



DEVELOPMENT OF METHODS OF MOTIVATION AND STIMULATION OF EMPLOYEES IN THE ENTERPRISE

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Abstract: *Modern HR trends testify to the accumulated experience in the field of stimulating labor activity. It is important to make the most of all the possibilities of the modern economy, including digitalization trends, to build an effective personnel management and personnel incentive system. This article discusses the question of the means of motivating and stimulating the work of workers.*

Key words: *motivation, labor incentives, enterprises, labor efficiency, material incentives, non-material incentives.*

Due to changes in the content of labor in the context of scientific and technological progress, extensive automation and informatization of production, as a result of an increase in the level of education and social expectations of workers, the importance of motivation and stimulation has increased even more. For many people, work has ceased to be the meaning of life and has become a means of survival. Additional means of motivating and stimulating the work of employees are required. It is necessary to encourage a person (employee) to highly productive and efficient labor, create the necessary working conditions for the employee, reward a person for striving to improve their skills in order to form a strong labor motivation.

At present, for the effective operation of the organization, responsible and proactive employees, highly organized and striving for labor self-realization of the individual are required. It is difficult to ensure these qualities of an employee with the help of traditional forms of material incentives and strict external control. Only those people who are aware of the meaning of their activities and strive to achieve the goals of the organization can expect to receive high results. The development of new forms and methods of motivation and stimulation will make it possible to form such workers.

Thus, a well-designed incentive system at any enterprise occupies a paramount place and not only the increase in the social or creative activity of any employee (head of a department, manager, worker), but also the final results of the



activities of organizations of various organizational and legal forms depends on its successful application in practice. property, both industrial and non-productive spheres of activity.

The process of stimulating stimulation is such an impact on an employee that includes his needs, desires, interests, aspirations, goals, motivation of behavior in its scope. Stimulation is based on the interaction of external conditions and the internal structure of the personality.

Stimulation is realized through the creation of conditions of the labor situation that encourage the person to act in a certain way.

There is a system of non-material and material incentives for labor and it involves a set of measures aimed at increasing the labor activity of employees and, as a result, increasing the efficiency of labor and its quality. But at the same time, the employee must know what requirements are imposed on him, what remuneration he will receive if they are strictly observed, what sanctions will follow in case of their violation. Therefore, the system of labor incentives should be based on a certain base (normative level of labor activity).

Material incentives are implemented through a number of channels: a system of remuneration, a system of differentiated accounting for the types and effectiveness of labor, a system for the implementation of funds received for labor (development of the sphere of spending received labor income). Additional incentives, which are almost also material, world practice (this is evidenced by the policy of firms in countries with developed market economies) includes: payment at the expense of the company of transport costs, subsidies for food, assistance in paying for education costs, medical care paid by the company, travel of a tourist nature on weekends and during holidays, expenses of the employer for life insurance of employees and their dependents, accident insurance, etc.

Non-material incentives are based on the moral values of a person, the employee's awareness of his work as a duty to society, understanding the value and usefulness of this work. This category also includes incentive motives associated with the creative intensity and content of labor, its relatively favorable conditions, relationships in the workforce, relations between the employee and his manager, the possibility of professional and qualification growth, self-improvement and self-expression.

In the managerial sense, such moral incentives serve as signals from the staff about the extent to which their activities are in line with the interests of the enterprise. The use of this type of stimulation provides for the creation of a favorable atmosphere and a positive moral and psychological climate.

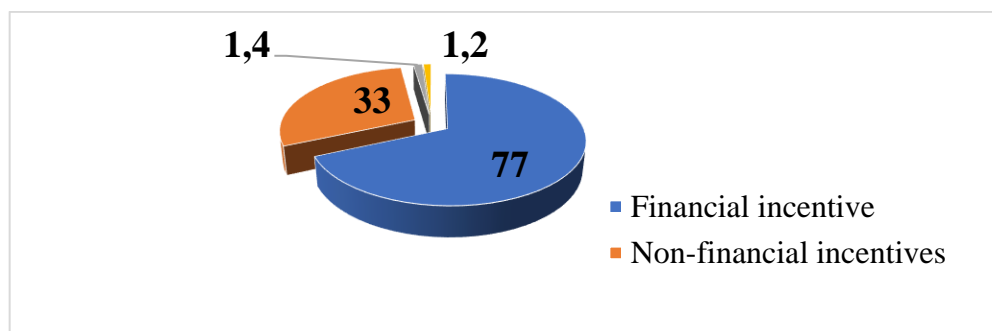


It is proved that the results of labor directly depend on psychological factors. The ability to take these factors into account and use them to influence individual employees helps the manager to form a team with a unified view of the goals and objectives of production. Sociological studies of recent years show that the success of a manager's work depends on 15% of professional knowledge and 85% on his ability to work with people [5].

Socio-psychological methods of management make it possible to take into account the motives of activity and the needs of personnel in a timely manner, to see the prospects for changing a particular situation, and to make rational management decisions.

Methods and techniques of socio-psychological influence are determined by the preparedness of the leader, his competence, organizational skills and knowledge in the field of social psychology. The main forms of socio-psychological influence are the planning of the social development of teams, persuasion (as a method of education and personality formation), economic competition, criticism and self-criticism, production meetings (as a method of management and as a form of participation of workers in management).

But nevertheless, the majority of executives of Uzbek companies believe that financial incentives are the main factor in the development of commercial enterprises.



Picture. 1. Effective types of labor stimulation in organizations ¹

In the ranking of countries in terms of average monthly "net" wages, according to Numbeo, Uzbekistan was in 96th place out of 106. Net wages in the country amounted to 278.79 US dollars. Lower wages can be obtained in some African countries, Bangladesh, Venezuela, Pakistan, Nepal and Sri Lanka.

¹ Макарова, А. О. Анализ методов и видов стимулирования труда на российских предприятиях / А. О. Макарова. — Текст : непосредственный // Молодой ученый. — 2013. — № 6 (53). — С. 376-379. — URL: <https://moluch.ru/archive/53/6867/> (дата обращения: 08.05.2023).



Thus, with the right choice of management method, a clear organization of the management process and all production and economic activities of the enterprise is determined.

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