

# THE MAIN ISSUES OF GROUP MOTIVATION IN MODERN MANAGEMENT PSYCHOLOGY

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## Abstract

This article presents valuable ideas about the main problems of group motivation in management psychology and modern approaches to the problem.

**Keywords:** management, psychology, group, group motivation, creative approach to the problem, labor relations.

## Introduction

The concept of group dynamics defines the vector of group behavior and its effectiveness, and the development of the group is expressed in the complex interplay of mutual influence. Some of the processes occurring in the group are clearly and easily defined, but other parts are hidden and not fully understood by the group. It is important for the leader to correctly interpret these processes.<sup>1</sup>

Psychologist Br. Raddi expresses his views on the degree of complexity of issues related to group dynamics:

Substantive issues (the content of tasks is usually well understood by group members);

Partially hidden features of teamwork (interactions between employees, assignment distribution, norms within the group);

Hidden and main problems of the team (participation in the group, distribution of authority, isolation and professionalism, close relationships);

Beliefs of group members (values and benefits associated with the group);

Unconscious mechanisms of mutual influence within the group (acceptance and non-acceptance of each other).

Group dynamics reveals the stages of group formation and activity, which, with their problems, require significant time and cannot equally solve important issues:

Stage of establishment (dominance of personal motives, organizational request, leadership and initiatives);

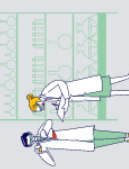
Stage of setting up relationships within the group (identifying shared benefits);

Stage of conflict (finding one's place in the group, emergence of conflicts);

Stage of aligning group rules (norms, rules);

Stage of directing efforts towards problem solving (performing specific tasks).

<sup>1</sup> Аргашокова О.И. Проблемы управления мотивацией персонала / О.И. Аргашокова // Социально-гуманитарные технологии. – 2020. – № 4(16). – С. 23-31.



Understanding group dynamics forms the basis for the organization's leadership to quickly resolve group issues and effectively align them with goals.<sup>2</sup>

Effective leadership:

Familiarizes employees with the strategy, goals, and tasks, and explains each employee's role and functional capabilities;

Provides constructive feedback and reinforcement;

Monitors the presence of informal communication channels;

Aligns the attitudes and values of individual group members with those of the group as a whole.

During the stage of establishing relationships within the group, organizational leaders pay great attention to:

Demonstrating the alignment between employees' personal interests and the group's goals and activities;

Recognizing the expectations, personal attributes, and values of group members;

Defining the indicators and norms of group work.

During the conflict stage, leaders take the following preferred actions:

Enhancing communication (strengthening values);

Addressing intra-group relationships;

Participating in resolving conflicting situations;

Leading informal influence dispositions.

During the stage of aligning rules, leaders are required to first apply the following motivation strategies:

Understanding the current state of group values;

Enhancing interrelations and mechanisms among group members;

Concretizing tasks;

Focusing on the significance of tasks and the position of the group and its participants.

The stage of directing efforts towards problem-solving requires the leader to:

Take actions to increase motivation;

Enhance effective interrelations and successful task completion;

Encourage initiatives and foster independence;

Create conditions for employees to demonstrate themselves in work activities;

Strengthen the unity of group members.

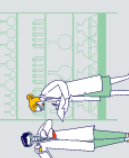
The development of mechanisms to stimulate group members is always taken into account.

Understanding the psychological mechanisms of employee motivation enables the analysis of models of their professional activities. The following models of employee professional activity exist:

Passive-adaptive (lack of activity in fulfilling work duties, employee's passive attitude, reliance on routine, and participation in work only due to personal circumstances);

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<sup>2</sup> Карамнова Н. В. Мотивация и стимулирование трудовой деятельности государственных служащих: учебное пособие. Воронеж: Мичуринский ГАУ, 2020. — 175 с.



Hidden (positive work motivation, understanding the social importance, but not being manifested in intensive work);

Instrumental (high motivation for work is not observed, but along with this, there is a specific material interest that can achieve high performance);

Independent (approving the right professional choice in work activities, developing one's own abilities and creative approach).<sup>3</sup>

As mentioned above, internal and external factors can contribute to effective work motivation. Internal motivation of employees includes a sense of satisfaction from their own activities, enjoyment of the creative process.<sup>4</sup>

Recognizing and affirming the results of employee's internal motivation, fostering a sense of relevance to the business, achieving important milestones, and contributing to socially beneficial work can be rewarding. Employee's internal motivation aligns with their professional aspirations and sense of well-being in life.

Employee's internal motivation is dependent on their personal and individual traits and values. Effective organizational management can shape the organizational culture and influence the employee's internal motivation through recruitment. Belonging to a strong organizational culture fosters a desire to increase the productivity of one's own work for the benefit of the entire organization.<sup>5</sup>

External motivation in a company is reflected in the system of incentives that are attractive to employees, such as financial rewards, social benefits, and others.

When developing a motivation system, attention should also be paid to the psychological mechanisms of demotivation that can discourage employees from their work.<sup>6</sup>

The main reason for employee dismissal is often incorrect accounting through management policies, which can turn strong internal motivation into strong internal demotivation.

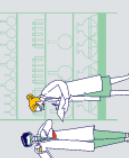
A new employee in the organization is almost always initially motivated internally, as it may be a significant reason for their engagement in performing job functions. For highly skilled professionals, new job opportunities, challenges, possibilities, and responsibilities are important. Even experienced employees in their respective fields might see a new company as a place where they need to find a set of issues that are beneficial to them personally and where they need to solve a set of problems such as forming a new team of colleagues and building good relationships. A new employee sees a range of opportunities that can be beneficial to them and a range of challenges that need to be addressed. Companies that do not have a negative or non-motivating impact on their employees' internal motivations or minimize this impact by

<sup>3</sup> Березовская А.А. Управление мотивацией персонала на предприятии / А. А. Березовская, Е. А. Березовская // Научный журнал молодых ученых. — 2022. — № 1. — С. 101-103.

<sup>4</sup> Николаев Д. Е. Мультипарадигмальный анализ теорий мотивации персонала // Вопросы психологии. — 2020. — № 2. — С. 29-41.

<sup>5</sup> Джонсон, У. Команда А. Модель обучения и мотивации для профессионального роста ваших сотрудников / У. Джонсон; переводчик Н. Делазари. — Москва: Альпина Паблишер, 2020. — 221 с.

<sup>6</sup> Кочанова А.А. Современная практика мотивации персонала / А.А. Кочанова // Экономика и социум. — 2020. — № 12-1(79). — С. 663-666



neutralizing demotivating factors are required by human resources professionals of such companies.<sup>7</sup>

It is possible to identify and overcome demotivating factors such as not fulfilling the promised commitments. Failure to adhere to agreed upon terms, ignoring important responsibilities for employees, and not acknowledging their efforts can lead to a lack of connection to the organization.

Working in an organization is a unique bond between the new employee and the company where the employee's labor and time expenses are exchanged for professional responsibilities, financial rewards, and being part of a team. The employee's personal motivation can be manifested in their interaction with colleagues and clients, in their activities, and in their ability to observe their work outcomes.

Experienced HR professionals consider additional skills without assuming that a qualified candidate knows everything. Training all new employees without relying on such assumptions is beneficial. However, the failure to utilize these additional skills in future tasks, especially if they are valuable, can lead to employee demotivation.

The diversity of job tasks always allows employees to utilize their fundamental skills. Utilizing such skills even in smaller tasks allows employees to be valued by their supervisors and does not disregard their valuable contributions.

Ignoring the ambition of the employee. New employees often come with many ideas and suggestions that are not usually paid attention to by most supervisors (not believing in the potential of new employees, not wanting to change the usual way of life). However, it is important to listen to the ambitions of new employees, as their contributions can be highly effective even if implemented in a modified form.

Not feeling a connection to the organization. This factor applies to employees who are geographically or temporally distant from the company, as well as those who perform secondary functions within the company. According to the employees' perspective, they only work as a group of specialized individuals for monetary reasons rather than being guided by leadership.<sup>8</sup>

It is important to recognize that a strong sense of connection with competent leaders and team is a powerful motivator that even sacrifices personal benefits for the goals of the organization. Achievements go unnoticed, results are not monitored, there is no room for growth within the company. Sometimes the inherent characteristics of a position do not allow for development and reaching a specific goal. It can even affect the internal motivation of highly skilled employees, including even the most conservative ones.

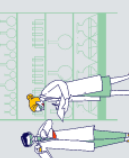
If the outcome is perceived as distant in the future, the work activity can become demotivating. Not all employees have enough patience and commitment to wait for the results.

Lack of recognition of the employee's work achievements by management and team.

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<sup>7</sup> Кирилина О.Н. Роль мотивации в управлении персоналом / О.Н. Кирилина // Бизнес-образование в экономике знаний. — 2019. — № 3. — С. 51-56. — ISSN 2412-5318. — Текст: электронный // Лань: электроннобиблиотечная система. — URL: <https://e.lanbook.com/journal/issue/311574> (дата обращения: 31.03.2023).

<sup>8</sup> Ду Г. Теоретические основы процесса мотивации персонала / Г. Ду // Теория и практика современной науки. — 2020. — № 5(59). — С. 177-179.



Creating an effective system of motivating employees is crucial for company management and team, both in terms of financial and non-financial aspects. The employee's state within the organization does not remain unchanged. The rigid hierarchical structure of large corporations is discouraging to their upward mobility.

In such cases, attracting the employee with an attractive compensation package logically makes sense, but it does not always provide a high level of motivation and does not prevent them from switching to competitors. Negative attitudes from management have a detrimental impact on the situation. Therefore, taking into account demotivating factors and eliminating them increases employee motivation and enhances work efficiency.

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