

**REPORTS OF THE NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN**

ISSN 2224-5227

<https://doi.org/10.32014/2019.2518-1483.176>

Volume 6, Number 328 (2019), 113 – 117

UDC 331.101.3

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elenadiba@yandex.ru, Salta67_89mail.ru, tanyadiba@mail.ru, mozg78@mail.ru**MOTIVATIONS AND NEEDS
IN THE MARKET ECONOMY**

Abstract. The human resource management system will not function properly unless an effective motivation model is developed. Over the entire period of the study of human behavior, scientists have put forward a large number of different theories that classify needs according to one or another of the criteria. It is important for the employee to feel his importance in front of the organization's management and recognized ownership in its prosperity. An important role is played by the spirit of competition, the ability to work in a team, the possibility of self-realization and personal growth in the work process, pride in belonging to this organization, recognition of colleagues and management. One of the first behaviorists, from whose work leaders learned about the complexity of human needs and their impact on motivation, was Abraham Maslow. However, modern scientists have expanded the pyramid, adding aspects that meet the spirit of the times and reveal a new perspective on staff motivation.

INTRODUCTION

Motivation - this is the basis, means, sources and incentives for the development of people. She is a stumbling block for many managers. The need for motivation is due to the fact that managers have to work with people and among people and it is important for them to know the causes of certain actions of their subordinates in order to be able to direct their actions in the direction that is desirable for the organization (company)

Need is an objective need of a person for something necessary to maintain his life and personality development. The last refinement in the definition was not given by chance: in addition to physiological needs, on which a person's life directly depends, there are a number of other needs. Therefore, depending on their paramount importance, it is customary to arrange needs in a certain hierarchy.

CONCLUSION

• According to his theory, the success of motivating workers to productive work depends on how well relevant human needs are considered. All human needs, according to the theory of A. Maslow, can be reduced to a strict hierarchy [4; 366]:

- • physiological needs. These include: food, water, shelter, recreation and sexual needs;
- • security needs and confidence in the future. This includes the need for protection from physical and psychological attacks from the outside world, as well as the belief that physiological needs will be met in the future, for example, by guaranteed and fairly well-paid work;
- • social needs. These include a sense of belonging to a social group.
- (family, relatives, friends, work and hobby colleagues);
- • need for self-respect. It includes the need for personal achievement, competence, recognition and respect from others;
- • the need for self-esteem is the need for self-expression, the realization of one's potential and growth as an individual.

The three new additions to Maslow's original Hierarchy of Needs model are:

- Knowledge and Understanding (Cognitive Needs)
- Need for Aesthetics
- Transcendence

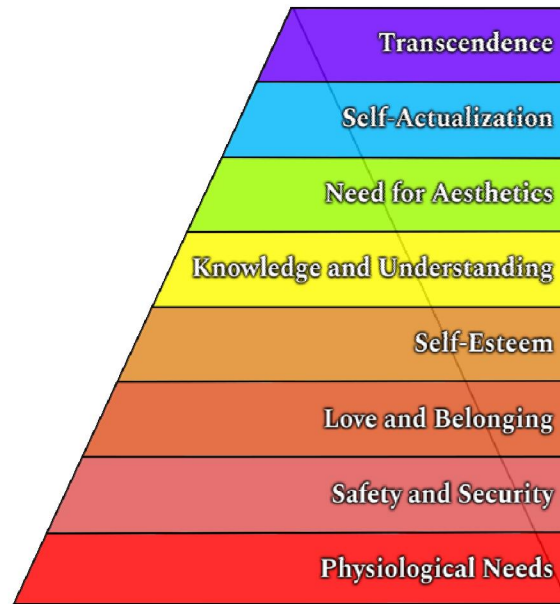


Figure 1 - The three new additions to Maslow's original Hierarchy of Needs model

Knowledge and Understanding (Cognitive Needs): This is the need to learn and would clearly be a growth need. People have a desire to explore and learn new things or understand the world around them. The inability to meet the cognitive needs may make it difficult to reach Self-Actualization. Self-Actualization is about personally growing and is a more complex form of gaining knowledge and understanding.

Need for Aesthetics: This is about the desire for beauty and pleasing surroundings in our life. Through the chaos, we seek order and balance. We want to appreciate the things we find beautiful, you may stop to smell the roses.

Transcendence: Transcendence is the desire to move beyond ourselves. In the expanded hierarchy it is placed after Self-Actualization, making it the highest level in the hierarchy. People seeking to fulfill their Transcendent needs may be motivated by helping others or becoming wholly driven by factors that do not personally impact them. They are so confident in their lower level needs being met satisfactorily that they worry about the needs of others.

According to experts [5; 2], there are three main levels of satisfaction of needs:

- minimal - provides human survival and the possibility of the emergence of social and spiritual needs. In numerical terms and in relation to wages, the minimum level lies between the official minimum wage and the official poverty line, i.e. between the cost of the minimum grocery and minimum consumer basket;

- normal level - the optimal level of satisfaction of the needs of existence. Subjective expression: the employee spends no more than 10% of his wakeful time thinking about satisfying basic needs (housing, food, clothing, safety, etc.). Objective expression: consumer budget. The increase in the effect of exceeding it is not more than the increase in costs;

- level of luxury: meeting the needs from the 3rd level on the Maslow scale becomes an end in itself and a means of demonstrating a high social position. Consumption goes beyond physiological norms.

The Polish psychologist K. Obukhovsky made calculations and revealed 120 classifications. But most of them are too narrow a profile to apply them everywhere.

One of the first who tried to classify human needs was the ancient Greek philosopher Plato in his "State." He distinguished two groups of needs: necessary (inevitable) and deprived of necessity. To the first, he attributed those needs of a person that are impossible to get rid of, and, no less important, that benefit us. The second group - those needs that a person can refuse, for example, the need for plentiful food, wine, etc.

The need for self-actualization is the most difficult to satisfy, therefore it occupies the last place in the general classification. Its existence is connected with the desire of any person to realize their creative

potential, with the need for self-expression. According to statistics, only 4 percent of the world's population reach this level.

In general, the formation of needs is influenced by many factors of historical and dialectical development.

A significant influence is exerted by climatic factors. So, for example, people living in cold countries have a need for warm clothes, for heating their homes. More money goes to medical care.

There are also social group factors, including age and gender. In connection with them, the needs of children and adults, men and women, differ.

Cultural and historical factors also play an important role in shaping the needs of the individual. For example, Thanksgiving is inherent only to Americans, in connection with this, a number of needs are formed for certain food products, holiday paraphernalia, etc.

Scientific and technical factors mainly contribute to the evolution of the needs of modern society. With the advent of new technological advances, people have a need for a certain set of technological innovations (gadgets, the Internet, mobile communications).

Class-ideological factors form the needs characteristic of certain social strata of society, for example, the need for idleness, the elimination of boredom, the need for power, the need for self-realization.

New relative to other factors are information factors that form the demand for certain goods and services through information technology and advertising.

In addition to the concept of "need", the concept of "interest" plays an equally important role in understanding the mechanism of motivation. If a need answers the question of what a person needs for his comfortable life, then interest shows how this need can be satisfied. Marx quite fully considered the category of economic interest in his teaching. He revealed that industrial relations are closely interconnected with the interests of social groups.

Indeed, material reward is of great importance in the motivation of staff, but not always determinative. There are a number of reasons for this.

Firstly, it is impossible to constantly increase wages to further stimulate employees. A person gets used to the achieved level of income, and his motivation is reduced.

Secondly, it is necessary to take into account the peculiarities of the Russian mentality. Berdyaev emphasized that "the soul of the Russian people was formed by the Orthodox Church, it received a purely religious formation. "The religious formation has developed some stable properties, dogmatism, asceticism, the ability to bear suffering and sacrifice in the name of faith, the aspiration for the transcendent, which refers either to eternity and another world, now to the future, now to this world."

Hence the negative attitude to wealth, the contempt of "dirty" money, a certain asceticism. It is inefficient to only financially stimulate an employee who is prone to transcendence, whose life guidelines are not aimed at consumption.

Sociological studies show that, given the abundance that provides an acceptable standard of living by modern standards, 20% of people do not feel like working under any circumstances; of the remaining 36% agree to work if they are interested in it; 36% - will go to work to avoid boredom and loneliness; 14% - out of fear of "losing yourself"; 9% - because the process of work itself brings joy from the feeling of being useful. Only about 12% of respondents have money as the main motive for their work, while at the same time, up to 45% prefer fame to them; 35% - satisfaction with the content of the work

It is not surprising that today more and more top managers are looking for new forms of personnel motivation management, combining both material and non-material incentives.

Intangible incentives include the creation of comfortable working conditions. At the same time, comfortable working conditions mean not only an equipped workplace of an employee, but also a favorable psychological climate in the team. Corporate culture is also a powerful incentive. The task of the organization's leadership is to develop a flexible system for managing staff motivation, remembering that this system is not a "one-time invention", but a "result of evolution" that is constantly changing and developing.

Thus, the main emphasis must be placed on meeting social needs and the needs for respect for workers in enterprises and organizations. Competent managers, pursuing a policy of introducing employees to the goals and values of the organization, reinforcing the need for them to be involved in work at this enterprise, achieve high motivation to work and, as a result, increase the efficiency of the

organization itself. In small enterprises, especially those where staff is the main resource for achieving the goal (consulting, marketing, software development), the main attention should be paid to social needs, along with possible material incentives and satisfaction of security needs.

In Western companies, there is an unwritten rule "any ideas are worthy of attention." The organization has a common development vector, but no ready-made solutions for achieving results are known, employees learn to work efficiently, effectively and efficiently in the process of work. Therefore, it is customary in these companies to listen to others, to consider any new proposals. Employees participate in the discussion.

In many Western companies, employees receive bonuses for personal achievements that are not related to his job responsibilities. The development plan developed by the employee includes items that are not related to work. So, someone plans to lose weight, and draws up a program for weight loss for a quarter, six months, someone puts in a plan to learn how to play musical instruments, to study the work of a writer or poet, to achieve success in sports, etc. If an employee does not achieve personal growth goals, he will receive a bonus of about 5% less. Companies are interested not just in qualified personnel, but in diverse, creative and self-sufficient employees.

The personnel motivation management system is personified. Widely used are weekly conversations of the leader with each subordinate.

In the RK, a situation often arises that after a trial period a person is fired without giving an explanation why he does not like the employer. In Western firms, managers must conduct individual hourly meetings with their employees at least once a week to find out how he is doing, what suits or does not suit his work, whether the employee fits into the schedule of the development plan, and in what matters the help of the manager is needed. This is precisely the main function of a leader - to inspire employees, support them in their work, and help solve personal problems.

This attitude towards employees creates a family atmosphere, and it is no coincidence, because almost employees live in the office, working for 10-14 hours.

To summarize, we can conclude that in order to create an effective system for managing the motivation of the personnel of a modern organization, one must adhere to the following rules:

- management decisions of the leadership should be consistent, rational and logical;
- the majority of employees want to show their abilities and their importance in the work, so they need to recognize their professional opinion by management on those issues in which they are competent enough;
- if the work is monotonous and does not provide development opportunities, the change of activities should be practiced;
- each employee has his own point of view on how to improve his work, and it must be considered;
- if the employee feels the importance of his work, then this allows him to increase his self-esteem, self-confidence;
- employees receive satisfaction from the work and fulfill it with enthusiasm if they can achieve their goals, so the goals put forward should be realistic, be measurable in terms of level and deadlines;
- achieving success without recognition from management and colleagues leads to disappointment, therefore, an employee who has good results in work should receive both material and moral encouragement;
- as a rule, employees negatively perceive changes in work if they are adopted without considering their opinions and experience, even if these innovations are rational and useful;
- objective and timely informing the employee about the quality of his work is required, which will allow him to regularly analyze and adjust his activities;
- for the vast majority of employees, external control is unpleasant, it is necessary to strive for the maximum possibility of self-control, which increases self-esteem, responsibility and interest in the work;
- employees quickly lose their motivation and initiative if their efforts and the results achieved lead to the fact that they are even more loaded.

CONCLUSION

The essence of personal recognition is that particularly distinguished employees are mentioned in special reports to the top management of the organization, personally congratulated by the organization on the occasion of holidays and family dates. Public recognition consists in the wide dissemination of

information about the achievements of workers in the media at special stands, the rewarding of especially distinguished people with honorary signs and diplomas. Also, public recognition may be accompanied by awarding prizes, valuable gifts. Specific moral methods of motivation are praise and criticism.

УДК 331.101.3

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МОТИВАЦИИ И ПОТРЕБНОСТИ В РЫНОЧНОЙ ЭКОНОМИКЕ

Аннотация. Система управления человеческими ресурсами не станет должным образом функционировать, если не будет разработана эффективная модель мотивации. За весь период исследования человеческого поведения учеными было выдвинуто большое количество различных теорий, классифицирующих потребности по тем или иным признакам. Работнику важно ощущать свою важность перед руководством организации и признанную сопричастность в ее процветании. Немаловажную роль играет дух соревнования, возможность работы в команде, возможность самореализации и личностного роста в процессе работы, гордость за принадлежность к данной организации, признание коллег и руководства. Одним из первых бихевиористов, из работ которого руководители узнали о сложности человеческих потребностей и их влиянии на мотивацию, был Абрахам Маслоу. Однако, современные ученые расширили пирамиду, дополнив аспектами, которые отвечают духу времени и раскрывают новый взгляд на мотивацию персонала.

УДК 331.101.3

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НАРЫҚ ЭКОНОМИКАСЫНДАҒЫ МОТИВАЦИЯЛАР МЕН ҚАЖЕТТІЛІКТЕР

Аннотация. Тиімді мотивациялық модель жасалмайынша, персоналды басқару жүйесі дұрыс жұмыс істемейді. Адамның мінез-құлқын зерттеудің бүкіл кезеңінде ғалымдар қажеттіліктерді сол немесе басқа критерийлерге сәйкес жіктейтін көптеген теорияларды алға тартты. Қызметкер үшін оның маңыздылығын ұйым басшылығы және оның өркендеуі кезінде мойындау маңызды. Бәсекелестік рухы, ұжымда жұмыс істеу қабілеті, жұмыс процесінде өзін-өзі дамыту және жеке өсу мүмкіндігі, осы ұйымға мүше болу мақтаншысы, әріптестер мен басшылықтың мойындауы маңызды рөл атқарады. Жұмыс жетекшілері адамның қажеттіліктерінің күрделілігі және олардың мотивацияға әсері туралы білетін алғашқы мінез-құлық иелерінің бірі Авраам Маслоу болды. Алайда, заманауи ғалымдар пирамиданы кеңейтіп, уақыттың рухына сәйкес келетін және кадрларды ынталандырудың жаңа перспективаларын ашты.

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