

## **MOTIVATION AND MANIPULATION AS TOOLS OF INFLUENCE ON THE PERSON**

**Zyma O.H.**

PhD in Economics,  
Associate Professor of the Department  
of Social Communications Managing,  
Kharkiv Economic University named after Semen Kuznets

The article is devoted to the study of manipulative influence during the motivation of employees. Were considered the internal and external motives of the work of employees, which affect the behavior of people, direct its activities in the necessary for the organization's side. The most widespread ways of motivation and encouragement of employees at the enterprise are investigated. The components of internal motivation, which is connected with the needs and interests of the person himself and his self-regulation, are characterized.

It has been proved that, under certain circumstances, external motivation can negatively affect the work of employees in the organizational environment when used as an element of manipulation. Consideration of the signs of the concept of "manipulation" made it possible to conclude that manipulation is manifested in the process of psychological impact on the employee, the result of which the manipulator achieves pre-planned results.

An analysis of the matrix of states of subjects with motivation and manipulation

allowed us to conclude that both motivation and manipulation are oriented toward satisfying needs. That is, it can be assumed that during the motivation of employees, the manager carries out a manipulation that can be subjectively perceived as motivation. Examples were given that lead to the conclusion that external motivation in some cases looks like the usual manipulation of people. And the further, the more managers are focused on the development of such different "technologies" that allow to influence people.

Psychologists experimentally investigated how external motivation affects the internal, and got such a result that when external motivation appears, it usually reduces the internal motivation.

As a result of the research, it was concluded that managers need to maintain a balance (equilibrium) between internal and external motivations. This is the ability of the manager to exercise a motivational influence that will be useful for both the employee and the enterprise, this will help the manager take balanced management actions.