

## The Main Characteristics of Destructive Motivation

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**Abstract :** One of the leading factors determining the effectiveness of work in a modern organization is the motivation of its employees. In the scientific psychological literature, this phenomenon is understood mainly as constructive forms of motivation and the search for ways to increase it. At the same time, the motivation of employees can sometimes lead to a decrease in the productivity of the organization, i.e., destructive motivation is usually not considered from the point of view of various motivational theories. This article provides an analysis of various forms of destructive motivation of employees. These forms include formalism in labor behavior, inadequate assessment of the work done, and an imbalance of personal and organizational interests. The destructive motivation of personnel has certain negative consequences both for the employees themselves and for the entire organization - it leads to a decrease in the rate of production and the quality of products or services, increased conflict in the behavior of employees, etc. Currently, there is an increase in scientific interest in the study of destructive motivation. The subject of psychological research is not only modern socio-psychological processes but also the achievements of scientific thought in the field of theories of motivation and management. This article examines the theoretical approaches of J. S. Adams and Porter-Lawler, provides an analysis of theoretical concepts, and emphasizes the main characteristics of the destructiveness of motivation. Destructive work motivation is presented at the macro, meso, and micro levels. These levels express various directions of development of motivation stimuli, such as social, organizational, and personal ones. At the macro level, the most important characteristics of destructive motivation are the high-income gap between employers and employees, a high degree of unemployment, weak social protection of workers, non-compliance by employers with labor legislation, and emergencies. At the organizational level, the main characteristics are decreasing the diversity of work and insufficient work conditions. At the personal level, the main characteristic of destructive motivation is a discrepancy between personal and organizational interests. A comparative analysis of the theoretical and methodological foundations of the study of motivation makes it possible to identify not only the main characteristics of destructive motivation but also to determine the contours of psychological counseling to reduce destructiveness in the behavior of employees.

**Keywords :** destructive, motivation, organization, behavior

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