Management Technology

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Abstract:

this article explains what the management process is, the essence of management technology. Management process and tasks are reflected. 5 technologies of management are explained. Planning, organization and coordination, control and motivation are justified.

Keywords: management, technology, management process, management tasks, planning, organization, coordination, control, motivation.

Management should be viewed as a process. The management process is a set of continuous, consistent, interrelated actions on the formation and use of the organization's resources to achieve its goals. These actions are called management tasks. Thus, the management process is the sum total of all tasks.

Management tasks are relatively independent, specialized and separated types of management activities. The management task of such calculation should have a clearly reflected content, a developed mechanism for its implementation, and a certain structure within which its organizational separation is completed. Content is defined as an action that must be performed within the scope of a specific task. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoreticalbasis in terms of research goals and objectives.[1]

The content of actions and tasks performed in the process of management is the type of organization (administrative, social, educational, etc.), its scope and fields of activity (production, trade, service provision), level in the management hierarchy (top management, average or lower level), depending on the role within the organization (production, marketing, finance, personnel) and a number of other factors. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.[2]

Despite the variety of tasks of management in the organization, there are similar types of

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[1] Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, *2*(05), 427-431.

[2] Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.

activities. According to A. Fayol, who was the first to develop this concept in 1916, there are five primary tasks: management refers to predicting and planning, organizing, directing, coordinating and controlling. We are talking about tasks that are components of any process of management, regardless of the characteristics of this or that organization (size, designation, forms of ownership, etc.), therefore they are called general.

Modern researchers have developed another list of management functions: planning, organizing, directing (or giving orders), motivating, leading, coordinating, controlling, communicating, researching, evaluating, making decisions, selecting employees, representing, and negotiating. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.[3]

conducting and concluding transactions. In virtually every management job, general management tasks are slightly different from management.

Nevertheless, we consider it appropriate to distinguish five general tasks of management:

➢ planning (choosing goals and action plan to achieve them);

➢ organization (distribution of tasks between departments or employees and establishment of mutual cooperation between them);

➢ motivation (encouraging performers to implement planned actions and achieve set goals);

➢ coordination (provides compatibility and compatibility between various parts of the managed system by establishing reasonable connections);

➢ control (comparison of actual achievable or achieved results with planned ones).

These general tasks of management are combined with the binding processes of communication and decision-making. The interaction between these tasks can be represented by a circular diagram that shows the content of any management process (Figure 1).
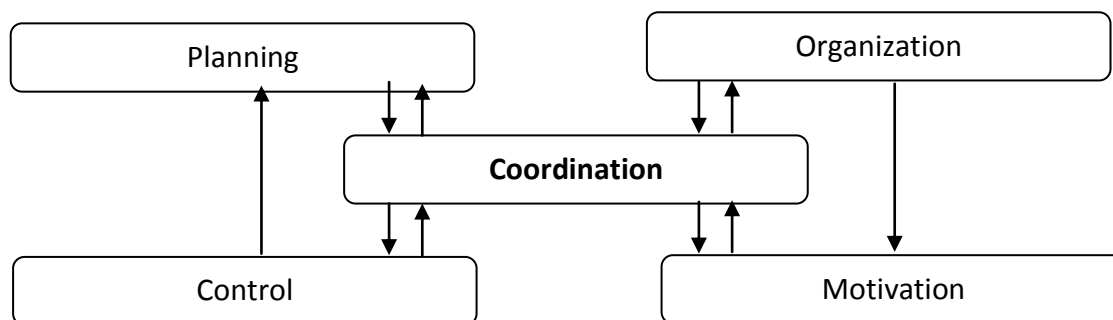

Figure 1. Management process diagram

As the arrows in the diagram show, you can move from planning to control only by doing things related to organizing the process and motivating employees. At the heart of the diagram is the task of coordination, which ensures the compatibility and mutual cooperation of all the rest. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.[4]

We will consider each of the general tasks of management in turn.

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[3] Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.
[4] Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, *1*(3), 10-15.

Planning is the first and most important task of the management process. If the planned indicators are not sufficiently justified, no matter how well the organization works in the next stages, the result will be low. Therefore, the quality of management depends on properly formulated principles of planning.

The planning task is aimed at answering the following questions:

➢ where are we now? Managers should assess the strengths and weaknesses of the organization in its key areas (finance, personnel, marketing, ITTKI) in order to determine what the organization can really achieve;

➢ in which direction do we want to move? Managers should assess the opportunities and risks in the organization's environment and determine what the organization's goals should be and what can prevent them from being achieved;

➢ how are we going to do it? Managers decide what organizational members need to do to achieve their goals. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.[5]

The following are the principles of planning: dividing objects into levels according to their importance; compliance of the plan; multiple options of the plan; economic justification of indicators; consistency of strategic, tactical and current plans; automation of planning; adaptation of the plan to the parameters of the external environment; participation of persons directly related to the plan in the planning process. Adherence to these will be a prerequisite for the development of a sound plan.

The task of "planning" often begins with setting a goal. The fact is that if the goals of the system are not given, the essence of the system is not justified, then defining them, that is, setting the goal, will be an important task.

Goals are specific end states, the activity of one or another subject (organization, team, person) is aimed at achieving them. Goals define organizational relationships, motivation and control systems are based on them.

There are two main types of goals: long-term and short-term. Generally, goals that can be achieved in one year or less are considered short-term, and goals that can be achieved in three years or more are considered long-term. If necessary, intermediate (medium-term) goals are also set. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.[6]

It was necessary for them to satisfy properly formed goals. there are a few basic requirements. They must be: valid; flexible; focused on measurable time; clear; who can be with each other; convenient for the main subjects of influence.

If there are several interconnected goals in the management system, the need to build a goal system (tree) arises. It consists in building a hierarchy of goals, i.e., an organized set of subordinate goals, arranged according to the level of generality, importance and consistency of

[5] Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, *1*(3), 13-19.
[6] Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, *1*(2), 13-22.

goal achievement.

Plans list what needs to be done, and specify the sequence of work, resources, and time needed to achieve the goals. Accordingly, planning includes:

- ➢ setting goals and tasks;
- ➢ development of strategies, programs and plans to achieve goals;
- ➢ identifying the necessary resources and distributing them according to goals and tasks;
- ➢ deliver the plans to the people who are responsible for their implementation.

In general, the task of planning is performed in modern organizations at three levels: strategic, tactical, operational.

From strategic planning comes tactical, and later operational (usually one-year) planning, which is developed in sufficient detail. In accordance with this plan, the volume of activity in each direction of the organization's activity is determined. Plans for attracting labor force and capital inputs, production plans are drawn up. The annual plan specifies production and sales plans in detail by quarter and month. In doing so, each division determines monthly sales and cost forecasts and aligns its plans with these determinations. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of ―relations contrary to the charter" is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.[7]

Operational planning of the enterprise is often carried out on the basis of a business plan. The business plan should specify the time frame (usually one year) that the organization must follow.

With the help of a business plan, an entrepreneur can evaluate the results of his activities within a certain period. This plan can be used again to develop a business concept in the future.

In addition, lenders and investors should familiarize themselves with the business plan before investing money in the business. In doing so, they should focus on the entrepreneur's business reputation, debt service cash flow, collateral provision, and the share of personal capital.

Business plans mainly have the following sections: Products and services, marketing, production plan, management and organization, investment and legal form of the company, financial plan.

The next task of management is organization. Its mission is:

- ➢ division of the organization into parts, distribution of general management tasks between departments and employees;
- ➢ forming the organizational structure of the organization, establishing mutual cooperation of its elements;
- ➢ creating conditions for the formation of a certain organizational culture of the organization;
- ➢ organizing the implementation of the adopted decisions;
- ➢ current organization of production, trade and other processes;
- ➢ providing the organization with resources;
- ➢ delegation of tasks and powers to others;
- ➢ reform (reorganization) of the organization in the process of its development.

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[7] Olimjon oʻgʻli, O. O., & Shuxrat oʻgʻli, Z. I. (2022). The Main Features and Signs of "Relations Contrary to the Charter"(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, *1*(5), 17-21.

Management processes and their organization can also be considered. These processes are divided into main, auxiliary and service providers. The subject of work will be management decisions, information and documents. If the operation is focused on changing the parameters of the subject of work, the process is the main one. Service management processes include the collection, control and transfer of the subject of work, and auxiliary operations that create normal conditions for the execution of the main and service processes. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.[8]

It is possible to distinguish the conditions for rational organization of management processes: proportionality; unity; existence of goals; elasticity of movements; stability; division of labor; compliance with management standards; assignment of duties and powers to others; parallelism; direct accuracy; a ceremony; concentration of one type of labor objects in one place; flexibility of processes.

For example, proportionality refers to the equal throughput of different workplaces of one process, to the fact that workplaces are provided with information, material resources, etc. ri accuracy, the appropriate way of passing work objects, information, etc., in uniformity - equality of time for the execution of management processes, in coherence - more use of working time for execution of management processes is achieved. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.[9]

In order to achieve compliance with these conditions, it is necessary to increase the repeatability of processes and operations, which is achieved by unifying and bringing together some processes of different nature. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.[10]

Delegation of authority by the manager to subordinates is an important condition for rational organization of management, the latter make decisions in the areas assigned to them and implement them. The right to make assignments, tasks and decisions, and the obligations to fulfill them

means that it will be handed over to the recipient.

The submission process includes the following actions:

➢ determination of obligations;

➢ determination of required results;

➢ taking responsibility for submitting the necessary documents and achieving the necessary results. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development

[8] Ravshanjon oʻg, J. R. M., & Rustam oʻgʻli, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, *1*(5), 22-28.

[9] Usmonjon oʻg, A. U. B., & Obidjon oʻgʻli, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY, 2(5), 230-235.

[10] Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.[11]

Coordination is the task of management aimed at ensuring interaction and compatibility between the elements of the management system by establishing reasonable connections (communications) between them. The nature of these relationships may vary depending on the processes being coordinated. Therefore, to perform these tasks, he can use various documentary sources (reports, information, analytical data) and the results of discussions of problems in meetings, councils, interviews. Technical communication tools, which help to quickly focus on deviations from the normal course of the organization's work, play a big role in this.

With these and other forms of communication, mutual cooperation is established between organizational systems, resources are managed. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.[12]

Coordination involves:

➢ ensuring compatibility and mutual cooperation between separate departments, managers, employees;

➢ ensuring the unity and compatibility of all services of the management process;

➢ ensuring the compatibility of the activities of the organization's units and officials with external entities and business partners;

➢ team development and coordination of the main parameters of the budget project (up to the detailed development of departmental budgets) with the executive directors of the company.

Coordination can be divided into several types:

➢ preventive, in which problems, difficulties and ways to eliminate them are predicted and adequate measures are taken;

➢ eliminator, which is designed to end system interruptions after they occur;

➢ regulatory, it is designed to support management systems and production in certain areas;

➢ increases the efficiency of incentive, management systems and production.

In the conditions of increasing independence and responsibility of managers and executives at all levels, the growth of so-called informal relations occurs, which ensure horizontal coordination of work performed at one level of the management structure. Therefore, at the same time, the need for vertical coordination is reduced, while the management structure remains "flat". The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.[13]

The control function of the management process determines the actual state of the management system of the decisions made, the level of compliance with the actual achieved results and planned goals, identifies deviations and their causes. Therefore, in Figure 5.1, the arrow from

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[11] Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

[12] Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

[13] Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

"control" goes to "planning".

As a rule, not only "quantitative" but also "quality" indicators are controlled. Control can be classified as follows:

➢ on control objects;

➢ by performers;

➢ according to the decisions being made;

➢ on the possibility of further use of the control object;

➢ by type of relationship;

➢ according to the sign of openness;

➢ according to scope;

➢ according to the transfer procedure;

➢ according to the method of obtaining and developing information;

➢ according to the degree of importance of exclamation;

➢ on the objects of the performed operations (single-task and multi-task);

➢ by character (continuous and periodic);

➢ by the number of controlled quantities (single or one-dimensional, multiple or multi-dimensional);

➢ according to the level of coverage of objects by control;

➢ according to the order of control;

➢ according to the time of control;

➢ on the periodicity of management of control operations;

➢ by the level of mechanization (automation);

➢ according to the stages of the object's life cycle.

Control will be preliminary, current and final. The first is carried out before the actual start of work, in which standards are set, the extent of permissible deviations is determined, etc. The control performed at the economic process stage is called current. Its task is to operationally identify deficiencies in the performance of economic operations and production tasks and to prevent them in time. The final control is carried out after the work is done. The obtained results are compared with the expected ones.

It is possible to distinguish the main principles that must be followed in the implementation of control, which are:

➢ strategic direction of control;

➢ focus on control results;

➢ timeliness of control;

➢ control flexibility;

➢ transparency of control;

➢ effectiveness of control.

The main tools for performing the control task are observation, checking of activities from all sides, accounting and analysis. In the general process of management, control is an element of feedback, as corrections are made to decisions, plans and even norms and regulations made by its

authorities. Effective control must be strategically oriented, results-oriented, and reasonably simple. The next requirement is especially important in today's conditions, because now the organization is trying to do its work on the principle of trust in people, which leads to the need and opportunity to significantly reduce the control tasks performed by the direct manager. In such conditions, the control will be softer and more economical.

Monitoring requires the implementation of all plans, programs and tasks. This may include parameters such as quantity, quality, costs, performers, and deadlines. Accounting for resource consumption by all types of goods, life cycle stages and divisions is appropriate.

The following requirements apply to the account:

➢ completeness of data, i.e. accounting for all elements of the management system;

➢ dynamism, reflecting indicators in dynamics;

➢ systematicity;

➢ simplicity;

➢ automation based on computer technology;

➢ economy;

➢ succession.

Regular and high-quality accounting and control over the operation of the management system is an important condition for its high efficiency.

Modern organizations with complex interactions with the external environment perform a number of special tasks different from the general tasks considered in the management process: management of marketing, production, finance, personnel, innovation, etc. Each of these tasks can be considered as a specific type of business management work. These are objective, relatively independent sections of work that are separated in the process of division of labor in management.

Motivation is the process of motivating oneself and others to act in order to achieve goals.

Leaders constantly motivate employees, whether they feel it or not. In ancient times, this was done by whips and threats, and rewards for the chosen ones.

Until the 20th century, it was widely believed that people always performed better when they were given the opportunity to earn more money, which equated motivated actions with monetary rewards. But subsequent studies have shown that such an approach is unfounded and that motivation is the result of a complex set of needs. In order to motivate employees, the leader needs to identify their needs, which will be satisfied through good work.

Management motivation methods can be divided into:

➢ methods of economic motivation - salary, bonus, preferential interest, participation in profits, stock package, additional salary, etc.;

➢ methods of social motivation - social recognition, gratitude, admiration, deification, hatred, etc.;

➢ methods of psychological motivation - feeling of personal importance, indifference, harmfulness, needlessness, etc.;

➢ management motivation methods - promotion, giving additional powers, etc.;

➢ methods of social psychological motivation - increasing social activity, exchange of experience, criticism, work management, professional ethics, etc.;

➢ methods of moral motivation - personal or public recognition, praise and criticism;

- targeted method;

- method of design and re-design (enrichment) of works;

- method of involving the employee (participatory method);

- reasons for studying motivation and urges — experimental methods, methods of evaluating behavior and its reasons by others, study methods (interview, survey, questionnaire filling), etc.

It is appropriate to look at motivation as a process. Therefore, it can be imagined as six successive stages of the following degree of conditionality:

- emergence of a need;

- to find ways to satisfy and eliminate the need;

- setting goals (directions) of actions;

- perform the necessary actions;

- receiving rewards for actions performed;

- satisfaction and elimination of needs.

The motivation process first explains the substantive theories of motivation. They identify the basic needs that motivate people to act, especially in determining the scope and content of work. The works of A. Maslow, F. Hertzberg, and D. McClelland were of great importance in developing the concepts of motivation.

According to the theory of the American psychologist A. Maslow (1908-1970), the need can be placed in the form of a strict hierarchical structure (Fig. 5.2). He believes that the needs of lower levels affect a person earlier than those of higher levels. At each specific moment, a person tries to satisfy the need that is more important or stronger for him. A need at a later level becomes a more powerful factor in a person's situation after satisfying a need at a lower level.

Physiological needs are necessary for survival. They include the needs of food, water, housing, and recreation.

Belongingness and belongingness needs include a sense of belonging to something or someone, social interaction, connection, and support.

Needs for safety and security include protection from physical and psychological threats by the environment and confidence that physiological needs will be met in the future.

A. Maslow's hierarchy of needs.

The need for recognition and self-determination implies self-respect (personal achievements, effectiveness), respect from others.

Self-actualization needs are needs to realize one's potential.

Practical conclusions from Maslow's concept are:

➢ higher-level needs cannot be motivated until primary needs (first two levels) are satisfied;

➢ the higher the level of needs, the less number of people they are incentives for active activity;

➢ unsatisfied needs do not motivate employees, and satisfied ones cease to influence, so unsatisfied ones take their place;

➢ the satisfaction of one need automatically triggers a higher-level need.

Maslow's concept had a great impact on the development of modern management theory and practice. But life has shown that the concept has a number of very weak points:

➢ Firstly, needs are manifested differently depending on many situational factors (content of the work, position in the organization, age, etc.).

➢ Second, one group of needs does not always follow the other as presented in Maslow's pyramid.

➢ Thirdly, the satisfaction of secondary needs does not always lead to a weakening of their influence on motivation. According to Maslow, the only exception to this rule is self-reflection. It does not weaken, but as it is satisfied, its influence on motivation increases. Practice shows that the needs for recognition and self-determination can also have an increasing influence on motivation in the process of their satisfaction.

➢ McClelland's theory examines the three identified needs of a person:

➢ need for success, striving to achieve set goals more effectively than before;

➢ the need for affiliation, it is realized by finding and establishing good relationships with others, and receiving help from them. In order to satisfy them, the owners need to be provided with extensive communications, information, etc.;

➢ the need for dominance (administrative, reputation, talent, etc.), it consists in influencing the behavior of people, striving to take responsibility for their actions.

➢ It is emphasized that now the needs of the higher level are especially important, because the needs of the lower level, as a rule, are satisfied (in developed countries).

➢ According to F. Hertzberg's theory, needs are divided into hygienic factors and motivation. Hygienic factors (salary, conditions, relations, order and security at work, position) are not motivational, because they only provide a person with normal conditions and do not really lead to satisfaction. According to A. Maslow and McClelland, the motivation that roughly corresponds to the needs of the higher level has an active influence on a person's behavior. In order to motivate subordinates more effectively, the leader himself must get to the heart of the matter.

➢ In addition to the stated substantive theories of motivation, there are also procedural theories. They analyze how people distribute actions to achieve their goals and choose the type of situation during their implementation. According to these theories, a person's situation is a function of his perception and expectations related to this situation and the probable consequences of the type of behavior chosen by him.

➢ The following main procedural theories of motivation are recognized: expectancy theory, justice theory and Porter-Lawler's motivation model and the concept of participative management.

According to the theory of expectations, the existence of an active need is not the only necessary condition for motivating a person to achieve a certain goal. A person must again hope that the type of behavior chosen by him will actually lead to satisfaction or obtaining what is desired. In this theory, the motivation system is built on the quantitative interactions between its input - labor costs and the level of satisfaction with rewarding the work done for the output. For example, an executive should increase his work intensity by 20% and believe that the level of satisfaction with rewards from increasing work intensity will not be less than 20%. In this case, the task of management is to develop a quantitatively based system of motivation to increase productivity or the quality of executive work.

Stacey Adams, the founder of equity theory, is based on the fact that people subjectively determine the ratio of the received reward to the effort expended, and then compare it with the reward of other people doing the same work. If the comparison shows disparity or unfairness, then they develop mental tension and begin to perform poorly. In this regard, the manager should motivate these employees, remove the tension and adjust the balance to restore justice. It should be done by changing the amount of wages and bonuses.

Porter-Lawler's motivation model is based on expectations and fairness theory. The results achieved by the employee depend on three variables: the efforts spent, the abilities and characteristics of the person, and his perception of his role in the work process. The level of effort expended, in turn, depends on the value of the reward and the degree to which the person believes that the reward will be received and that the person will be satisfied.

The concept of participative management is based on the following: if a person works in a diverse organization, he will be satisfied with it and work with greater enthusiasm or better quality.

According to the cited theories, today there is no legalized education that explains what motivates a person and what motivates. Each theory has marked fundamental differences. Moreover, in these theories, only the underlying factors of motivation are analyzed, but the process of motivation is practically ignored.

Perhaps the motivation system or the motivation of the employee's work should take into account the elements of all the considered theories. Actions on appeals should include economic and moral stimulation, enrichment of work content, manifestation of creative potential of employees and creation of conditions for their self-development. While performing these tasks, managers must constantly influence the factors of the work team's results. First of all, they include: diversity in the content of the work, growth and expansion of the professional qualifications of employees, satisfaction with the results obtained, increased responsibility, the opportunity to show initiative and the implementation of self-control.

Conclusion

In conclusion, it should be said that every manager should know the whole variety of employee needs and know which management departments (subjects) should be used to satisfy his or her needs. It is important to understand that the reward system used for one employee may not be appropriate for another. The manager should know how to use this or that method of motivation for this or that employee.

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