

Aspects of motivating and motivating employees in the organization

Tukhtaeva Khurshida Farkhodovna,
TDIU, assistant
Email: t.hurshidaxon@gmail.com
Tel: +998901350802

Abstract: Development of scientifically based proposals and recommendations for improving socio-economic mechanisms for enhancing employee motivation in the context of the modern transition to an innovative economy. The article proposes ways to identify increased motivation of employees at the enterprises of the Association "Uzbekyengilsanoat", to improve the methods of satisfaction of labor motivation.

Key words: Labor motivation, personnel development and social protection, employee incentives.

Introduction

The Republic of Uzbekistan is consistently implementing economic reforms aimed at ensuring macroeconomic stability and sustainable economic growth. At present, strengthening the motivation of employees depends not only on the goals and interests of the employer, but also on the employees working here. The motivation systems used in the enterprise tend to influence the activity of the individual. Motivational aspects of labor management are widely used in developed market economies and are actively used in developing organizations.

In his Address to the Oliy Majlis of the Republic of Uzbekistan, President of the Republic of Uzbekistan Sh. Mirziyoyev said: "... Fifth, we will focus on youth employment and entrepreneurship. To this end, the vocational education system will be reformed next year on the basis of new approaches in line with the requirements of the labor market and international standards. From now on, skills will play a key role in the demand for working professions. Therefore, the Government should introduce a system of certification of citizens' qualifications for high-demand occupations from January 1 next year. As you know, at our meeting at the Youth Forum, we decided to allocate \$ 100 million to ensure youth entrepreneurship and employment. In addition, 1 trillion soums and \$ 50 million will be allocated for lending to business projects of young people and their vocational training "[1.3].

One of the most pressing issues today is to strengthen the motivation of employees in the enterprise, to develop the employee, to take into account its professional and qualification structure, to identify general and additional needs for the employee, to direct employees to achieve a specific goal. It should be noted that at the current stage of economic development, the problem of planning, financial incentives, development of employees in enterprises and organizations, along with ensuring the personal interests of employees, plays a special role in the country's economy.

In this regard, the relevance of the topic is evidenced by the fact that the research focuses on improving the socio-economic mechanisms for strengthening the motivation of employees of enterprises of the Uzbek Textile Industry Committee.

Research tasks. Based on the set goal, the following tasks were set:

- to reveal the socio-economic essence of improving the socio-economic mechanisms of strengthening the motivation of employees;
- substantiate the essence and methods of labor motivation;
- Analysis of the state of staff development and social protection at the enterprises of the Association "Uztextile Industry";
- Identification of ways to strengthen the motivation of employees in the enterprises of the Association "Uztextile Industry";
- show ways to improve ways of satisfaction from work motivation.

Analysis of the literature on the subject

In the fundamental study of the consistent implementation of large-scale deep economic reforms to improve the socio-economic mechanisms of strengthening the motivation of employees in enterprises, Yu.G. Odegov [2.501], G.G.Rudenko, G.P. Juravlev [3,920], Rofe A.I. [4.392], Kibanov A.Ya [5. 584], Adamchuk V.V [6.3 26], Volgin N.A. [7.284] in our country, Abdurahmanov Q.H. [8.592], Umurzakov B.H., [9.198], Ruzmetov R [10.234], Hayitov AB [11.244] and other economists. manuals and research activities.

The motivation based on the need for relevance in McClelland's interpretation is reminiscent of the motivation in Maslow's interpretation. Such people are interested in establishing friendly relations within acquaintances, extending a helping hand to others. People with a strong need for relevance feel comfortable in jobs that open up a wide range of opportunities for social interaction. Their leaders should strive to maintain an environment that does not limit interpersonal relationships and connections in the work process. The leader can also meet the needs of such people by paying more attention to them and periodically gathering them in separate groups.

Gertsberg's two-factor theory. In the 1950s, another needs-based motivation model was developed by a team of experts led by Frederick Gertsberg. The research team included 200 engineers and administrators from a major paint company: "Can you describe in detail when you felt best after completing your service duties?" and "Can you describe in detail when you felt very bad after completing your service duties?" asked to answer the question.

Porter-Louler model. Lyman Porter and Edward Lawler developed a comprehensive procedural theory of motivation that incorporated elements of the theory of justice with the expected outcome theory. Their model, shown in Figure 1.1, includes five variables: power expended, perception, results obtained, reward, and satisfaction levels.

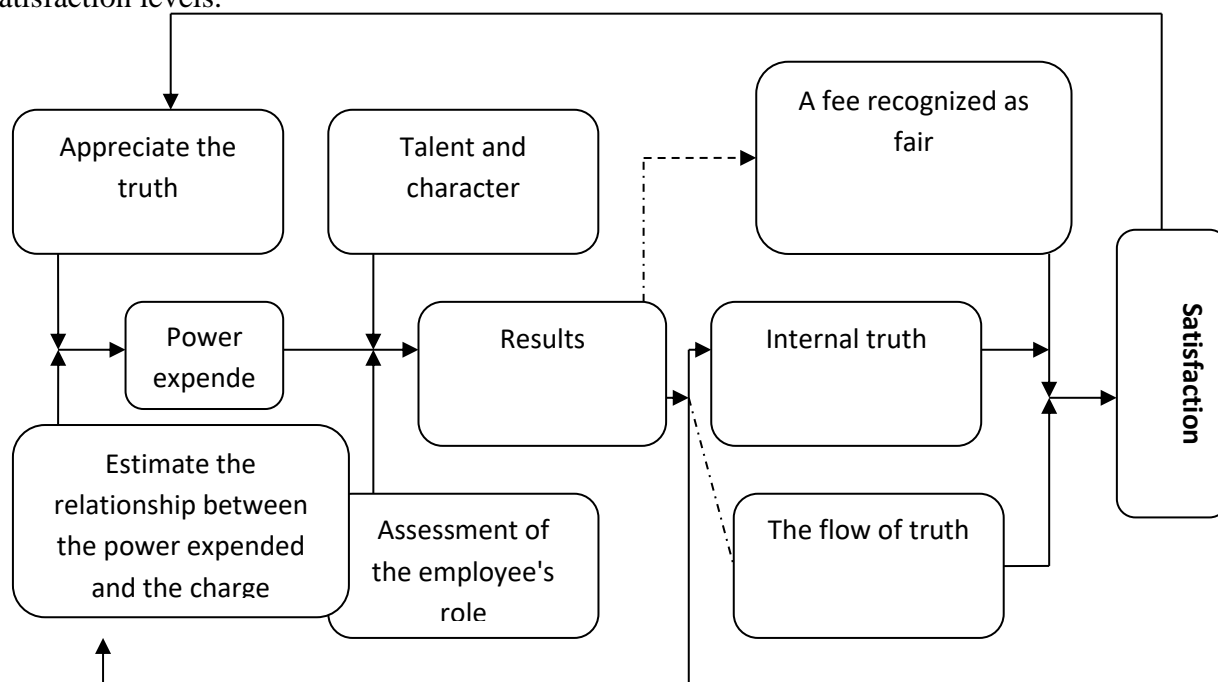


Figure 1.1. Porter-Louler model [12.21]

According to Porter-Lawler's model, the results achieved depend on the strength the employee expends, his or her talents and characteristics, as well as how well he or she understands his or her role. The level of power expended is determined by the value of the fee and the level of confidence that this level of power expended will inevitably lead to a certain level of fee being paid. In addition, Porter-Lourel theory defines the ratio between the fee paid and the results, that is, a person satisfies his needs using the fee received for the results achieved (Figure 1.1).

Through activity, a person determines his place in life and affirms his social nature. Actual activity is usually associated with the transformation of being and involves physical, mental, and other forms (mental activity, etc.).

Activity can have both internal, ideal-changing nature (thinking activity, the result of which is an intellectual product, thought, idea), and can be manifested in a real, practical, external form, observable (behavior). This results in an interdependence of activity and behavior.

Research methodology

To achieve this goal, methods of collecting and comparing statistical data, methods of analysis in summarizing and substantiating the results obtained were used. These methods were used in the analysis and results section of the article, which helped us to conclude below. The result of the methods used is that the combination of employee interests with the goals of the organization allows the employer to increase their motivation, attract and retain highly qualified professionals in production, control and manage staff costs.

Analysis and results

According to economists, the changes in labor activity are as follows:

- Decrease in employment in the manufacturing sector;
- feminization;
- growth of temporary employment;
- increase in the share of qualified staff.

In our study, in analyzing the results of staff satisfaction from work motivation, we used the two-factor theory of foreign scientists. It is known that according to this doctrine, the factors influencing job satisfaction are divided into two groups. According to scientists, the group called "hygienic factors" includes the amount of wages, work schedule, sanitary and hygienic conditions, the level of labor organization, the relationship with the immediate supervisor, the equipment of the workplace, the ability to solve social problems in the enterprise [13.51]. If these factors are not present or do not satisfy the staff, they indicate that they are dissatisfied with the work. If these factors satisfy the staff, their satisfaction with their work will no doubt be high. However, the team will be fully satisfied with the work only if the first group of factors is combined with the second group of factors - the diversity of work, the need to solve new tasks, independence at work, the adequacy of work capacity, growth opportunities in the service.

Table 1

Attitude of the staff of the Association "Uztextile Industry" to the factors influencing the level of job satisfaction

Ходимнинг ўз меҳнатидан қониқиши омиллари	Қониқиш даражаси, %		
	Қониқаман	Қониқмаганга қараганда кўпроқ қониқаман	Қониқмайман
1. Иш ҳақи миқдоридан	42,1	10,8	41,1
2. Иш режимидан	76,3	7,8	15,9
3. Иш хилма-хиллигидан	58,7	20,6	20,7
4. Янги вазифаларни ҳал этиш заруратидан	51,3	10,2	38,5
5. Ишдаги мустақилликдан	70,3	20,6	9,1
6. Меҳнат фаолиятининг шахсий қобилиятга	42,6	16,8	40,6

мувофиқлигидан			
7.Хизмат вазифасида ўсишдан	40,7	9,6	49,7
8.Санитария-гигиена шароитидан	60,3	21,2	18,5
9.Меҳнатнинг ташкил этилишидан	62,4	10,6	27,0
10.Бевосита раҳбари билан муносабатдан	72,1	10,5	17,4
11.Иш жойининг техника билан жиҳозланганидан	55,3	20,4	24,3
12.Ижтимоий-маиший муаммоларни ҳал этиш имкониятидан	36,7	10,8	52,5

Source: Based on the results of sociological research conducted by the Association "Textile Industry", prepared by the author.

If the motivation of the staff at the enterprise is satisfactory, then the situation with the motivation of the staff to work in the Association "Textile Industry", which we conducted a study. However, if we recall the pyramid of needs, according to the results of Table 1, we can see that the basic needs of staff - wages, social issues - are not sufficiently met.

Conclusions and suggestions

It is advisable to use economic, socio-psychological and organizational-administrative methods in staff motivation (Table 2). The use of economic, social, psychological and organizational-administrative methods in the promotion of labor in the organization, and the results of which indicate the duties of the service and the types of incentives provided to them.

Table 2

Use of economic, social-psychological and organizational-administrative methods in labor incentives

Ходим фаолияти натижалари	Рағбатлантириш турлари
Хизмат вазифаларини муттасил сидқидилдан бажариш	Ташкилий-маъмурий: иш ҳақи миқдори ўзгартирилмасдан хизмат вазифасида кўтариш. Ижтимоий-психологик: раҳбар мақтови, ёрликлар бериш. Иқтисодий: қимматбаҳо совға тақдим этиш, иш ҳақиға 20% устама
Хизмат вазифаси доирасида бир	Ижтимоий-психологик: миннатдорчилик

<p>марта рационализаторлик таклифи киритганлиги учун</p>	<p>эълон қилиш. Иқтисодий: қимматбаҳо совға ёки пул мукофоти</p>
<p>Хизмат вазифаси доирасида мунтазам рационализаторлик таклифлари учун</p>	<p>Ташкилий-маъмурий: хизмат вазифасида кўтариш. Иқтисодий: қимматбаҳо совға ёки пул мукофоти, иш ҳақи миқдорини ошириш. Ижтимоий-психологик: миннатдорчилик эълон қилиш</p>
<p>Хизмат вазифаси доирасига кирмайдиган масалалар бўйича самара келтирадиган янгиликларни таклиф этиш</p>	<p>Ташкилий-маъмурий: хизмат вазифасида кўтариш. Иқтисодий: қимматбаҳо совға ёки пул мукофоти. Ижтимоий-психологик: миннатдорчилик эълон қилиш, ёрлиқлар билан мукофотлаш, санатория ва курортларга бепул йўлланма бериш</p>
<p>Хизмат вазифаси доирасига кирмайдиган, катта иқтисодий самара келтирадиган янгиликларни таклиф этиш</p>	<p>Ташкилий-маъмурий: хизмат вазифасида кўтариш. Иқтисодий: қимматбаҳо совға ёки пул мукофоти бериш. санаторий ва курортларга, чет элларга саёҳат қилишга бепул йўлланма бериш. Ижтимоий-психологик: миннатдорчилик эълон қилиш, ёрлиқлар билан мукофотлаш, давлат мукофотларига номзодини тақдим этиш.</p>

Source: Prepared by the author based on the analysis of theoretical and practical data on the topic

Thus, in order for the system of material incentives to work to bring the desired effect in practice, it is advisable to test it in its structural units for a certain period of time before introducing it at once throughout the organization. This experiment should only be applied at the organizational level once the success is assured.

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