nəzəri konsepsiyalara müəllifin münasibəti bildirilmişdir.

Tədqiqatın tətbiqi əhəmiyyəti. Hazırda kəskin rəqabət mühitində fəaliyyət göstərən müəssisələr fəaliyyətlərinin məhsuldarlığını, səmərəliliyini yüksəltmək və rəqabət mövqelərini gücləndirmək məqsədilə daima heyətin idarə edilməsi metodlarını və motivasiya üsullarını təkmilləş-

dirmə prosesində tədqiqatdan irəli gələn nəticələrin tətbiqi məqsədəuyğun ola bilər.

Tədqiqatın nəticələri baxımından hazırkı məqalə çərçivəsində motivasiya anlayışı, onun iqtisadi məzmunu və təşkilatların effektivliyinin və işçilərin performansının yüksəldilməsində onun rolunun dəyərləndirilməsi aparılır. Eləcə də motivasiya nəzəriyyələrinin müqayisəli təhlili həyata keçirilir.

Tədqiqatın orijinallığı və elmi yeniliyi. Məqalədə insan resurslarının idarə edilməsi sistemində motivasiyanın rolu əsaslandırılır, motivasiya nəzəriyyələrindən irəli gələn müddəalara diqqət yetirilir, motivasiyanın sahəsindən asılı olmayaraq bütün müəssisə və təşkilatlarda işçilərin iş məmnunluğuna, məhsuldarlığına və xüsusilə də fəaliyyət nəticələrinə təsirinin əhəmiyyəti üzə çıxarılır. Elmi ədəbiyyatların təhlili əsasında motivasiyanın insan resursları menecmentinin effektivliyinə təsirinin üsul, metod və vasitələrli göstərilir və təşkilati məqsədləri reallaşdırmasında onların rolu önə çəkilir.

Açar sözlər: insan resursları menecmenti, motivasiya sistemi, insan amili, motivasiya amili, motivasiya nəzəriyyələri, işçi fəaliyyətinin nəticələri və s.

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Концептуальные аспекты мотивационных проблем в рамках управления человеческими ресурсами

Аннотация

Цель исследования. Изучить теоретико-методологические основы вопросов мотивации в рамках проблем управления человеческими ресурсами и провести анализ их современного состояния, обасновать ключевую роль теоретических в определении направлений совершенствования системы управления мотивации труда.

Методология исследования. В процессе исследования использованы комплексно-системный подход, методы теоретического анализа, анализа-синтеза, сравнительного анализа. На основе логических обобщений изложена авторская точка зрения теоретическим концепциям.

Практическая значимость исследования. Приминение результатов исследования может быть целесообразно в процессе совершенствования способов мотивации и методов управления персоналом в целях повышения производительности и эффективности предприятий, функционирующих в условиях современной жесткой конкуренции.

Результаты исследования. В рамках данной статьи исследуется понятие и экономическая сущность мотивации и оценивается его роль в повышении перформанса работников. Также проводится сравнительный анализ теорий мотивации.

Оригинальность и научная новизна исследования. В статье обоснуется роль мотивации в системе управления человеческими ресурсами; выделяются основные положения, истекающие из теорий мотивации; выявляется значимость влияния мотивации на производительность труда и в особенности результатам деятельности работников всех предприятий и организаций независимо от отрасли. На основе анализа научной литературы отмечаются способы, методы и средства влияния мотивации на эффективность управления человеческими ресурсами и отмечается его роль в реализации организационных целей.

Ключевые слова: управления человеческими ресурсами, система мотивации, человеческий фактор, фактор мотивации, теории мотивации, результаты деятельности работника и т. д.