

Organizational form of Labor Motivation in Various Proprietary Enterprises

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ABSTRACT

Motivation is complex and multifaceted phenomenon. Work place motivation is an endless struggle for both employers and employees. The reason is that labor motivation helps to increase the productivity of the enterprise. The article discusses the organization of labor motivation in various forms of ownership, as well as research on this topic. At the end of the topic the necessary conclusions are given..

KEYWORDS: *Work or labor motivation, financial incentives, moral incentives, proprietary enterprises, private and public sector an others*

One of the basic relations of the economic system of any society is undoubtedly the property relations. In short, property relations are economic relationships that arise in the process of owning, using, disposing of, and acquiring property. Ownership of property means that the property remains in the hands of the owner and represents a social form of appropriation of the material wealth created.

Although the economic content of a property relationship is determined by its integral aspects (possession, use, appropriation and disposal), the description of this relationship may differ not only in individual forms of property, but also within a single form of property. Property is the essence of both legal and economic relations in society. The legal and economic content of property is interdependent and interdependent, so property is both an economic and a legal category. According to the Law of the Republic of Uzbekistan "On Property", the forms of property in our country are as follows:

- private property;
- company (community) property;
- state property consisting of the property of administrative-territorial units (communal property);
- mixed property;
- property of legal entities and individuals of other states and international organizations.

Regardless of the form of ownership, the company or organization has a specific group of employees. So, what can be done to ensure that employees work effectively and sustainably over a long period of time, apply their knowledge and skills, use their creative potential in a successful work process, and are interested in it?

Such problems are undoubtedly the most fundamental problem in the social organization of labor in any society. Because it is the factor that can determine the successful future of an enterprise. The solution is to encourage work, or in other words, work motivation. Motivation is the process by which a stimulus that triggers the activity of the body and

determines its direction motivates these employees to work. Any leader should not forget to encourage their subordinates to work if they want to achieve effective performance. Motivation is also the process of creating an incentive system to achieve an employee's goals based on his or her needs, values, beliefs, and worldviews and using them.

It is known that each society had its own discoveries, new approaches, and even mistakes and shortcomings in the organization of labor activity. One thing is for sure, even innovations that have led to an increase in labor productivity over a period of time and increased production efficiency have become obsolete over time and have exhausted their resources or become less acceptable.

If we look at history, the first labor incentives began in the Taylor-Ford era, during which the main focus of incentives was on wages, providing the worker with the things he needed to survive. needs and motives other than needs are denied. But from the late 1920s onwards in the USSR, and from the 1930s onwards in Western European countries and the United States (after the global economic crisis), a new principle of taking into account the needs of the economic man began to take shape in the economic policies of states and industrial corporations. Much attention has been paid not only to wages, but also to the satisfaction of other socially important needs through a more in-depth study of the motives of human behavior.

Today, there are many new search engines for incentives, rewards based on performance, which incorporate both old and new methods of incentives, but greater emphasis pays labor motivation than the previous stage. At the same time, if we define the *concept of labor motivation, it is the desire to meet the needs of the employee (to receive certain benefits) through the implementation of labor activities.*

The most common motivation for work is financial incentives. Among the financial incentives are sharp stratification of wages, the use of bonuses, social packages. Among the social incentives are decent working conditions; to an interesting, creative and meaningful work process; a great deal of attention is paid to the encouragement of improving community relations in his spare time. For example, in foreign countries, especially in Germany, a number of industries use specific criteria to encourage creatively skilled labor. In the implementation of a general policy aimed at reducing the workforce, the weakest workers are not laid off, but skilled, creative workers are transferred to other prestigious areas of labor consumption. The rest are offered not only to replace those who have left, but also to find new resources to increase productivity, to learn to work more efficiently. It promises to support those who have

succeeded in the new task and that their transfer to another job will depend on their efforts and the fulfillment of the tasks set before them.

As for moral incentives, they are aimed at motivating the worker as an individual, a system of democratic influence in order to increase the efficiency and initiative of his work. It should be noted that the motivation to work can also vary depending on the form of ownership of the enterprise.

Employees of private and public enterprises can be rewarded in different ways depending on their work. A survey was conducted among employees of private and state-owned banks in Pakistan. The state bank has 80 employees and the private bank has 70 employees. The majority of public sector employees were male, 84%, and the remaining 16% were female respondents. Similarly, the majority of private sector employees were male members, i.e. 87% and women only 13%. The majority of respondents in the public sector ranged in age from 31 to 40, or 34 percent. Respondents under the age of 30 make up 21 percent of the survey, and 30 percent are in the 41- to 50-year-old group. Only 15 percent of respondents were over the age of 51. However, in private sector banks, 36% of respondents fall into the category of 31 to 40 years old, and 31% of respondents are in the age group of 20-30 years. Similarly, 21% were between the ages of 41 and 50, and only 11% were over the age of 51. In addition, 56% of academically qualified staff, clearly masters, are from the public sector and 53% are from the private sector. The bachelor's degree is then 39% and 40%, respectively, in the public sector and the private sector.

The survey asked the following questions:

1. How much are you encouraged by external financial / monetary rewards in your workplace?
2. Are there opportunities for growth and development in your workplace?
3. What are the recruitment processes in your workplace?
4. How is the collaborative work environment developed so that you can work with employees in your workplace?
5. When working with family, work and family (during working hours, workload)?

Then, the following results were obtained.

1. Compared to private sector employees, public sector employees are less motivated by external financial / monetary rewards.
2. The public sector is less likely to grow and develop compared to the private sector.

3. Recruitment opportunities for public sector employees are less encouraging than for private sector employees.
4. A supportive work environment is more stimulating for public sector employees than for private sector employees.
5. Public sector workers are less likely to face work and family conflicts compared to private sector workers.

From the results of the study, we can conclude that public enterprises and private sector employees used different methods to motivate their work. The results of the study confirmed that the labor motivation of bank employees depends on their salary, additional benefits, work efficiency, quality control and colleagues' attitudes. Employees of private banks are more satisfactory than banks in the public sector because they have good wages, additional benefits, quality control, good relations with employees, development opportunities and high efficiency at work.

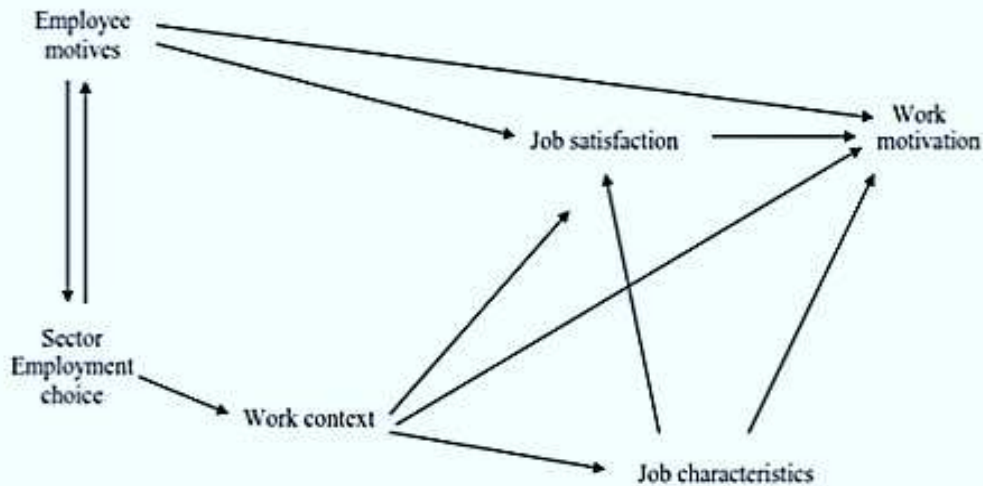
On the other hand, there are not enough benefits and opportunities for public sector employees, resulting in a relatively low level of motivation in the workplace. However, there are limitations to this study, and based on the results of the above survey, this does not mean that similar conclusions can be drawn about labor incentives in other organizations in Pakistan. This means that the population in the survey comes from a particular type of industry (i.e., the banking sector), which may not be a true representation of the population in other sectors, and therefore it will be difficult to generalize the survey results. However, the research is relevant in understanding the situation of both public and private sector organizations in Pakistan regarding the effectiveness of motivational factors. But at the same time, we are far from saying that labor motivation is low in all public organizations, and high in private organizations. This is because every company or institution rewards its employees according to their inner abilities.

Moreover, an article published by *Bradley E. Wright* (2001) focused on encouraging employee labor in the public sector. His research highlights employee satisfaction, job characteristics and working conditions, work motivation, and the organizational system of work motivation to be recommended. (Figure 1 and Figure 2)

According to Bradley, labor motivation in the public sector is formed primarily through the formation of the employee's attitude to work. If the attitude to work and profession is good, then it is necessary to create job satisfaction by creating incentive systems, reward benefits, job value, creating an appropriate management structure.

Figure 1

Public-Sector Model of Work Motivation

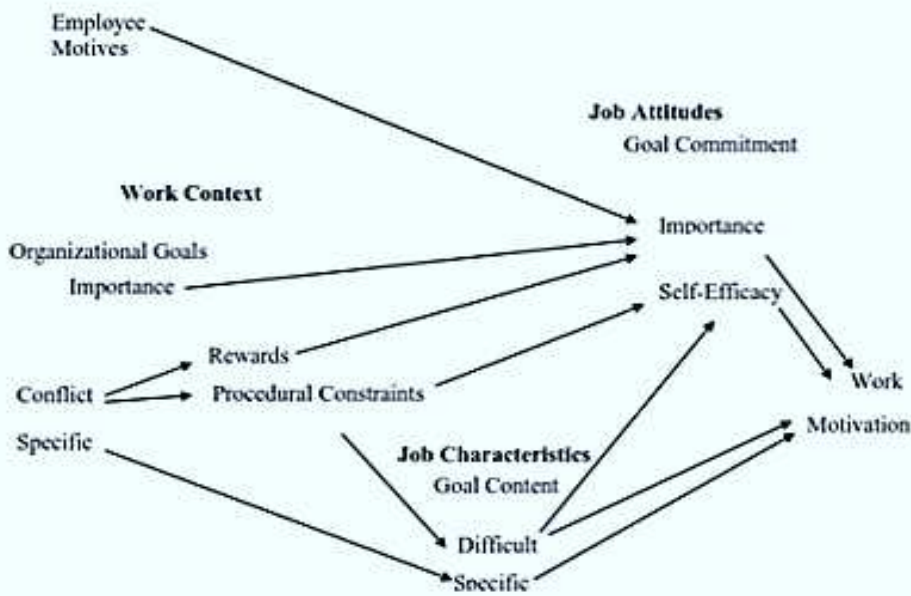


Source: Journal of Public Administration Research and Theory in Bradley E. Wright (2001)

A new model of labor motivation in the public sector, i.e. the proposed model, is to create labor motivation through rewarding through psychological theory, establishing good relationships between colleagues, and compensating.

Figure 2

Revised Public-Sector Model of Work Motivation



Source: Journal of Public Administration Research and Theory in Bradley E. Wright (2001)

For this reason, a clear motivation for employee behavior is manifested in the emergence of the employee’s interest in his or her work, as well as in his or her psychological propensity to meet requirements and therefore in motivating him or her to do his or her job more effectively. Satisfaction with work can be provided only on the basis of the results of work achieved. This means that the employee must be able to develop in his work, to create career ladders. To do this, it is necessary to direct the main motives of work as follows:

- with individual-subjective orientation of employees - the stability of financial incentives; prospects for raising wages and social status;
- with the subjective orientation of employees - guaranteed stability; organizational support; description of specific tasks; confirmation of positive results with the participation of the team; open communication and trust;
- with the personal orientation of employees - to stimulate creative activity; giving responsibility for solving problems; support for initiatives; handing over a new unexplored front of the case; confidence in professionalism; collegial decision making; to help the community communicate effective ideas and ways to implement them.

In short, the motive of labor is a logical stage in the human mind. If labor brings the income necessary for the realization of interests and the satisfaction of needs, then among them (needs) as the motives of labor for man the needs that he pursues in his productive life participate as the most urgent and important needs. At the same time, as noted in the works of S. B. Kaverin and L. S. Shakhovskaya, the motive of labor is the desire to meet the needs that can be met not only in the labor activity, but also outside the labor activity. Based on the above surveys and research, it can be said that in organizations with a private form of ownership, employees have a much higher sense of appreciation, motivation, motivation and job satisfaction. The reason is that in private enterprises, the profits come from the services provided by employees, the volume of work, and are distributed accordingly. In organizations with a large share of the state, it is more difficult to organize labor motivation. For example, the process of financial and moral incentives for employees in public enterprises, despite the large workload, is very slow or almost non-existent, or vice versa. So, the organization of labor motivation and thereby increase productivity is one of the most pressing issues for any enterprise.

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