

The Impact Of Labor Motivation Management On Labor Productivity In Small Business Enterprises

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ABSTRACT: *Today, small businesses require responsible and enterprising workers to be effective, highly organized, and striving for self-awareness of the individual's work. Only people who know the essence of their activities and strive to achieve the goals of the organization can expect high results. In order to do this, it is necessary to study and evaluate the motivation of employees to effectively manage it. This article discusses ways to effectively manage employee work motivation.*

KEY WORDS: *Motivation, labor motivation, small business quality of life, wages, productivity, labor activity*

1. INTRODUCTION

Work motivation is a set of external and internal factors that motivate an employee to perform employment-related tasks and make the best efforts to them. In general, it is related to the emotional and relational conditions that provoke, maintain, and direct behavior in the workplace. Understanding how motivation works is important in almost all areas but in the workplace, this can be even more important. This is because the presence of this factor is positively related to others, such as performance at work or the benefits received by the company.

The results that people achieve in the work process depend only on the knowledge, skills and abilities of these people, and can be effective if employees have the appropriate motivation or desire to work.

We look at labor satisfaction in more detail, then the specific indicators of attitude to labor include many specific aspects of labor activity. These include: level of occupational safety, noise, pollution, aesthetic design of the workplace, availability and location of recreation facilities, working hours and working hours, labor characteristics, level of labor organization, social environment in the community, leadership style, growth prospects, wage rate and others. The employee evaluates the objective characteristics of the labor. As a result, the employee may or may not be satisfied with their job. In short, the attitude to certain aspects of labor serves as a way to demonstrate labor motivation.

Another way to study labor motives is to use a set of methods that record value orientations, social attitudes, subjective attitudes to labor, and its characteristics. However, this method of obtaining information about the causes of activity should be approached with caution, as there is a risk of distortion of the data obtained due to the impact of the macro environment and direct environmental norms on the individual. The generalized motives of people's behavior do not always correspond to the situational motives of work behavior. This affects

the formation of values and the level of self-reflection (a person may not know enough about their needs and values and may give the researcher the desired opinion).

Thus, it is recommended to combine several methods to obtain reliable information on labor incentives. Nevertheless, it can be said that these methods can help both in explaining and in predicting the causes of a person's behavior in a particular situation, as they help to determine his or her most stable and predominant needs, interests, personal views, and personality orientation.

When creating a system of motivation for employees of the enterprise, there are motivational factors that can be created by itself (internal) and management (external). Taking these factors into account, three types of incentive policies for personnel management at the strategic level can be distinguished:

- ✚ the spread of external (stimulus) influences on employees. In this case, the management of the enterprise provides employees of the organization with a variety of benefits (material and financial) to the final results of their work (salary, bonuses, bonuses, to establish the relationship between the results of work associated with promotion). emphasizes the use of "moral incentives" (social) psychological incentives for employees);

- ✚ the spread of internal (motivational) influence on employees. In this case, company management focuses on the use of different management motives (responsibility, freedom of movement, ability to use and develop the necessary skills and abilities, personal development, fun work). In practice, such an approach is often preferred due to lack of material resources as a basis for incentives in developing (emerging) organizations;

- ✚ the appropriate combination of stimulus effects and motivational personnel management complex (basic internal (motivational)). This approach can be considered the most optimal, which eliminates the boundaries of the first two approaches. As a rule, such incentive policies are implemented by well-developed organizations in all respects, with the support of this culture forming a valuable corporate culture through an effective mechanism of financial incentives for employees of the organization;

Improving the motivation system is one of the most important areas of work with employees. Given the ratio of costs to results, the return on investment in projects aimed at improving motivation is one of the highest. Learning motivation can help you save significant money. Thus, young and enthusiastic professionals are often willing to work for a small salary, have only the necessary experience, and a change in the system of financial incentives for sales staff will allow them to earn a large income.

Despite all the advantages of learning to motivate employees, in Russia it is done only by foreign companies on a regular basis. True, Russia's major organizations have recently joined them and adopted the Western way of working. Make sure that these factors are also a motivating factor for the leading career and salary that are important to them, and usually for the employees under his or her control. Also, often the employee himself cannot give a clear answer as to what motivates him. Therefore, it is better for management to believe in methods developed and tested by practice rather than their own intuition. They allow employees to understand what they expect from the organization.

MAIN PART

Methods of studying motivation have been used in the West for decades. According to experts, with the advent of computers and the Internet, the cost of developing them has declined, and this has begun to be done easily and quickly. However, radically new technologies will not appear for a long time. According to A. Maslow's theory, the founder of a motivational-based model for work, needs are in a hierarchical order: primary, secondary, and higher needs. Such a division leads to the need to take into account the incentives for the

effective work of a variety of human needs that the employee considers valuable: salary, promotion, microclimate in the team, additional recreation, creative ideas feasibility, ascent prospects, etc. It is of practical importance to study the level of satisfaction of human needs in order to justify the organization of wages. However, it should be remembered that labor motivation is focused only on it, and wages do not fully reflect the complexity of people's motivational behaviors. Therefore, it is necessary to form a system that takes into account social incentives along with material incentives, rather than replacing one incentive with another individual characteristics of the worker, his changing attitude to labor and production also its value orientations.

In particular, when it comes to knowledge, creativity, intelligence, knowledge, professional experience, politeness, procedural theories, what forces do they have to achieve different goals? Distribute and analyze whether he chooses any type of behavior. A person's behavior is his or her perception of reality and the expected outcomes associated with that situation, as well as the possible consequences of the actions taken, and the essence of this approach fully reflects the expectation theory and justice theory. Thus, the theory of expectations is based on the fact that workers expect a clear correlation between labor costs, its results, and the rewards received.

The basic premise of justice theory is that when people see that their actions help the organization achieve its stated goals (achieve certain results) and are therefore rewarded accordingly, people constantly compare the reward to the effort expended along with reasonable and procedural approaches to motivating the work that other employees receive for similar efforts, it is possible to distinguish complex based on the fact that, in the author's view, this is a function of goals.

In other words, an employee's performance depends on the quality of the goals, the value of the reward paid for achieving them, as well as their ability and ability to meet the needs of the team. Theoretical research on labor motivation issues certainly analyzes the above models economic science and business practice The problem of labor motivation is characterized by two basic concepts, the concept of rational behavior and the concept of irrational behavior. The first concept has been widely used and developed for a long time, according to which "economic" a person by nature seeks to satisfy his own interests and is expressed in money or reduced to money. Because of the prospect of material compensation, he adapts his behavior to the changing conditions of the economic environment, adheres to the principles of rationalism: limited funds and the effort expended to obtain them allow him to make the necessary calculations, compare wages and salaries, acceptable forces you to choose solutions and the realization of the reactions of certain behaviors. Thus, the basic idea of the concept of the driving force that motivates man to intensify his labor activity is the result of material, more precisely money. In economic practice, this increase in labor productivity has been reflected in the development of a model of the use of people in production, which is strongly associated with the system of material incentives.

At a certain stage, this understanding, its conclusions and practical recommendations have contributed to the growth of labor productivity, the rapid development of entrepreneurship and business. However, practice shows that people's labor activities are not always related to material goods. Often they are manifested as "indifferent passion" or pushed by people formed in society social norms (norms of labor, norms of cooperation, etc.), they are the driving force of social recognition, social status, social relations, that is, needs arise as social components. Thus, there was a need to look for a new approach to the nature of labor motivation, the main idea of which was to recognize the diversity of people's interests and needs, for them the importance of not only material but also intangible incentives.

The simplest and most common (classical) theories of motivation belong to a work by D. McGregor called “XY-theory” based on a specific picture of man, which includes two opposing theories: “X” theory and “Y” theory. The “X” theory, which reflects the basic views of W. H. Taylor, follows from:

- ✚ The average person is lazy and tends to avoid work;
- ✚ Employees are not very courageous, are afraid of responsibility and want to lead;
- ✚ To achieve the goals of the enterprise, employees must be forced to work under the threat of sanctions, while not forgetting wages;
- ✚ Basic methods of strict leadership and control management;
- ✚ The desire for safety predominates in the behavior of employees.

According to these postulates, the negative motivation of subordinates based on fear of punishment should prevail in the leader’s activities. The “Y” theory, which complements the “X” theory, is built on opposite principles and includes the following postulates:

- ✚ Unpreparedness for work is not an innate quality of the worker, but the result of bad working conditions that suppress the innate love of work;
- ✚ Employees with a successful and successful past experience take responsibility;
- ✚ The best means of achieving organizational goals is reward and personal development;

Forms of employee incentives



Methods of motivating employees are divided into two groups. This is:

1. Financial incentives (cash rewards).
2. Intangible motivation of employees.

In order to avoid the problem of dismissal of qualified personnel, incentives for employees should include a variety of methods and intangible methods. In each group, you can consider mainly the important methods of employee motivation: Intangible motivation includes a wider range of methods:

1. Growth Career. An employee strives to work better than others in order to occupy the desired position in the career, and this is a salary increase and a different status.
2. Good team environment. A nice friendly team will serve as an additional motivation for effective work productivity.

3. According to the current legislation, employment and a full social package are important aspects of finding a job, which is a good motivation for employment.
4. Cultural and sporting events. As a rule, the joint entertainment of the whole team contributes to unity and a well-functioning microclimate, as well as provides a great opportunity for quality rest and relaxation.
5. Reputation of the enterprise. Working for a company whose name is spoken in all languages also serves as an incentive for effective collaboration;
6. Opportunity to train at the expense of the enterprise. This is a great opportunity to improve your skill level.
7. A word approved by the manager. The praise of the manager is precious. To do this, companies still use real honor boards and virtual boards on their official websites.

2. CONCLUSION

There are several reasons why it is important to motivate workers. On the one hand, various studies have shown that workers who feel comfortable in their enterprise increase productivity and improve their income. If employees are not encouraged, they tend to waste time and work as little as possible.

On the other hand, a number of problems will also be reduced if the work motivation of the workers is managed to increase accordingly. Creating a positive work environment is critical to elevating a company to a higher level. While this can be very difficult to achieve, more and more research shows that it is very important to increase employee motivation.

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