

LABOR MOTIVATION IN SMALL BUSINESS ENTERPRISES

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Abstract: In connection with the transition of the economy to market relations, modern business has manifested itself in conditions that are constantly changing, and these changes are becoming increasingly widespread and unpredictable, which has a huge impact on the management system of organizations. These changes will primarily affect the attitude towards the employees of the organization. There are negative consequences such as inadequate attention of the manager to motivational management, constant staff exchange in the organization, conflict management, decline in employee motivation in the performance of his / her duties, and as a result, the effectiveness of not only one employee but the entire department, the entire organization is reduced.

The concept of motivation is closely intertwined with the problem of personnel management. New economic relations put new demands on personnel. This requires not only the selection, training and placement of personnel, but also the formation of new consciousness, mentality and, accordingly, methods of motivation. Employee motivation is one of the simplest ways to improve production and increase labor discipline. Employee motivation is important for any type of small business, whether it is an organization that provides services, whether it produces products. Motivation of employees to Labor is a factor of great importance everywhere, the reputation and profitability of the company, as well as the period of its successful operation in the market of goods and services, are tied to it. The article focuses and highlights the methods and factors used in labor motivation, employee motivation in small business enterprises.

Key words: *small business, motivation, labor motivation, motivational factors, financial motivation, intangible motivation, fines, etc.*

The role of small business and private entrepreneurship in ensuring the overall development of the economy and overcoming the shortage of goods and services is significant. Today, small business and private entrepreneurship operate in all sectors of the economy, in the production of machinery, consumer goods, agriculture and food, and other areas. The products produced by small businesses and private enterprises differ from the products produced by state-owned enterprises in terms of quality and, in some cases, even higher. In particular, 60-70% of the activities of small businesses and private entrepreneurship in the country are directly linked to production, they are farmers, peasants, industrialists and processors of agricultural products.

Moreover, it is important that small businesses do not depend on the state, that is, without large capital investments, to create jobs themselves, reduce the temporary shortage of goods, and even can

completely eliminate the deficit. The main reason is that the division of labor and labor motivation are effectively organized in these enterprises.

So what motivates employees in small businesses? First, by definition, *“motivation is a set of processes or tools that motivate, guide, and support the work of employees to achieve specific goals”*. Different authors define it differently in terms of motivation. According to G. Zeytseva: *“Motivation is the motivation of individuals, groups, groups to work actively, which is associated with the desire to meet certain needs”*. *“Motivation is the force of people to work”*. said Serbinovsky.

In our view, motivation works through a person's self-awareness and is the result of mental activity. There are also several ways to motivate, and the most effective methods are undoubtedly: financial incentives (additional cash payments); intangible rewards (thanks and praise); fines. To successfully manage a motivation system, it is important to know the motivational factors of employees. There are two main types of motivation: internal and external. Internal factors include dreams, creative ideas, the need for self-realization, and more. On the outside, it includes money, career advancement, social status, high standard of living, and more. An optimal ratio of internal and external factors is the basis and a successfully developed motivation program to align the interests of employees with the interests of the enterprise.

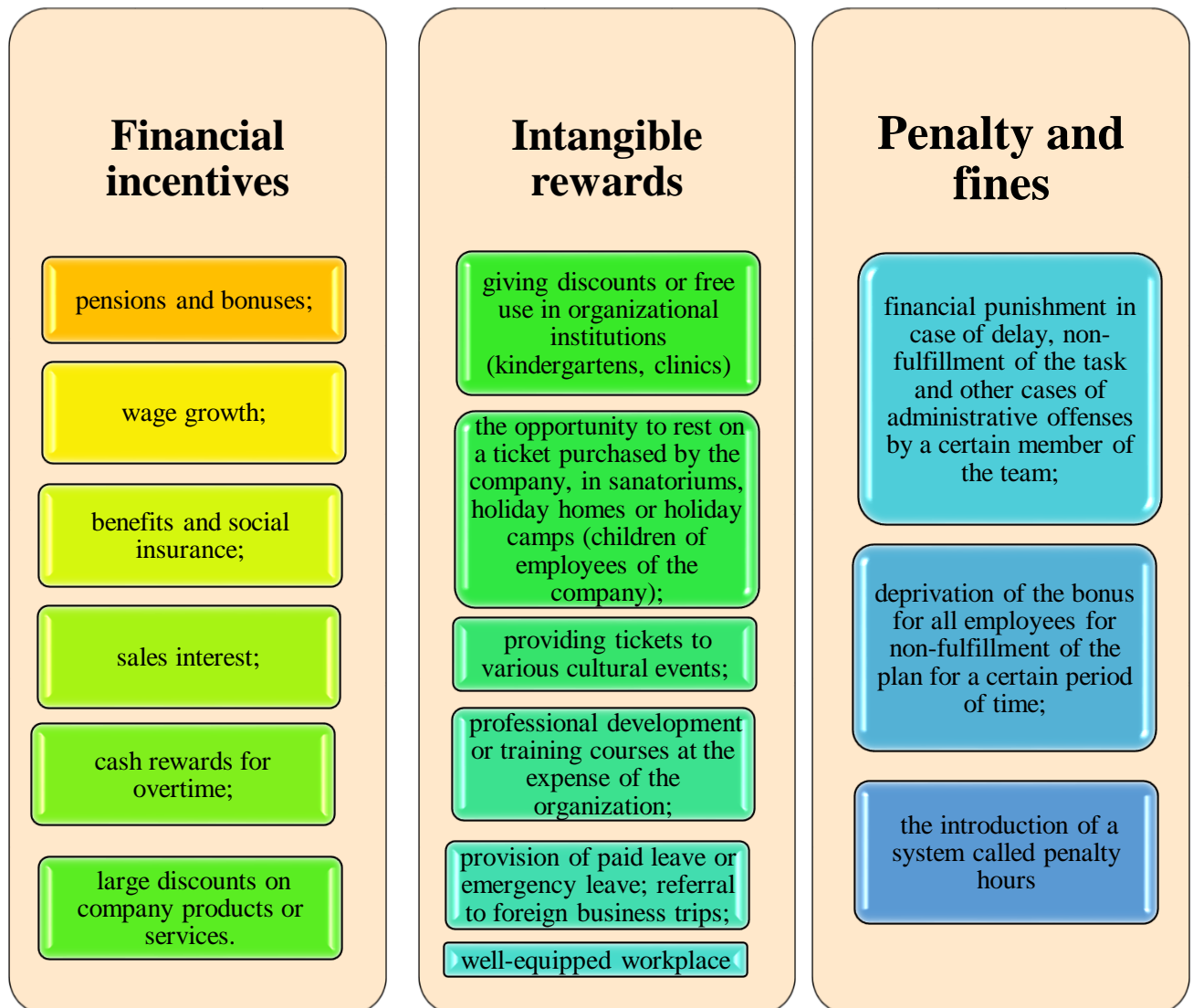
In practice, financial incentives (additional cash payments); intangible rewards (thanks and praise); fines are used.

Types of financial incentives for employees. A survey of a small business organization confirmed that bonus money is a key factor as the best motivation for most employees. A person's salary reflects his or her market value. And if a person receives an unfairly low salary for his work, his motivation to work will be low and he will start to lose his job. As a result, the business ends without starting. For this reason, in addition to work, which is a permanent component, financial incentives such as bonuses are the best way to increase an employee's motivation to work. These can be: bonuses for specific results in certain periods-quarter, half a year, a year. The employee may receive bonuses individually, in excess of the plan, or as part of a team when the specified amount of work is completed ahead of schedule. The employer has the right to set such benefits independently, for example, the combination of several tasks, additional fees and so on for the quality performance of the work done in one hour in half an hour.

Types of intangible employee incentives. It is not always possible for a small business to have sufficient financial resources. For example, if an enterprise specializes in the production of a product, the product may not sell well over a period of time, resulting in lower employee salaries. In this case, the widespread use of additional intangible benefits of motivation management is helpful. In addition to favorable physiological and psychological working conditions and an advanced corporate culture, professionals address the following factors that are effective motivators:

- ✚ a system of gifts and congratulations that mark important dates and events that take place in the families of workers;
- ✚ to make additional payments when the employer attends trainings for additional information and to train the employee;
- ✚ equipping rest areas where employees can sit and work comfortably;
- ✚ establish communication when employees are given the opportunity to express their views and consult with the manager;
- ✚ personalization means that the employee is given personal privileges for special services - a separate office in front of the office or a designated parking lot, a sign indicating the name and position on the desktop;
- ✚ benefits provided to all employees. For example: social package, payment for treatment and rest to workers and their families, organization of free meals, payment of transportation costs;
- ✚ corporate events - joint trips to nature, visits to specialized exhibitions, sports events between departments.

There are also some psychological methods that include fines, which are less effective motivating factors, but help to develop a focus on work, self-research. For example: deprivation of reward; disciplinary measures; refusal to provide corporate benefits and compensation. When these methods are used fairly and wisely, it is easy to adhere to production and corporate discipline and subordination



Thus, work or labor motivation is the motivation of an employee to work effectively. Incentives are an external influence to improve the performance of this specialist, increase productivity. Historically, F. Taylor (such ideas have been expressed before) was one of the first to test the need to ensure that the worker is not only interested in the results of his labor, but also to put it into practice. In his first work, “Pay Per Piece”, published in 1895, Taylor came to the important conclusion that the main reason for low productivity was the imperfection of the system of workers' incentives. It should be noted that this approach to the payment of wages in production has been repeatedly improved and developed by him. Taylor embarked on another principle: to do the same and even bigger things in less time. It was a much bolder and more revolutionary decision, as the 8-hour workday was one of the most important political demands of the workers' movement at the time. Taylor set himself the task of reducing the working day to 10.5 hours, and then even less, in an effort to encourage workers to look for their own internal resources.

In many cases, he said, entrepreneurs are confident that this work can be done much faster than it actually does. But they are less concerned about taking drastic measures to motivate workers to get their work done as quickly as possible. Therefore, the most important task of the management of the enterprise is to encourage the employee to demonstrate the highest quality work while working with the fastest and highest productivity. At the same time, it will reduce working hours while providing the highest wages, and will improve working conditions and content. Taylor demanded that a mature person be given an additional reward, and a lazy or careless person be deprived of the reward, because in a scientifically organized production a worker cannot receive unearned money.

It needs to be noted that the issue of dismissal of qualified personnel is currently the most pressing. Various methods of motivating employees should be used to prevent this problem. Although wages play an important role in the development of employee incentives, it is wrong to think that wages are the only factor in motivating employees. There are a number of other factors that affect employee job satisfaction and their level of professional motivation. It is well known that an employee tries to work better than others in order to be promoted from one position to another, which means a salary increase and a different status. At the same time, the company must create conditions for development.

There should also be a good atmosphere in the community. The socio-psychological environment in the company and the ability to communicate with colleagues is a very important motivating factor. The reason is that a well-functioning team serves as an additional motivation to increase effective labor productivity. For example, in addition to the lunch break, an additional 10-15 minute break twice a day is enough to meet the need for communication: before and after lunch. The motivating factor for an employee is the opportunity to get and see the results of their work. And conversely, if a person spends a long time intensive labor and effort and does not see the result of his work, he will experience resentment. A serious motivating factor for almost all people is the opportunity to respect this job and feel the need for an employee. Organizing cultural and sports events also gives the employee a sense of job satisfaction. As a rule, the joint entertainment of the whole team promotes solidarity and a well-functioning microclimate, as well as provides a great opportunity for high-quality recreation.

For example, Steve Jobs, the founder of the famous Apple company, used to travel with qualified employees and take time to discuss personal and work issues in a free environment. He was accustomed to responding personally to employees' letters in order to establish mutual understanding and respect. According to him, "...recognition of the value of the employee stimulates the desire to work and increases motivation without additional costs". There is also a traditional way to motivate employees, which is still used by McDonald's. In this way: in every restaurant in the network, colleagues and guests see a photo of the best employee of the month.

In small businesses, it often happens that in the first two months after a manager hires an employee, the new specialist is very eager to work, and he or she will work even if he or she does not have the experience and knowledge. After a certain period of probation, they show signs of being lazy, less active, or aspiring. During this period, if the manager does not treat the employee well or the environment is not good, the employee's motivation to work decreases. Everyone needs an individual approach, the manager needs to know which psychotype the employee belongs to. This is helped by the understanding of sociology, personality types, and the relationships between them. Through this, it is possible to determine how a person thinks, how they perceive information, and how they act in a particular situation. This helps to determine the compatibility of the people in the team.

In short, the process of motivation is very complex and vague. Employee motivation is the key to improving the quality of work and results! Employee motivation is a set of material and intangible incentives designed to ensure high quality and productive work of employees, as well as a way to attract and retain the most talented professionals in the company. Looking at the practice of global enterprises, employees independently choose the criteria by which their work is evaluated and form a personal KPI system. In this case, a certain amount of work is given to the employee for a certain

period of time, and at the end of the period is automatically calculated workload, as a result of which it is clear how perfect or imperfect the employee did his/her job.

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