

### Impact of Employee Motivation on Employee Performance

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#### ABSTRACT

*The article deals with the impact of employee motivation on employee performance. The problem of personnel motivation is of particular relevance at the present stage of economic development. The most important factor in the successful development of a modern organization is the improvement of motivational mechanisms.*

The motivation of the labor activity of the personnel of the organization must be considered as a system of complex influence of external and internal factors on employees in order to achieve the goals of the enterprise. Despite the obvious interest of the enterprise in the high motivation of staff, this is still a process of encouraging employees to achieve personal goals, to satisfy their own needs, through work. Thus, staff motivation has a two-way effect and is directly related to an increase in the level of social well-being.

The importance of motivation recognized in science and practice actualizes the task of a systematic, interdisciplinary research. Developing at the intersection of management, economics and psychology, the motivation of personnel in an organization is one of the main directions not only of the personnel management system (HRMS), but of the entire enterprise management system, regardless of its specifics and size.

An integrated approach to the study, development and management of labor activity motivation implies considering it as a whole, as an analysis of the theoretical foundations of labor motivation, presentation of the motivational activity methodology, analysis of the characteristics of personnel motivation, formation of external and internal motivation of the organization's personnel.

The problems of motivation in Uzbek and Russian science were studied by such scientists as T.B. Sattorov, Kh.M. Rustambekov, S.R. Yuldosheva, B.B. Nurmatov, N.M. Akhmedova, E.P. Ilyin, A.Ya. Kibanov, V.A. Yadov, V.G. Aseev, A.N. Leontiev, P.M. Jacobson, A.P. Egorshin, N.S. Pryazhnikov, S.A. Shapiro and others. Of the foreign authors, it should be noted J. Atkinson, the founder of the concept of labor motivation, S. Groff, A. Maslow, who created the pyramid of needs, D. McClelland, who developed the theory of the need for achievements, and

others.

In Uzbekistan, in order to achieve the national goal “Decent, efficient work and successful entrepreneurship”, the national project “Labor Productivity” is being implemented [4, 5].

The key factor in the effective operation of the organization in modern conditions is the effective use of human resources. The most important functional element of personnel management is motivation.

The term "motivation" was introduced into scientific use by Arthur Schopenhauer. The issues of labor motivation are reflected in numerous studies of foreign scientists, which form the basis of substantive and procedural theories of motivation that determine the main directions of motivational policy implemented by management.

Summarizing the results of the analysis of scientific literature on various definitions of the concept of "motivation", we can define it as an internal process of a person's conscious choice of one or another type of behavior; stimulating a person to action, aimed at meeting the needs of both the individual and the organization as a whole.

Despite the presence of a wide variety of scientific approaches, the following types of motivation can be distinguished: external, determined by the influence of external factors (imitation effect), and internal; positive, based on positive incentives, and negative; stable, formed under the influence of physiological needs, and unstable.

As already noted, the main goal of motivation in a modern organization is to increase the productivity of staff. Achieving this goal requires new approaches to personnel management, in particular, the formation of a flexible, adaptive system of labor motivation [2, 4]. This predetermines the need for management in the process of motivation to form motives (causes of behavior and actions) for the performance of any activity by the personnel. In this regard, incentive is key.

The results of the analysis of scientific literature indicate that the concept of "motive" is broader than the concept of "stimulus", and is not identical to it. These concepts can be distinguished according to the principle of the type of motivation: motive - internal motivation, stimulus - external.

When forming a motive, it is necessary to take into account the features of people's motivational behavior, such as status, reliability, a sense of belonging, recognition, power, independence, achievements, etc., since they can serve as a kind of indicators of actual needs for a particular person at a certain point in time.

The system of labor motivation contributes to the solution of the following tasks: professional development of employees; optimization of personnel costs; increasing the level of employee loyalty; preventing high staff turnover; development of initiative and creative potential of the personnel.

The implementation of the main goal of motivation and the tasks that ensure its achievement presupposes the functioning of a motivational mechanism, which includes a wide range of methods.

Traditional - is material motivation, which includes all types of monetary and non-monetary rewards, as well as penalties (for being late, unworked hours, etc.). As monetary incentives that have a motivating effect on staff are: increasing the level of remuneration; premiums; remuneration for achieving key performance indicators; percentage of sales; discounts in various establishments, as well as on manufactured products.

According to many researchers, one of the important elements of the motivation system is the current system of remuneration in the organization [3]. Of course, monetary reward is a powerful

incentive to work. However, as practice shows, monetary motivation quickly loses its incentive force, and the level of remuneration, which previously motivated the employee for high labor returns, becomes habitual.

Along with monetary, there is another type of material motivation - non-monetary, which involves the creation of comfortable social conditions that largely affect the quality of life of staff. These social conditions include: a policy of voluntary medical insurance; gifts for employees and their children for the holidays; tickets for various cultural and entertainment events; vouchers to sanatoriums, children's camps; advanced training and additional education at the expense of the organization.

In modern conditions of functioning of organizations, with the introduction of the project approach into management practice, a group of non-material methods of motivation is being developed.

In the process of fulfilling functional duties, the formation of adequate, effective behavior of personnel, characterized by an interest in achieving the set goals, is influenced by the content and characteristics of the work performed. As the results of the study show, at present, the following characteristics of the work of personnel have a predominant influence on increasing labor activity and dedication: correspondence of the work to the education received, individual abilities; variety of work; the level of technical equipment; sanitary and hygienic conditions; independence in work; regular working day; flexible schedule with remote format elements; availability of feedback and efficiency in solving emerging problems; career growth prospect.

An equally important motivating factor is a high level of responsibility, great powers. This allows the employee to realize his place and role in the team. At the same time, the functions of motivation can be performed by the assessment and control of the work of personnel aimed at achieving the set goals. At the same time, it should be noted the importance of informing the employee about the requirements for the results of his work. This is due to the fact that errors in the assessment and control over the work of personnel can reduce the labor motivation of personnel.

The most important element of management is information support, which is important not only for managers (decision makers). In the motivation system, informing staff about the financial and economic condition of the organization, its mission, strategic goals, medium-term and current plans helps to reduce uncertainty, increase the level of confidence in decisions made by management, and, as a result, motivate staff to increase the level of labor productivity (labor productivity)[1].

Along with the above, the level of labor motivation of employees significantly depends on the existing management practice, the created moral and psychological climate, and relations with the immediate supervisor. The possibility of dialogue, a high level of mutual understanding with the immediate supervisor, trust in him, is the determinants of the willingness of the staff to work with full dedication to achieve their goals. In turn, a comfortable psychological climate allows the staff to expand the perception of the place of work not only as an environment for the implementation of professional activities, business communications that contribute to productive work, but also the possibility of expanding the circle of communication outside of working hours.

The conducted and presented studies show that the high motivation of employees is one of the important components of the effective and competitive activity of an enterprise, which acts a necessary condition for the adaptation of the worker to the environment in which he is. It has been established that the motivation of employees is influenced by age, length of service, as well as the presence of a leader in the organization who formulates the goals and objectives of work. Young specialists have a pronounced external motivation, while specialists with more than 10

years of experience have internal motivation, which is not limited by the desire to get an interesting project, but also by the desire to gain recognition and confirmation of relevance and significance.

Thus, the results of the study allow us to conclude that in modern organizations, a successful impact on staff motivation occupies an important place in the management system and should be based on an integrated approach. An effectively functioning motivation system contributes to the development of human potential, the achievement of strategic goals, increasing competitiveness and ensuring the sustainable development of the organization.

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