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MOTIVATING EMPLOYEES' WORK IN ENTERPRISES

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Annotasiya. Maqolada korxonada xodimlarni mehnat motivasiyasini kuchaytirish yo'llarini aniqlash, xodimni rivojlantirish, ularning kasbiy va malaka tarkibini hisobga olish, umumiy va qo'shimcha ehtiyojlarini aniqlash, xodimlarni ma'lum bir aniq maqsadga erishish uchun yo'naltirish kabi hozirgi kunning eng dolzarb muammolaridan biri o'rganilgan, hamda mehnat motivasiyasidan qoniqish usullarini takomillashtirish yo'llari taklif etilgan. Ta'kidlash lozimki, iqtisodiy rivojlanishning hozirgi bosqichida korxona va tashkilotlarda ishlovchi xodimlarni rejalashtirish, mehnatni moddiy rag'batlantirish, rivojlantirish muammosi xodimlarning shaxsiy manfaatlarini ta'minlash bilan bir qatorda mamlakat iqtisodiyotida alohida rol o'ynaydi.

Kalit so'zlar: mehnat motivasiyasi, xodimlarni rivojlantirish va ijtimoiy himoya qilish, motivatsiya, rivojlanish, xodimlar mehnatini rag'batlantirish.

Abstract. The article examines one of the most pressing problems of our time, such as identifying ways to increase the motivation of employees at the enterprise, developing employees, taking into account their professional and qualification profile, identifying their general and additional needs, directing employees to achieve a specific goal, and also suggests ways to improve methods of satisfaction with labor motivation. It should be noted that at the current stage of economic development, the problem of planning, material incentives, and development of employees working in enterprises and organizations, along with ensuring the personal interests of employees, plays a special role in the country's economy.

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

Аннотация. В статье рассмотрена одна из наиболее актуальных проблем современности – выявление путей усиления трудовой мотивации сотрудников в предприятиях, развитие персонала, учет их профессиональной и квалификационной структуры, определение общих и дополнительных потребностей, а также направление работников на достижение конкретных целей. Предложены пути совершенствования методов удовлетворенности трудовой мотивацией. Следует отметить, что на современном этапе экономического развития вопросы планирования персонала в предприятиях и организациях, материального стимулирования труда и развития кадров играют особую роль не только в обеспечении личных интересов сотрудников, но и в экономике страны.

Ключевые слова: трудовая мотивация, развитие и социальная защита сотрудников, мотивация, развитие, стимулирование труда работников.

Login.

In the global economy, in a crisis situation with increasing competition in the goods and services market, all enterprises, regardless of the type of ownership (state, private), large or small, are increasingly faced with the problem of increasing production efficiency. Many enterprises, along with the introduction of new equipment and technologies, are trying to solve the problem by reducing the number of workers or changing the amount of wages. This path leads to an increase in conflicts, negative consequences, which leads to a decrease in the quality of production, an increase in adverse events, deterioration of relations between workers, etc. The costs of repelling such a contradiction may be greater than the effect of reducing the number of workers or reducing wages. One of the most effective ways to increase efficiency is to increase the level of innovation in all areas of activity: the introduction of modern equipment and technologies, improving organizational forms and wage distribution, improving the quality of goods (services), rational use of material, energy, financial and financial resources. To achieve the expected results from innovative activities, it is necessary to encourage employees to actively search for and implement internal reserves of production improvements.

In the Republic of Uzbekistan, economic reforms are being consistently implemented, aimed at

ensuring macroeconomic stability and smooth economic growth. Currently, strengthening employee motivation depends not only on the goals and interests of the employer, but also on the goals and interests of employees working at enterprises. Motivational systems used in the enterprise seek to influence the activity of the individual. Motivational aspects of labor management are widely used in countries with developed market economies and are actively used in developing organizations.

The development strategy of New Uzbekistan for 2022–2026 and its "Year of Human Dignity and Active Neighborhood" set a special goal to introduce a compact, professional, fair, and highly effective public administration system. It also establishes the introduction of a procedure for paying employees based on the volume of work and efficiency in most enterprises, as well as independence in organizational and legal issues in this regard.

Strengthening the motivation of employees at the enterprise, developing the employee, taking into account his professional and qualification profile, identifying general and additional needs for the employee, directing employees to achieve a specific goal are some of the most pressing problems of our time. It should be noted that at the current stage of economic development, the problem of planning, material incentives and development of employees working in

enterprises and organizations, along with ensuring the personal interests of employees, plays a special role in the country's economy.

The enterprise "SAYHUN GROUP BOTTLERS" is expected to effectively use socio-economic mechanisms to increase employee motivation. At the same time, the economic efficiency of the costs spent by the administration from external and internal sources of motivation of employees working in the institution is shown, and creatively based programs of measures are recommended.

A comprehensive analysis of the strengthening of employee motivation at the SAYHUN GROUP BOTTLERS enterprise, a multifaceted description of the research methodology, determines the need to use a number of methods that complement each other and reveal their essence, including systematic analysis, questionnaire analysis, comparison, and economic and statistical methods.

The theoretical and practical proposals developed as a result of the analysis of the topic will lead to effective results from the socio-economic mechanisms of strengthening labor motivation at the SAYHUN GROUP BOTTLERS enterprise in the future.

Analysis of literature on the topic

In the fundamental study of the consistent implementation of large-scale deep economic reforms to improve the socio-economic

mechanisms of strengthening the labor motivation of employees at enterprises, in foreign countries Yu.G. Odegov, GGRudenko, GP Zhuravlev, Rofe AI, Kibanov A.Ya., Adamchuk VV, Volgin NA, and in our country, Abdurakhmonov QX, Umurzokov BX, Ru'zmetov R, Khayitov AB and other economists have thoroughly analyzed this in their textbooks and manuals, as well as in their research activities.

Hersberg's two-factor theory, based on the need for affiliation as interpreted by McClelland. Another model of motivation based on needs was developed in the 1950s by a group of experts led by Frederick Hersberg. "The research team asked 200 engineers and administrative employees of a large paint company to answer the following questions: "Can you describe in detail a time when you felt very good after completing your work tasks?" and "Can you describe in detail a time when you felt very bad after completing your work tasks?" [1]

Porter-Lawler model. Lyman Porter and Edward Lawler developed a complex process theory of motivation that combines elements of outcome theory and justice theory. "Their model, shown in Figure 1.1, includes five variables: effort, perception, outcomes, reward, and satisfaction." [2]

Motivation is similar to Maslow's motivation. Such people are interested in forming friendly relationships within their circle of acquaintances and helping others. People with a strong need for affiliation feel comfortable in

jobs that provide ample opportunities for social interaction. Their managers should strive to maintain an environment that does not restrict interpersonal relationships and communication in the work process. The manager can also satisfy the needs of such people by paying more attention to them and occasionally gathering them in separate groups. According to the Porter-Lawler model, the results achieved depend on the effort expended by the employee, his

talents and characteristics, as well as how well he understands his role. The level of effort expended is determined by the value of the reward and the level of confidence that this level of effort will inevitably lead to a certain level of reward. In addition, the Porter-Laurel theory establishes a relationship between the amount of money paid and the results achieved, that is, a person satisfies his needs with the help of the money he receives for the results achieved (Figure 1.1).



Figure 1.1. Porter-Lawler model

Douglas McGregor, who analyzed the performance of an executive in the workplace, found that a manager can control the following parameters that determine the actions of an executive:

- tasks assigned to the executive;
- quality of task performance;
- deadlines for receiving the assignment;

- expected deadline for completing the task;
- available tools for completing the task;
- the collective with which the performer works;
- instructions given to the executor;

- assure the executor that he/she can complete the task;
- understanding that the performer will receive payment for successfully completed work;
- the scale of remuneration for the work performed;
- the degree to which the performer is involved in the scope of work-related problems.

All these factors depend on the leader, and to one degree or another, they have an impact on the employee and determine the quality and intensity of work. According to Douglas McGregor, "It was concluded that using these factors, two main approaches to management can be used." [3]

The first needs are the basic needs, that is, the needs necessary to ensure survival. According to A. Maslow, "A person works first of all to satisfy these basic needs." [4]. Once basic needs, such as food, clothing, shelter, and sleep, are met, other levels of needs gradually become more important.

For example, the need for security, that is, peace, order, and protection, is also a need at a new level of the primary level of need. The need to belong to a social group and to communicate with other people is included in the third level of the hierarchy. The needs in this group are also called social needs.

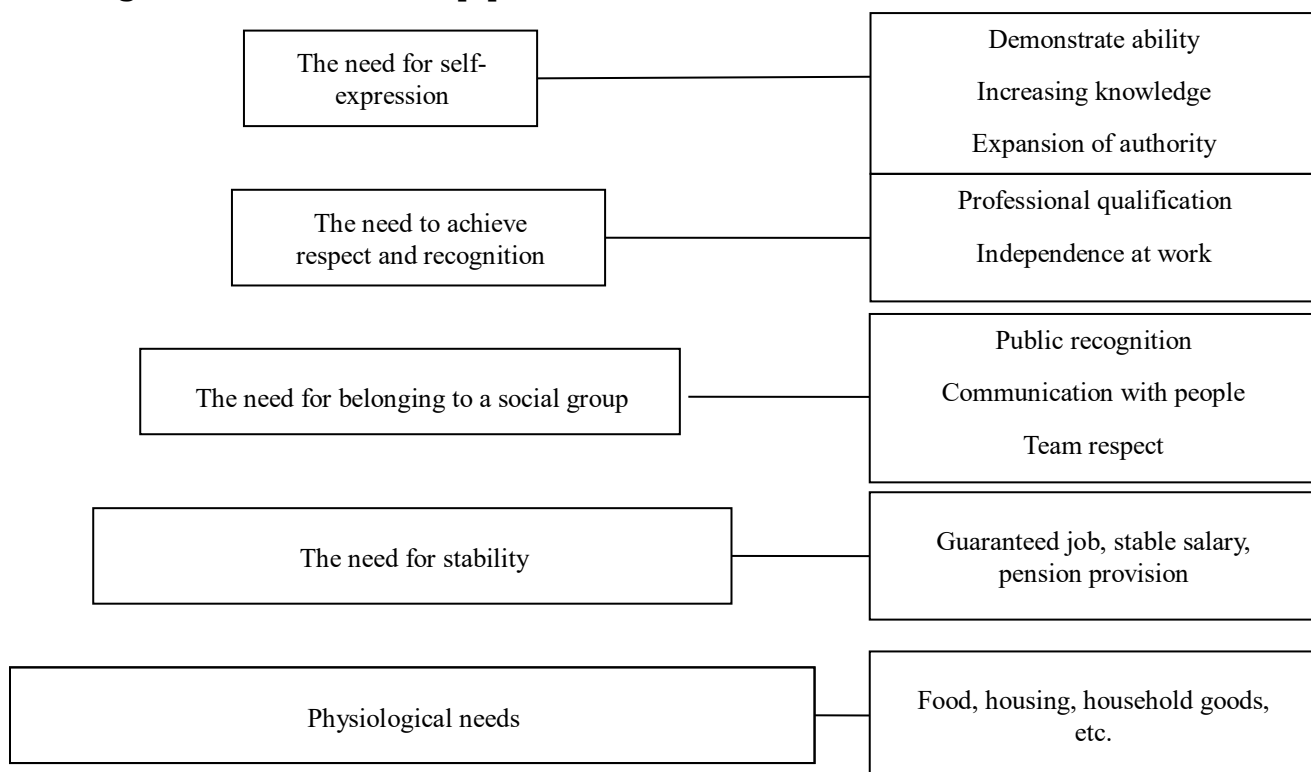


Figure 2. Pyramid of needs according to A. Maslow [5].

The need for esteem is the fourth level of the pyramid of needs. These needs are the need for recognition by others, i.e. status, prestige, fame, success, attention. The need for self-affirmation, i.e. the highest level in Maslow's hierarchy, is the realization of hidden potential, the achievement of what is possible. These needs are reflected in the growth of the individual.

Through activity, a person determines his place in life and confirms his social nature. Real activity, as a rule, is associated with the transformation of being and covers physical, mental and other forms (it can be both spiritual, having an internal, ideal-transformative nature (thinking activity, its result - an intellectual product, thought, idea), and real, practical, manifested in an external form, observable (behavior) activity, etc.).

Research methodology (method)

As is known, great attention is paid to the development and strengthening of the light industry system in our country. This, in turn, shows how important the qualifications of employees working at the enterprise are.

As the enterprise sets ambitious goals for the future, it must constantly improve the skills of its personnel. Currently, the most important thing for the enterprise is to withstand competition and gain a place and say in the market. For this, it is necessary to

have qualified, experienced, knowledgeable specialists who can foresee the future. This means that it is necessary to continuously retrain and improve the skills of personnel.

To achieve the above objectives, this study used empirical and quantitative research methodology. In addition, the researcher used the method of analysis and synthesis, compilation methods and statistical methods. Also, methods of collecting and comparing statistical data based on a questionnaire, as well as analytical methods were used to summarize and substantiate the results obtained. These methods are used in the analysis and results section of the article and help us draw conclusions below. The results of the methods used allow the employer to increase employee motivation, attract and retain highly qualified specialists in production, and control and manage personnel costs.

Analysis and results

Innovative development of the economy shin particular, the ultimate goal of improving the quality of employee performance at the SAYHUN GROUP BOTTLERS enterprise is to ensure employee engagement, effective use of working time, labor discipline, and one of the main areas that helps determine the pace and rhythm of work, as well as the number of employees and the amount of wages paid for their labor.

Information on the level of training of an employee is formed on the basis of an assessment of his

performance. This determines in which areas retraining and advanced training of personnel is required. During the assessment of the employee's knowledge, skills, professional and personal qualities, special commissions certify the employee's work efficiency according to the established factors and the importance of these factors in the employee's performance of his official and professional duties. Based on the results of this examination, the appropriateness of the form and

method of retraining is determined, and the employee is given recommendations for improving his skills based on an individual program.

Labor activity is considered a factor of attitude to work, which is indirectly reflected in the volume of work performed, the quality of products produced, labor efficiency, and the initiative of personnel. The qualitative composition of personnel is also interrelated with this. (Table 1)

Table 1

“Sayhun group bottlers” qualitative composition of personnel [6]

Index	Average number of employees, people.			Ratios %		
	2022	2023	2024	2019	2020	2021
depending on age:						
Up to 20 years	3	1	3	3,1	1	3.4
20-30 years old	22	16	14	22.4	16.5	15.7
30-40 years old	28	33	28	28.6	34	31.5
40-50 years old	17	18	22	17.3	18.6	24.7
50-60 years old	16	24	17	16.3	24.7	19.1
Over 60 years old	12	5	5	12.2	5.2	5.6
total:	98	97	89	100	100	100
By level of education:						
general vocational education	18	14	14	18.4	14.4	15.7
secondary specialized	54	51	42	55.1	52.6	47.2
Highly educated	26	32	33	26.3	32.3	33.7
total:	98	97	89	100	100	100
according to work experience:						
Less than 5 years	3	12	9	3,1	12.4	10.1
5-10 years	21	18	12	21.4	18.6	13.5
10-15 years	29	26	23	29.6	26.8	25.8
15-20 years	27	36	38	27.6	37.1	42.7
More than 20 years	18	5	7	18.4	5.2	7.9
total:	98	97	89	100	100	100
by gender:						
Men	80	83	71	81.6	85.6	79.8
Women	18	14	18	18.4	14.4	20.2
total:	98	97	89	100	100	100

In the process of analysis, the interrelationship of "Need Satisfaction in Motivation" presented in the figure below was studied. In modern conditions, when we study the motivation of employees to work, in the management process, the person is the main subject of management. Human capabilities are determined by their physical and cognitive capabilities. Along with these capabilities, working

conditions and preparation for work also ensure efficiency. Readiness to work is determined by the person's interest in work and satisfaction from it, needs, and motivation in accordance with the results of work. When analyzing interest in work, special attention should be paid to the factors of interest - needs, reasons for interest (motives) and motivation.



Figure 5. Need satisfaction in motivation[7]

During the analysis, the interrelationship of "Need Satisfaction in Motivation" presented in Figure 5 below was studied. In modern conditions, when we study the motivation of employees in the management process, the main subject of management is the person - the person. Human capabilities are determined by his physical and cognitive capabilities. Along with these capabilities, working conditions and preparation for work also ensure

efficiency. Readiness to work is determined by the interest and satisfaction of the person in the work, his needs, and motivation in accordance with the results of work. When analyzing interest in work, special attention should be paid to the factors of interest - needs, reasons for interest (motives) and motivation.

Labor motivation - a dynamic labor activity that allows achieving certain, predetermined results, involves creating the necessary

conditions for satisfying the important social needs of the employee and forming an interest in labor.

Determining the level of motivation can be done using various methods, for example, a test complex, an oral interview, a questionnaire, etc. The study used a questionnaire. 30 people participated in the survey, including 9 managers and specialists; 21 people from production, support and technical service.

The characteristics of motivation types are based on dividing the questionnaire questions into 5 large blocks, each of which provides information about a specific area of motivation.

Block 1 reflects the level of satisfaction of primary needs, which is manifested in the form of material and non-material incentives.

The questions of this block and the ratio of "Yes" and "No" answers are presented in Table 2.

Table 2

Determining the level of satisfaction of primary needs (block 1)[8]

Questions	YES	NO
1. The salary level and working conditions in other enterprises are relatively better than ours.	13	17
2. Achieving results requires great moral and psychological effort	18	12
3. Often there is an overload of tasks performed	19	11
4. We need to think about how to increase the wage level	21	9
5. Low psychological comfort in the team, difficult to communicate	8	22
b) Is there a fee for a one-time job?	20	10
7. Management thinks about the conditions in which people work.	5	25
8. When the team reaches a level where it exceeds the planned values, it receives a bonus	28	2
Total answers	132	108

The predominance of "No" answers in this block allows us to see that primary needs are expressed mainly in material form and the need for psychological comfort, that

employees are not completely satisfied with the situation, and that it is necessary to focus on improving its level.

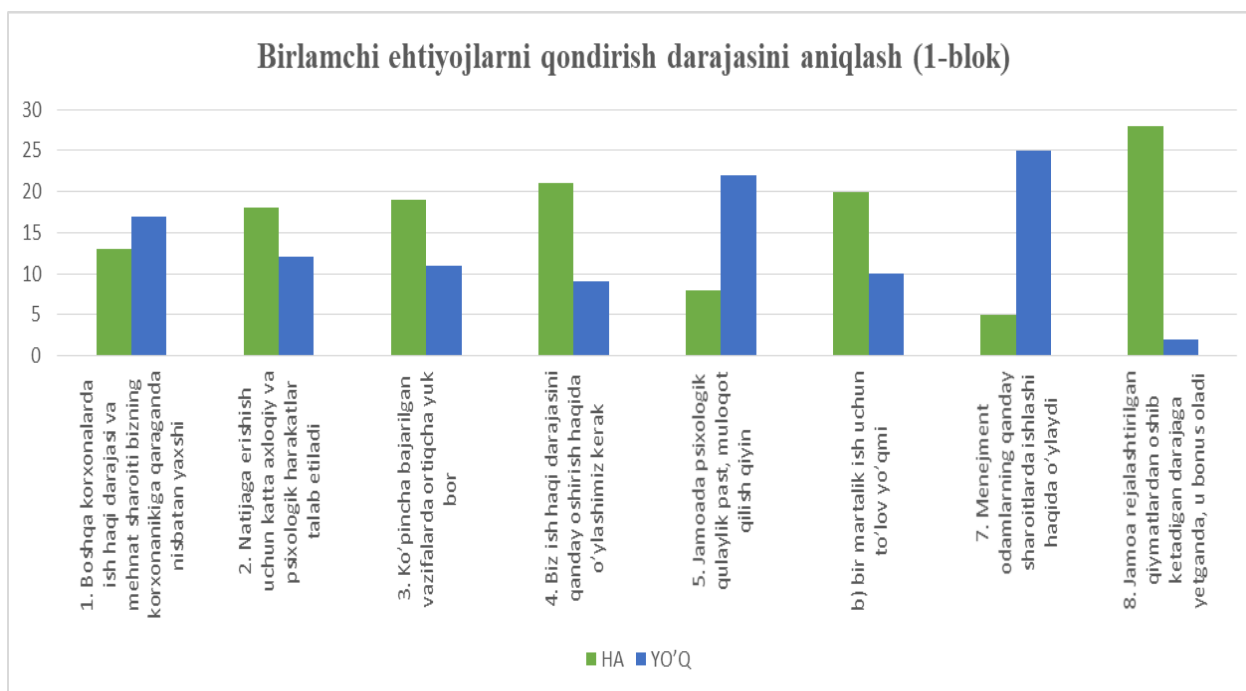


Figure 6. Results of a survey to determine the level of satisfaction of primary needs[9]

Thus, the obtained answers allow us to see that the total number of "Yes" answers is 132, "No" - 108. The proportions in the diagram show that "Yes" answers are also more dominant, and the gap in question 8 is very large. There are significant gaps in questions 5 and 7, where the "No" answers predominate.

The analysis of the questions in block 1 shows that the level of material incentives is quite high, people receive a salary, they are paid for a large part of unscheduled work, as well as work outside working hours or standards. However, the situation with psychological stress is worrying, people work in a tense environment.

Conclusion: Material motivation is very effective.

Recommendations: Trying to increase psychological comfort.

Block 2 indicates the leading aspect and importance of the organization's influence on employees, which is expressed in such characteristics as the need for management, confidence in maintaining the job. "No" answers indicate the employee's willingness to take risks.

The direct questions of this block and the ratio of "Yes" and "No" answers are presented in Table 3.

Table 3

Determining the importance of management (block 2)[10]

Questions	YES	NO
9. Workplace trust is not very high	3	27
10. Employees are given clear information about their responsibilities in the workplace.	0	30
11. The company's social policy is unsatisfactory	17	13
12. Managers do not understand that job security stems from the level of competitiveness of the entire organization.	7	23
13. Employees don't fully understand managers' expectations.	3	27
14. Employees expect praise	29	1
15. Employees are fully informed about the organization's social policy	8	22
16. Employees want to know how their work results affect the success of the company.	16	14
Total	83	157

For clarity, the answers to the questions are presented in diagram form (Figure 6).

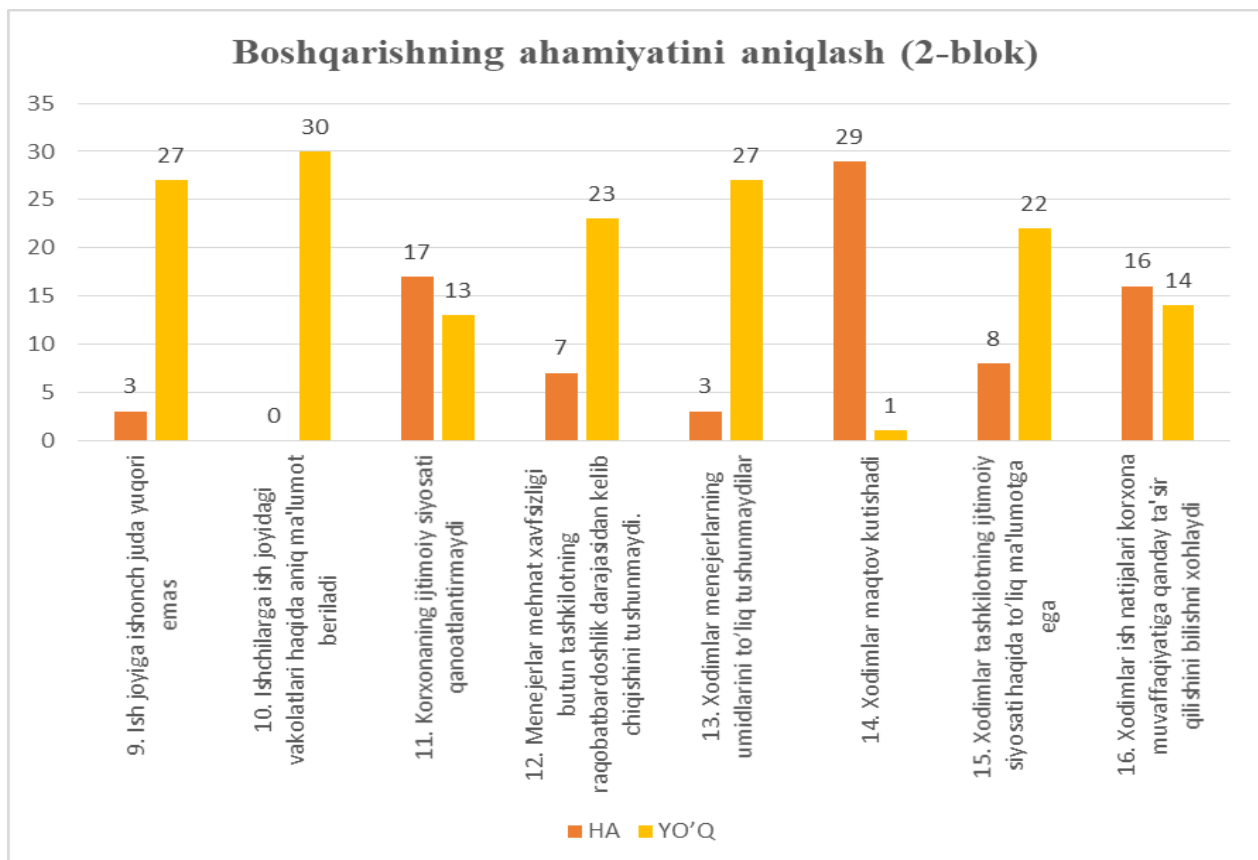


Figure 7. Results of a survey on the importance of governance [11]

The answer "No" dominates in almost all questions. The exceptions are question 11 (slight difference), answer 14 (the gap is too large), and question 16 (slight difference).

In total, there were 83 "Yes" answers and 157 "No" answers, meaning there were almost twice as many negative choices.

Although 13 people rated social policy as satisfactory and 17 people as unsatisfactory, the difference is not very large, but this indicates that there are no tangible effects on providing people with the working conditions they expect. The level of leadership in motivating employees is weakly expressed. Employees feel social trust

in their workplace, but this is more related to the economic aspect of the enterprise.

Conclusion:Intangible motivation is very weakly expressed.

Recommendations:It is necessary to ensure mutual cooperation between management and employees.

Block 3 shows the level of need for communication within the team. The predominance of "yes" answers indicates that the employee does not need to communicate in the team, most employees are individualists.

The direct questions of this block and the ratio of "Yes" and "No" answers are presented in Table 4.

Table 4

The need for communication (block 3) [12]

Questions	YES	NO
17. In the team I work with, they rarely talk to each other.	16	14
18. Employees are generally in favor of frequent meetings after work.	8	22
19. I don't like indecisive management styles.	3	27
20. The leader must be responsible for a good climate in the team	18	12
21. We all need to be more friendly with each other at work.	18	12
22. My work results would be much better if our team reached more agreement on personal issues.	30	0
23. The leader must make sure that we have a good relationship as a team.	28	2
24. Collaboration is weak in our team	25	5
25. Employees are happy when they receive praise.	30	0
26. An employee performs better if he feels that his work is needed by the company.	15	15
27. A manager should recognize employees. He should at least talk to them more.	21	9
Total	212	118

The number of "Yes" answers is 212, the number of "No" answers is 118, the difference is almost twice. That is, employees do not really need communication, they have enough ongoing conversations and discussions. Returning to the results of the qualitative composition of labor resources, it should be noted that the majority of employees are men, which is determined by the specifics of the organization's activities. Men feel the need to communicate and talk less than

women, therefore the results of this analysis are determined by objective reasons. However, a clear difference was found in questions 22-25, and "Yes" answers prevail in questions 18-19, therefore, it is necessary to provide a space for interaction and communication for employees in the PRMP, because this is natural. Human need is to discuss something, come to a mutual decision, express one's point of view.

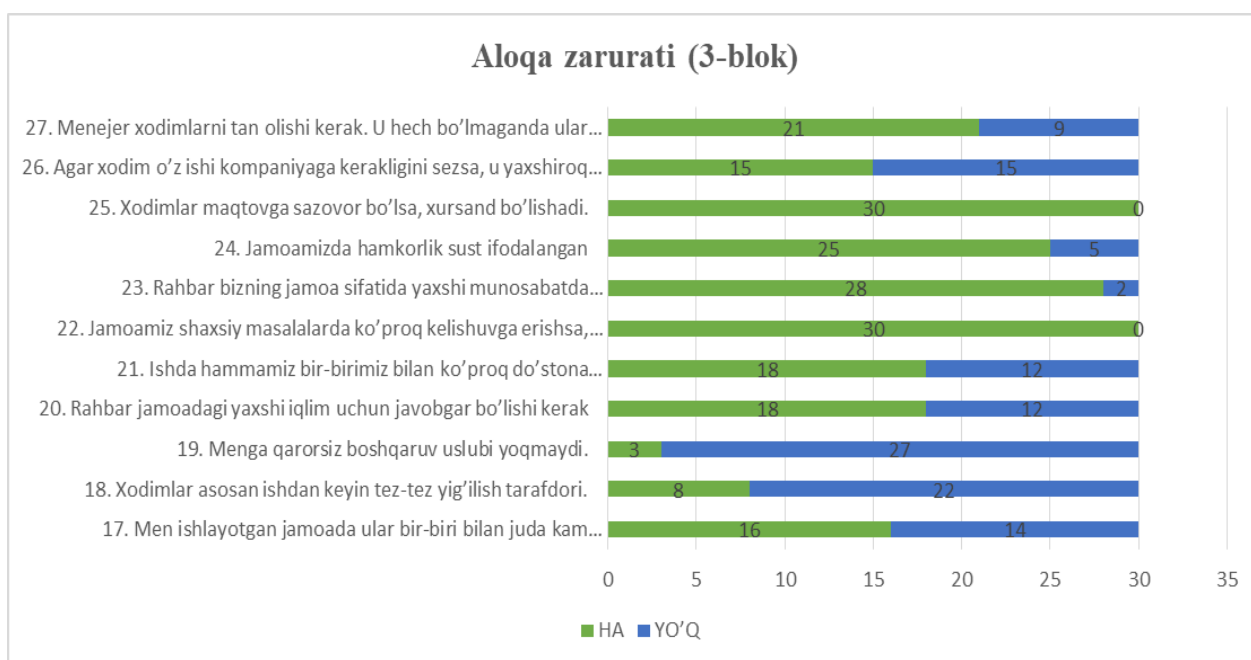


Figure 8. Results of the survey on the need for communication [13]

Conclusion: Intrinsic motivation is weak.

Recommendation: Ensuring the development of internal elements of communicative interaction, which allows people to increase their interest in work as a factor of

interpersonal communication.

Block 4 allows you to reflect your focus on career growth.

The questions of this block and the ratio of "Yes" and "No" answers are shown in Table 5.

Table 5

Pursuing a career (block 4) [14]

Questions	YES	NO
28. Employees strive for career advancement	20	10
29. It is important to frequently tell an employee that their work is appreciated.	20	10
30. The company should provide more opportunities for advancement	17	12
31. The company does not have an incentive system that encourages employees to work towards promotion.	30	0
Total	87	32

For clarity, the answers are presented in the form of a diagram for the questions in Figure 8.

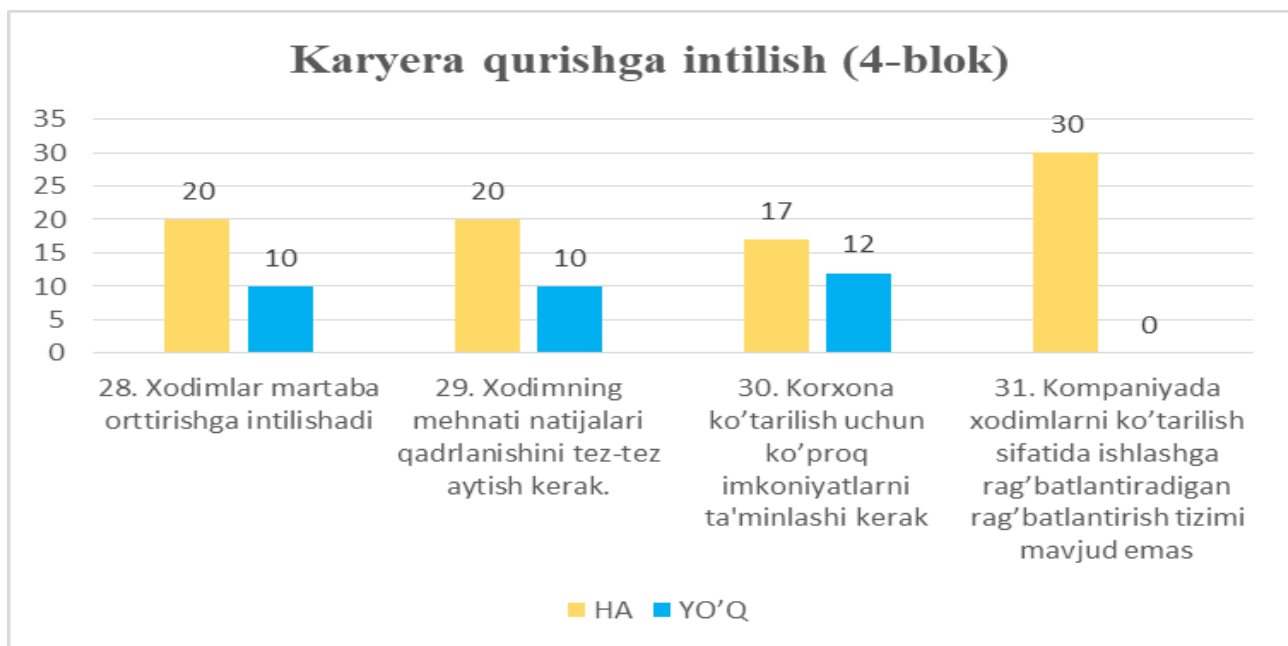


Figure 8. Results of the career aspiration survey [15]

The answers clearly indicate that almost all employees are career-oriented - this is the natural need of any specialist to be recognized for their professional abilities and

achievements.

The answers are "Yes" – 87, "No" – 32, the difference is more than twofold. The last question is about the need for incentives in the form of career

advancement. Employees are mainly career-oriented.

It is necessary to create a system that allows for expanding areas of responsibility and moving up the career ladder.

Conclusion: Career ambitions are not satisfied, motivation to meet professional needs is poorly developed.

Recommendation: Provide opportunities for increased responsibility and career advancement.

Block 5 allows you to see the needs of employees for self-awareness and disclosure of their abilities and capabilities. The more "Yes" answers, the worse the situation.

Table 6

Opportunities for self-realization (block 5) [16]

Questions	YES	NO
32. I find my job uninteresting.	8	22
33. I strive to do my best every day at the company...	5	25
34. When I go home in the evening, I feel proud of what I have done.	0	30
35. Employees feel unwanted	2	28
36. Many people think that there are too many orders around	27	3
37. Employees cannot truly reveal themselves	19	11
38. Work should be more diverse	8	22
39. Labor should be given more freedom	4	26

For clarity, the answers are presented in the form of a diagram for the questions in Figure 9.

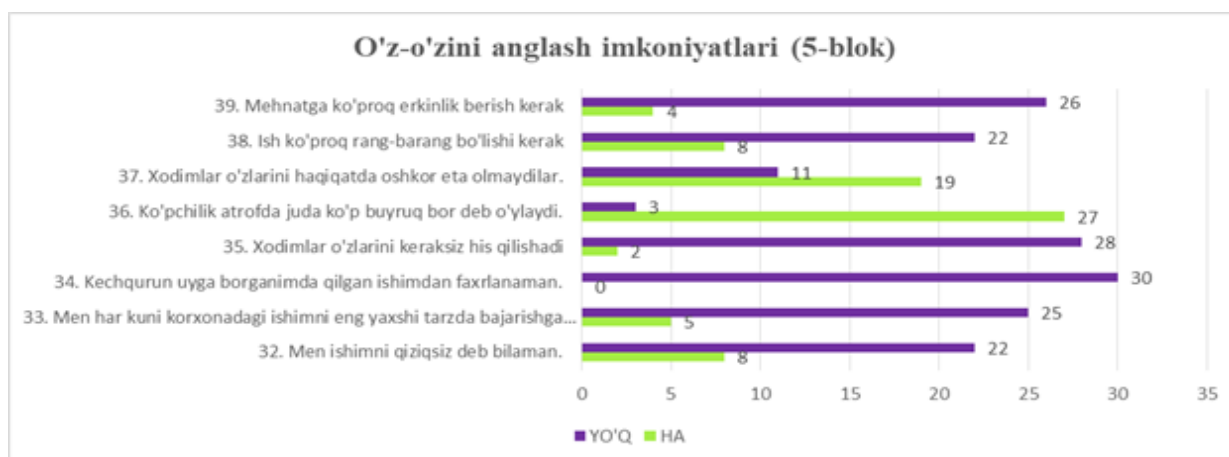


Figure 9. Opportunities for self-realization (block 5)[17]

The number of answers "Yes" – 73, "No" – 167, the difference is more

than twofold. The overwhelming majority of answers indicate that the work is overly regulated, the process itself is clearly controlled. On the one hand, this is not bad, but for employees it means acting within clearly defined boundaries, which does not allow them to express themselves and their capabilities, to implement their experiences in order to improve their work and the functioning of the organization as a whole. There are practically no opportunities for self-realization.

Conclusion and suggestions

In conclusion, motivation is a component of a person's work characteristics, a person's behavior related to his interests and determining behavior in the organization. Incentives differ from motivation. The essence of this difference is that incentives are one of the means by which motivation can be carried out. Rewarding for the results of activity means paying employees for their work based on certain criteria, instead of paying for the time spent at work. The employee should feel the connection between performance and the reward he receives.

In organizations, it is extremely important to motivate employees and thereby increase labor productivity. Because labor productivity is a developing indicator. It is constantly changing under the influence of many reasons and factors. Some of them contribute to an increase in labor productivity, while others can cause it

to decrease. In addition, the level and growth of labor productivity can also be affected by the conditions in which the labor process takes place. If the conditions are favorable, they enhance the effect of one or another factor, or if unfavorable, they weaken this effect.

Issues of development of social and labor relations in the context of modernization of the economy. The success of large-scale deep reforms aimed at ensuring human interests in Uzbekistan depends on the rapid development of the country's economy. In solving this strategically very important task, organizations, including the Sayhun Group Bottlers enterprise, play a decisive role.

It is advisable to use economic, socio-psychological and organizational-administrative methods in motivating employees (Tables 3-6). The use of economic, socio-psychological and organizational-administrative methods in motivating labor at the enterprise and their results are shown, and the types of incentives given to them are given in accordance with the job function and the types of incentives given to them. As a result of the sociological study in the table, it became clear that the highest level of satisfaction of employees is due to the working regime, interpersonal relations between employees and independence in work. The lowest level of satisfaction is due to the very weak expression of non-material motivation, the need to ensure mutual cooperation between management and employees,

and efforts to increase psychological comfort. From growth in the job function, career ambitions are not satisfied, motivation to meet professional needs is poorly developed and from wages. Thus, in order for the system of material incentives to bring the desired effect in practice, it is advisable to test it in its structural units for a certain period before introducing it at once throughout the organization.

The enterprise should use the modern experience of foreign companies in motivating personnel. For example, the experience of Germany, France, and America should be introduced. Also, the implementation of the KPI system in enterprises, the work carried out by companies in foreign countries on

motivating employees and providing them with social services, is yielding very effective results.

At the same time, any newest, most modern system over time will not be able to provide the same efficiency as at the beginning, and will become obsolete. Taking this issue into account, organizations and employers should constantly evaluate the results of the impact of the adopted system on labor motivation and, if necessary, make appropriate changes to it. At the same time, the strategic goals of the organization, the situation in the domestic and foreign markets, the need to increase personnel interest, and many other emerging factors require a creative approach to any advanced system.

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