

**MODERN ASPECTS OF ENCOURAGING AND MOTIVATING THE WORK OF EMPLOYEES IN ENTERPRISES**

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Tashkent State University of Economics, 1st year Master of the Faculty of Corporate Management, nilufar.rahimkoriyeva@mail.ru**ABSTRACT**

In the article, one of the most urgent problems of the present day, such as determining ways to strengthen the work motivation of employees in the enterprise, developing employees, taking into account their professional and skill structure, determining their general and additional needs, orienting employees to achieve a specific goal, as well as ways to improve methods of satisfaction with work motivation, are studied. It should be noted that at the current stage of economic development, the problem of planning employees working in enterprises and organizations, financial incentives and development of labor plays a special role in the country's economy, along with ensuring the personal interests of employees.

Keywords: labor motivation, employee development and social protection, employee labor promotion.

Introduction

Economic reforms aimed at ensuring macroeconomic stability and smooth economic growth are being implemented consistently in the Republic of Uzbekistan. Currently, increasing the motivation of employees depends not only on the goals and interests of the employer, but also on the employees working in enterprises. The 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 they are actively used in developing organizations.

The development strategy of New Uzbekistan for 2022-2026 and its implementation of a compact, professional, fair, high-performance public administration system in the "Year of Honoring Human Value and Active Neighborhood" are set as a special goal. Also, most of the enterprises are set to introduce the procedure of paying salaries to employees based on the volume and efficiency of their work, as well as the independence of organizational and legal issues in this regard.

One of the most urgent problems of the present day is to strengthen the motivation of employees in the enterprise, to develop the employee, to take into account his professional and skill structure, to determine the general and additional needs of the employee, to direct the employees to achieve a certain specific goal. It should be noted that at the current stage of economic development, the problem of planning employees working in enterprises and organizations, financial incentives and development of labor plays a special role in the



country's economy, along with ensuring the personal interests of employees.

The textile and sewing-knitting industry is important in the Republic of Uzbekistan. By the end of 2021, as many as 435,600 people are employed in this field, and this indicator has increased almost 3 times in the last 5 years. In this regard, the Uzbek textile industry association has become one of the urgent issues to research the issues of improving the labor motivation of employees.

"ALLIANCE TEXTILE" union employee motivation of strengthening socio-economic mechanisms are expected to be used effectively. At the same time, the economic effectiveness of the expenses spent from external and internal sources of motivation of the employees working in the institution by the administration is shown, and programs of measures based on creativity are recommended.

A comprehensive analysis of strengthening the motivation of employees in the enterprises of the "ALLIANCE TEXTILE" association, a multifaceted description of the research methodology, determines the necessity of using a number of methods that complement each other and reveal their essence, including systematic analysis, comparison, economic-statistical methods.

The theoretical and practical proposals developed as a result of the analysis of the topic will lead to effective results from socio-economic mechanisms of strengthening labor motivation in the enterprises of the "ALLIANCE TEXTILE" association in the future.

Analysis of literature on the topic

In enterprises of employees work to increase motivation socio-economic Yu.G. Odegov, G.G. Rudenko, G.P. Zhuravlev, Rofe A.I., Kibanov A.Ya, Adamchuk V.V, Volgin N.A in our country, Abdurahmonov K.Kh., Umurzokov B.Kh., Rozmetov R, Khayitov A.B. and other economists have extensively analyzed in their textbooks and manuals and research activities.

Herzberg's two-factor theory based on the need for relatedness in McClelland's interpretation [13]. In the 50s of the last century, a group of experts led by Frederick Herzberg developed another motivation model based on needs. A team of researchers asked 200 engineers and administrative workers at a major paint and varnish firm: "Can you describe in detail when you felt really good after completing your job duties?" and "Can you describe in detail a time when you felt extremely ill after completing your duties?" asked to answer the question.

Porter-Lawler model [14]. Lyman Porter and Edward Lawler developed a complex procedural theory of motivation that combines elements of expected outcome theory and justice theory. Their model, shown in Figure 1.1, includes five variables: effort, perception, results, pay, and satisfaction.

Motivation is reminiscent of Maslow's interpretation of motivation. Such people are interested in establishing friendly relations among acquaintances and lending a helping hand to others. People with a strong need for affiliation feel comfortable in jobs that provide ample opportunities for social interaction. Their leaders should strive to maintain an environment that does not limit interpersonal relationships and communication in the work



process. The leader can also meet the needs of such by giving them more attention and from time to time gathering them in separate groups. According to Porter-Lawler's model, the results achieved depend on the employee's effort, his talents and characteristics, and 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, in the theory of Porter-Laurel, the ratio between the reward and the results is established, that is, a person satisfies his needs with the help of the reward for the achieved results (Figure 1.1).

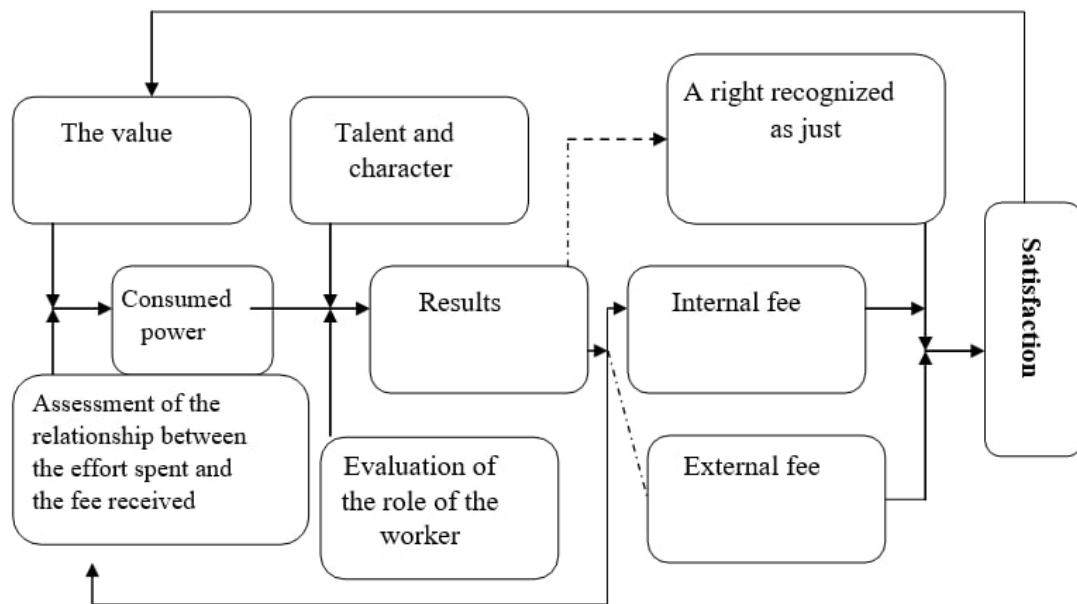


Figure 1.1. Porter-Lawler model [16]

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

- tasks assigned to the executive;
- quality of tasks;
- deadlines for receiving the assignment;
- the expected period of completion of the task;
- available tools for the execution of the task;
- collective where the executive works;
- instructions given to the executor;
- to convince the executor that he will be able to complete the task;
- realization that the performer will be paid for the work successfully performed;
- the amount of payment for the work performed;
- the degree to which the executive is involved in the scope of work-related



problems.

All these factors depend on the leader, and to one degree or another, they affect the employee and determine the quality and speed of work. Douglas MacGregor [5] concluded that there are two main approaches to management using these factors.

Through activity, a person determines his place in life and confirms his social nature. Real activity, as a rule, is related to the transformation of existence, physical, mental and other forms (having a mental internal, ideal-changing nature (thinking activity, its result - an intellectual product, thought, idea), and manifested in a real, practical, external form to be, to be observable (behavior) possible activity, etc.) covers.

Research Methodology

It is known that a lot of attention is being paid to the development and strengthening of the light industrial system in our country. This, in turn, means how important the skills of the employees working in the association are.

As the enterprise sets great goals for itself in the future, it should constantly improve the skills of its personnel. Now the most important thing for the enterprise is to withstand the competition and have its place and word in the market. And for this, qualified, experienced, educated mature specialists who can foresee the future are needed. This means that it is necessary to continuously improve the retraining and qualification of personnel.

In order to achieve the above goals, statistical data collection and comparison methods were used, as well as analytical methods for summarizing and justifying the obtained results. These methods are used in the analysis and results part of the article, which helped us to conclude below. The result of the applied methods allows the employer to combine the employee's interests with the organization's goals, increase employee motivation, attract and retain highly qualified specialists in production, control and manage personnel costs.

Analysis and Results

The economy innovative development conditions The ultimate goal of improving the quality of work of employees in the "ALLIANCE TEXTILE" union is employee engagement, effective use of working time, labor discipline, which helps to determine the pace and rhythm of work and is the basis for determining the number of employees and the amount of wages paid for their work. is one.

The multi-level economy in the Republic of Uzbekistan creates the necessary opportunities for employees with different abilities and interests to find their place in the labor sector.

Information about the level of training of the employee is formed based on the evaluation of his activity. In this case, the staff

it is determined in which directions retraining and upgrading of skills are required. During the evaluation of the employee's knowledge, skills, professional and personal qualities, special commissions certify the employee's work efficiency and the importance of these factors in the performance of the employee's service and professional duties. Based on the results of this inspection, the appropriateness of the form and method of retraining is



determined, and the employee is given recommendations on improving his qualifications based on a personal program.

Labor activity is considered a factor of attitude to work, and it is indirectly manifested in the amount of work performed, the quality of the produced products, labor efficiency, and the initiative of the personnel. (Table 1)

Table 1 Factors influencing the labor activity of the employee in the "ALLIANCE TEXTILE" Union

Factors	Severely affected, %	Does not have enough effect, %	No effect at all, %
1. Amount of salary	97.5	2.5	-
2. Methods of social and psychological influence	89.9	8.1	-
3. Measures of administrative influence	95.7	4.3	-
4. The atmosphere in the work team	85.9	10.1	4.1
5. Economic news in the organization	87.1	10.7	2.2
6. General socio-economic situation in the country	85.3	14.7	-
7. Risk of job loss	61.2	9.1	30.7
8. Competition	35.2	43.1	20.7

Source: prepared by the author based on the results of sociological surveys conducted in the "ALLIANCE TEXTILE" Association.

1- in the table, 8 factors affecting the labor activity of the employee in the "ALLIANCE TEXTILE" union are analyzed, in which more attention is paid to the salary factor. It is possible to make a correct conclusion about the factors of labor motivation only by analyzing the labor activity of the enterprise team in relation to the salary level. This, in turn, contributes to the more effective functioning of the labor incentive system. The following table shows the use of economic, social-psychological and organizational-administrative methods for labor promotion.

In the enterprise personnel interesting/satisfying factors if we research/spent the state of interest of personnel to work in "ALLIANCE TEXTILE" union is like a brochure. However, if we remember the pyramid of needs, according to the results of Table 1, we can see that the basic needs of personnel - salary, solving social and household problems are not sufficiently satisfied.

Due to the high number of educated, literate and intelligent people in our country, there is a great need for personnel who know the laws of the market economy and work effectively for the activities of entrepreneurs.

In our research, we used the two-factor theory of foreign scientists to analyze the results of employees' satisfaction with work motivation. It is known that according to this doctrine, the factors affecting job satisfaction are divided into two groups. According to the scientists, the group called "hygienic factors" includes salary, work regime, sanitary and



hygienic conditions, level of labor organization, relations with the direct supervisor, equipment of the workplace, opportunities to solve social and household problems in the enterprise. If these factors do not exist or do not satisfy the personnel, they show that they are not satisfied with their work. If these factors satisfy the personnel, their satisfaction with their work will undoubtedly be high. At the same time, the factors of the first group and the factors of the second group - diversity of work,

Table 2 Attitude of personnel in "ALLIANCE TEXTILE" Union to the factors influencing the level of satisfaction with work motivation

Factors of employee satisfaction with his work	Satisfaction level, %		
	I am satisfied	More than dissatisfied I am satisfied	I am not satisfied
1. From the amount of salary	42.1	10.8	41.1
2. From work mode	76.3	7.8	15.9
3. From the variety of work	58.7	20.6	20.7
4. From the need to solve new tasks	51.3	10.2	38.5
5. Independence at work	70.3	20.6	9.1
6. From the compatibility of labor activity with personal ability	42.6	16.8	40.6
7. From growth in service	40.7	9.6	49.7
8. Sanitary-hygiene conditions	60.3	21.2	18.5
9. Organization of work	62.4	10.6	27.0
10. From the relationship with the direct leader	72.1	10.5	17.4
11. The workplace is equipped with equipment	55.3	20.4	24.3
12. Social-household from the ability to solve problems	36.7	10.8	52.5

Source: prepared by the author based on the results of sociological research conducted in the "ALLIANCE TEXTILE" Association.

Conclusions and Suggestions

In the context of economic modernization, the success of large-scale and deep reforms aimed at ensuring human interests in Uzbekistan depends on the rapid development of the country's economy. It plays a decisive role for organizations, including "ALLIANCE TEXTILE" Association, in solving this very important strategic task.

The union has a consistent policy aimed at continuously improving the welfare of employees. It increased from 757 in 2019 to 769 in 2020. Also, the staffing level in 2021 was 99.8 percent.

The number of managers, specialists and workers in the union's staff has increased. As a



result of the analysis, it was found that the number of employees working in the union increased by 2.2%, the number of specialists by 3.2%, and the number of workers by 1.8% in 2017-2021.

The social payments of the association included: expenses for social protection of employees, material support for unexpected situations, payments for professional training, expenses for cultural and household purposes and other social expenses.

It is appropriate to use economic, social-psychological, and organizational-administrative methods to motivate personnel (Table 2). The use of economic, social-psychological and organizational-administrative methods in the promotion of labor in the union and their results are shown, according to which the duty and the types of incentives given to them are given. As a result of the sociological research in the table, it became clear that the highest level of satisfaction of the employees is from the work regime, from the direct relationship with the supervisor and consists of independence in work. The lowest level of satisfaction is the ability to solve social and household problems. From the increase in the duty and the amount of work. Thus,

At the same time, any of the newest, most modern systems will not be able to provide the efficiency at the beginning, will begin to become obsolete over time. Taking into account this issue, employers of organizations should constantly evaluate the results of the adopted system's impact on work motivation and, if necessary, make appropriate changes to it. At the moment, the organization's strategic goals, the situation in internal and external markets, the need to increase the interest of personnel, and many other newly emerging factors require a creative approach to any state-of-the-art system.

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