

**IMPROVING THE SYSTEM OF EMPLOYEE MOTIVATION IN
ENTREPRENEURSHIP AND SMALL BUSINESS ENTITIES (USING THE EXAMPLE
OF SAYHUN GROUP BOTTLERS)**

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Abstract: The article examines the issues of improving the employee motivation system in entrepreneurship and small business entities. Using the example of “Sayhun Group Bottlers”, it analyzes ways to increase employees’ work motivation, develop their professional qualifications, identify general and additional needs, and direct employees toward achieving specific goals. The article also provides practical recommendations for enhancing the employee incentive system in entrepreneurship and small business entities. It is emphasized that, in the current stage of economic development, planning employees’ work, providing material and non-material incentives, and improving their professional development system play an important role in the country’s economy.

Key words: entrepreneurship entities, small business, employee motivation, work motivation, professional development, incentive system, labor productivity, economic development.

**СОВЕРШЕНСТВОВАНИЕ СИСТЕМЫ МОТИВАЦИИ СОТРУДНИКОВ В
СУБЪЕКТАХ ПРЕДПРИНИМАТЕЛЬСТВА И МАЛОГО БИЗНЕСА (НА ПРИМЕРЕ
ПРЕДПРИЯТИЯ SAYHUN GROUP BOTTLERS)**

Аннотация: В статье исследуются вопросы совершенствования системы мотивации сотрудников в субъектах предпринимательства и малого бизнеса. На примере предприятия “Sayhun Group Bottlers” проанализированы пути повышения трудовой мотивации сотрудников, их профессиональной квалификации, выявления общих и дополнительных потребностей, а также направления сотрудников на достижение конкретных целей. В статье также представлены практические рекомендации по улучшению системы стимулирования сотрудников в субъектах предпринимательства и малого бизнеса. Отмечается, что в современных условиях экономического развития планирование работы сотрудников, материальное и нематериальное стимулирование, а также совершенствование системы их профессионального развития играют важную роль в экономике страны.

Ключевые слова: субъекты предпринимательства, малый бизнес, мотивация сотрудников, трудовая мотивация, профессиональное развитие, система стимулирования, эффективность труда, экономическое развитие.

**TADBIRKORLIK VA KICHIK BIZNES SUBYEKTLARIDA XODIMLARNI
MOTIVATSIYA QILISH TIZIMINI TAKOMILLASHTIRISH (SAYHUN GROUP
BOTTLERS KORXONASI MISOLIDA)**

Annotasiya: Maqolada tadbirkorlik va kichik biznes subyektlarida xodimlarni motivatsiya qilish tizimini takomillashtirish masalalari o'rganilgan. "Sayhun Group Bottlers" korxonasi misolida xodimlarni mehnat motivatsiyasini oshirish, ularning kasbiy malakasini rivojlantirish, umumiy va qo'shimcha ehtiyojlarini aniqlash hamda ma'lum maqsadlarga yo'naltirish yo'llari tahlil qilingan. Shuningdek, tadbirkorlik va kichik biznes subyektlarida xodimlarni rag'batlantirish tizimini yaxshilash bo'yicha amaliy tavsiyalar berilgan. Ta'kidlanishicha, hozirgi iqtisodiy rivojlanish sharoitida xodimlarni rejalashtirish, moddiy va nomoddiy rag'batlantirish hamda ularning professional rivojlanishini ta'minlash mamlakat iqtisodiyoti uchun muhim ahamiyatga ega.

Tayanch so'zlar: tadbirkorlik subyektlari, kichik biznes, xodimlarni motivatsiya qilish, mehnat motivatsiyasi, kasbiy rivojlanish, rag'batlantirish tizimi, mehnat samaradorligi, iqtisodiy rivojlanish.

Introduction. In the global economy, in a crisis situation with increasing competition in the goods and services market, all enterprises, regardless of the type of ownership (state, private), large or small, are increasingly faced with the problem of increasing production efficiency. Many enterprises, along with the introduction of new equipment and technologies, are trying to solve the problem by reducing the number of workers or changing the amount of wages. This path leads to an increase in conflicts, negative consequences, which leads to a decrease in the quality of production, an increase in adverse events, deterioration of relations between workers, etc. The costs of repelling such a contradiction may be greater than the effect of reducing the number of workers or reducing wages. One of the most effective ways to increase efficiency is to increase the level of innovation in all areas of activity: the introduction of modern equipment and technologies, improving organizational forms and wage distribution, improving the quality of goods (services), rational use of material, energy, financial and financial resources. To achieve the expected results from innovative activities, it is necessary to encourage employees to actively search for and implement internal reserves of production improvements.

In the Republic of Uzbekistan, economic reforms are being consistently implemented, aimed at ensuring macroeconomic stability and smooth economic growth. Currently, strengthening employee motivation depends not only on the goals and interests of the employer, but also on the goals and interests of employees working at enterprises. Motivational systems used in the enterprise seek to influence the activity of the individual. Motivational aspects of labor management are widely used in countries with developed market economies and are actively used in developing organizations.

The development strategy of New Uzbekistan for 2022–2026 and its "Year of Human Dignity and Active Neighborhood" set a special goal to introduce a compact, professional, fair, and highly effective public administration system. It also establishes the introduction of a procedure for paying employees based on the volume of work and efficiency in most enterprises, as well as independence in organizational and legal issues in this regard.

Strengthening the motivation of employees at the enterprise, developing the employee, taking into account his professional and qualification profile, identifying general and additional needs for the employee, directing employees to achieve a specific goal are some of the most pressing problems of our time. It should be noted that at the current stage of economic development, the problem of planning, material incentives and development of employees working in enterprises and organizations, along with ensuring the personal interests of employees, plays a special role in the country's economy. The enterprise "SAYHUN GROUP BOTTLERS" is expected to effectively use socio-economic mechanisms to increase employee motivation. At the same time, the economic efficiency of the costs spent by the administration from external and internal sources of motivation of employees working in the institution is shown, and creatively based programs of measures are recommended. A comprehensive analysis of the strengthening of employee motivation at the SAYHUN GROUP BOTTLERS enterprise, a multifaceted description of the research methodology, determines the need to use a number of methods that complement each other and reveal their essence, including systematic analysis, questionnaire analysis, comparison, and economic and statistical methods. The theoretical and practical proposals developed as a result of the analysis of the topic will lead to effective results from the socio-economic mechanisms of strengthening labor motivation at the SAYHUN GROUP BOTTLERS enterprise in the future.

Analysis of literature on the topic

In the fundamental study of the consistent implementation of large-scale deep economic reforms to improve the socio-economic mechanisms of strengthening the labor motivation of employees at enterprises, in foreign countries Y.G. Odegov, G.G.Rudenko, G.P.Zhuravlev, Rofo A.I., Kibanov A.Y., Volgin N.A, and in our country, Abdurakhmonov Q.X., Umurzokov B.X., Ru'zmetov R, Khayitov A.B. and other economists have thoroughly analyzed this in their textbooks and manuals, as well as in their research activities.

Hersberg's two-factor theory, based on the need for affiliation as interpreted by McClelland. Another model of motivation based on needs was developed in the 1950s by a group of experts led by Frederick Hersberg. "The research team asked 200 engineers and administrative employees of a large paint company to answer the following questions: "Can you describe in detail a time when you felt very good after completing your work tasks?" and "Can you describe in detail a time when you felt very bad after completing your work tasks?" [1]

Motivation is similar to Maslow's motivation. Such people are interested in forming friendly relationships within their circle of acquaintances and helping others. People with a strong need for affiliation feel comfortable in jobs that provide ample opportunities for social interaction. Their managers should strive to maintain an environment that does not restrict interpersonal relationships and communication in the work process. The manager can also satisfy the needs of such people by paying more attention to them and occasionally gathering them in separate groups.

Douglas McGregor, who analyzed the performance of an executive in the workplace, found that a manager can control the following parameters that determine the actions of an executive:

- tasks assigned to the executive;
- quality of task performance;
- deadlines for receiving the assignment;

- expected deadline for completing the task;
- available tools for completing the task;
- the collective with which the performer works;
- instructions given to the executor;
- assure the executor that he/she can complete the task;
- understanding that the performer will receive payment for successfully completed work;
- the scale of remuneration for the work performed;
- the degree to which the performer is involved in the scope of work-related problems.

All these factors depend on the leader, and to one degree or another, they have an impact on the employee and determine the quality and intensity of work. According to Douglas McGregor, "It was concluded that using these factors, two main approaches to management can be used." [2]

The first needs are the basic needs, that is, the needs necessary to ensure survival. According to A. Maslow, "A person works first of all to satisfy these basic needs." [4]. Once basic needs, such as food, clothing, shelter, and sleep, are met, other levels of needs gradually become more important.

For example, the need for security, that is, peace, order, and protection, is also a need at a new level of the primary level of need. The need to belong to a social group and to communicate with other people is included in the third level of the hierarchy. The needs in this group are also called social needs.

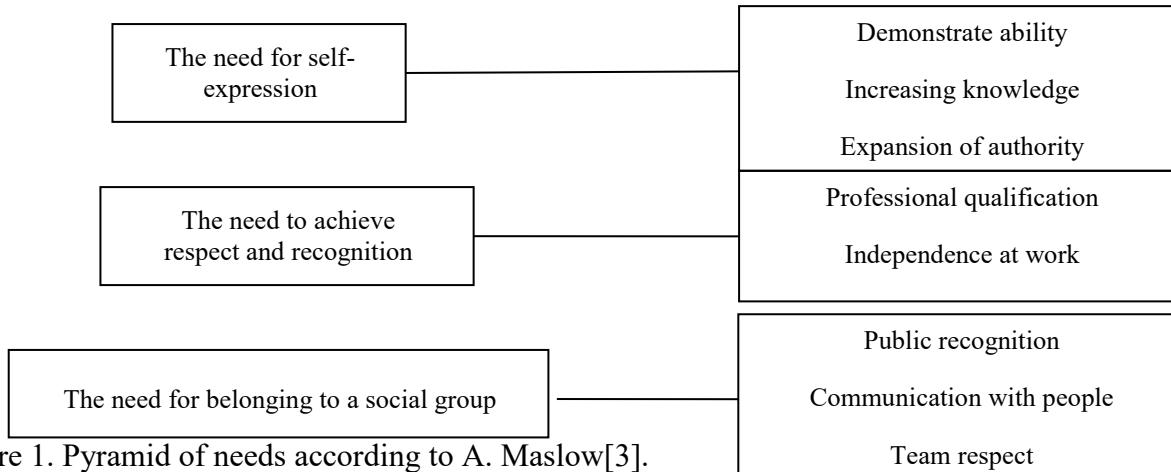


Figure 1. Pyramid of needs according to A. Maslow [3].

The need for esteem is the fourth level of the pyramid of needs. These needs are the need for recognition by others, i.e. status, prestige, fame, success, attention. The need for self-affirmation, i.e. the highest level in Maslow's hierarchy, is the realization of hidden potential, the achievement of what is possible. These needs are reflected in the growth of the individual.

Through activity, a person determines his place in life and confirms his social nature. Real activity, as a rule, is associated with the transformation of being and covers physical, mental and ideal-transformative nature (thinking), and real, practical, manifested in an external form, observable (behavior) activity, etc.).

Research methodology (method)

As is known, great attention is paid to the development and strengthening of the light industry

system in our country. This, in turn, shows how important the qualifications of employees working at the enterprise are.

As the enterprise sets ambitious goals for the future, it must constantly improve the skills of its personnel. Currently, the most important thing for the enterprise is to withstand competition and gain a place and say in the market. For this, it is necessary to have qualified, experienced, knowledgeable specialists who can foresee the future. This means that it is necessary to continuously retrain and improve the skills of personnel.

To achieve the above objectives, this study used empirical and quantitative research methodology. In addition, the researcher used the method of analysis and synthesis, compilation methods and statistical methods. Also, methods of collecting and comparing statistical data based on a questionnaire, as well as analytical methods were used to summarize and substantiate the results obtained. These methods are used in the analysis and results section of the article and help us draw conclusions below.

Analysis and results. Innovative development of the economy shin particular, the ultimate goal of improving the quality of employee performance at the SAYHUN GROUP BOTTLERS enterprise is to ensure employee engagement, effective use of working time, labor discipline, and one of the main areas that helps determine the pace and rhythm of work, as well as the number of employees and the amount of wages paid for their labor. Information on the level of training of an employee is formed on the basis of an assessment of his performance. This determines in which areas retraining and advanced training of personnel is required.

Labor activity is considered a factor of attitude to work, which is indirectly reflected in the volume of work performed, the quality of products produced, labor efficiency, and the initiative of personnel. The qualitative composition of personnel is also interrelated with this. In the process of analysis, the interrelationship of "Need Satisfaction in Motivation" presented in the figure below was studied. In modern conditions, when we study the motivation of employees to work, in the management process, the person is the main subject of management. Human capabilities are determined by their physical and cognitive capabilities. Along with these capabilities, working conditions and preparation for work also ensure efficiency. Readiness to work is determined by the person's interest in work and satisfaction from it, needs, and motivation in accordance with the results of work. When analyzing interest in work, special attention should be paid to the factors of interest - needs, reasons for interest (motives) and motivation.

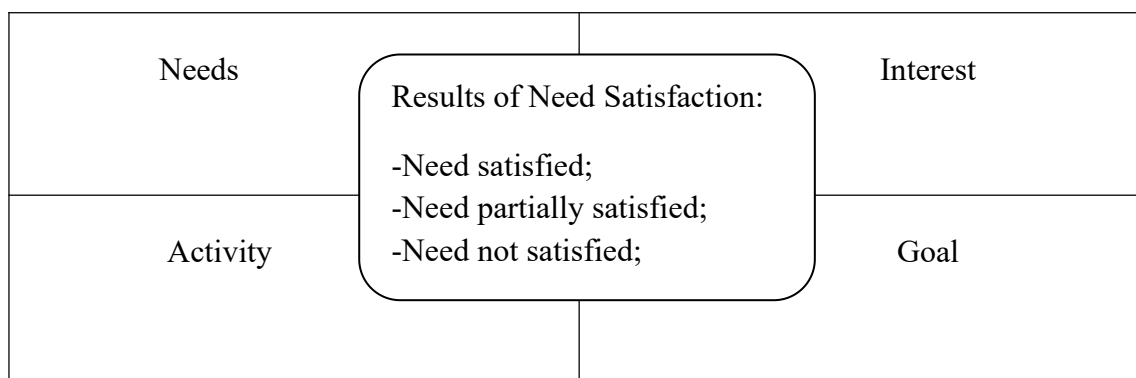


Figure 2. Need satisfaction in motivation[4]

During the analysis, the interrelationship of "Need Satisfaction in Motivation" presented in Figure 3 below was studied.

In modern conditions, when we study the motivation of employees in the management process, the main subject of management is the person - the person. Human capabilities are determined by his physical and cognitive capabilities. Along with these capabilities, working conditions and preparation for work also ensure efficiency. Readiness to work is determined by the interest and satisfaction of the person in the work, his needs, and motivation in accordance with the results of work. When analyzing interest in work, special attention should be paid to the factors of interest - needs, reasons for interest (motives) and motivation.

Labor motivation - a dynamic labor activity that allows achieving certain, predetermined results, involves creating the necessary conditions for satisfying the important social needs of the employee and forming an interest in labor.

Determining the level of motivation can be done using various methods, for example, a test complex, an oral interview, a questionnaire, etc. The study used a questionnaire. 30 people participated in the survey, including 9 managers and specialists; 21 people from production, support and technical service.

The characteristics of motivation types are based on dividing the questionnaire questions into 5 large blocks, each of which provides information about a specific area of motivation.

Block 1 reflects the level of satisfaction of primary needs, which is manifested in the form of material and non-material incentives.

The questions of this block and the ratio of "Yes" and "No" answers are presented in Table 2.

Table 1

Determining the level of satisfaction of primary needs (block 1)[5]

Questions	YES	NO
1. The salary level and working conditions in other enterprises are relatively better than ours.	13	17
2. Achieving results requires great moral and psychological effort	18	12
3. Often there is an overload of tasks performed	19	11
4. We need to think about how to increase the wage level	21	9
5. Low psychological comfort in the team, difficult to communicate	8	22
6. Is there a fee for a one-time job?	20	10
7. Management thinks about the conditions in which people work.	5	25
8. When the team reaches a level where it exceeds the planned values, it receives a bonus	28	2
Total answers	132	108

The predominance of "No" answers in this block allows us to see that primary needs are expressed mainly in material form and the need for psychological comfort, that employees are not completely satisfied with the situation, and that it is necessary to focus on improving its level.

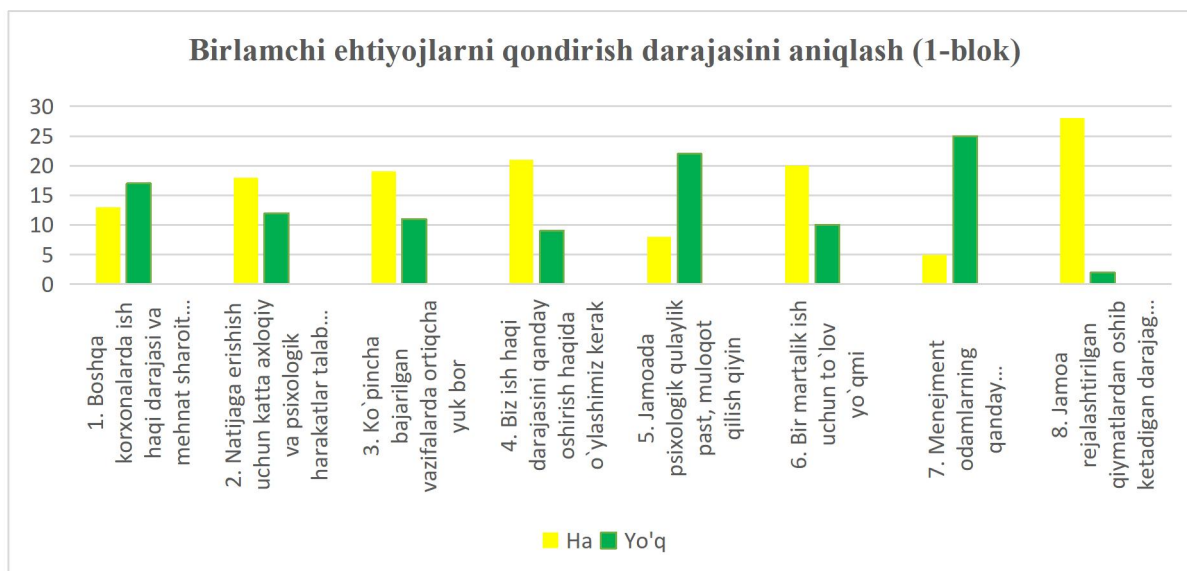


Figure 3. Results of a survey to determine the level of satisfaction of primary needs[6] Thus, the obtained answers allow us to see that the total number of “Yes” answers is 132, “No” - 108. The proportions in the diagram show that “Yes” answers are also more dominant, and the gap in question 8 is very large. There are significant gaps in questions 5 and 7, where the “No” answers predominate.

The analysis of the questions in block 1 shows that the level of material incentives is quite high, people receive a salary, they are paid for a large part of unscheduled work, as well as work outside working hours or standards. However, the situation with psychological stress is worrying, people work in a tense environment.

Conclusion:Material motivation is very effective.

Recommendations:Trying to increase psychological comfort.

Block 2 indicates the leading aspect and importance of the organization's influence on employees, which is expressed in such characteristics as the need for management, confidence in maintaining the job. "No" answers indicate the employee's willingness to take risks.

The direct questions of this block and the ratio of "Yes" and "No" answers are presented in Table 2.

Table 2

Determining the importance of management (block 2)[7]

Questions	YES	NO
9. Workplace trust is not very high	3	27
10. Employees are given clear information about their responsibilities in the workplace.	0	30
11. The company's social policy is unsatisfactory	17	13
12. Managers do not understand that job security stems from the level of competitiveness of the entire organization.	7	23

13. Employees don't fully understand managers' expectations.	3	27
14. Employees expect praise	29	1
15. Employees are fully informed about the organization's social policy	8	22
16. Employees want to know how their work results affect the success of the company.	16	14
Total	83	157

For clarity, the answers to the questions are presented in diagram form (Figure 4).

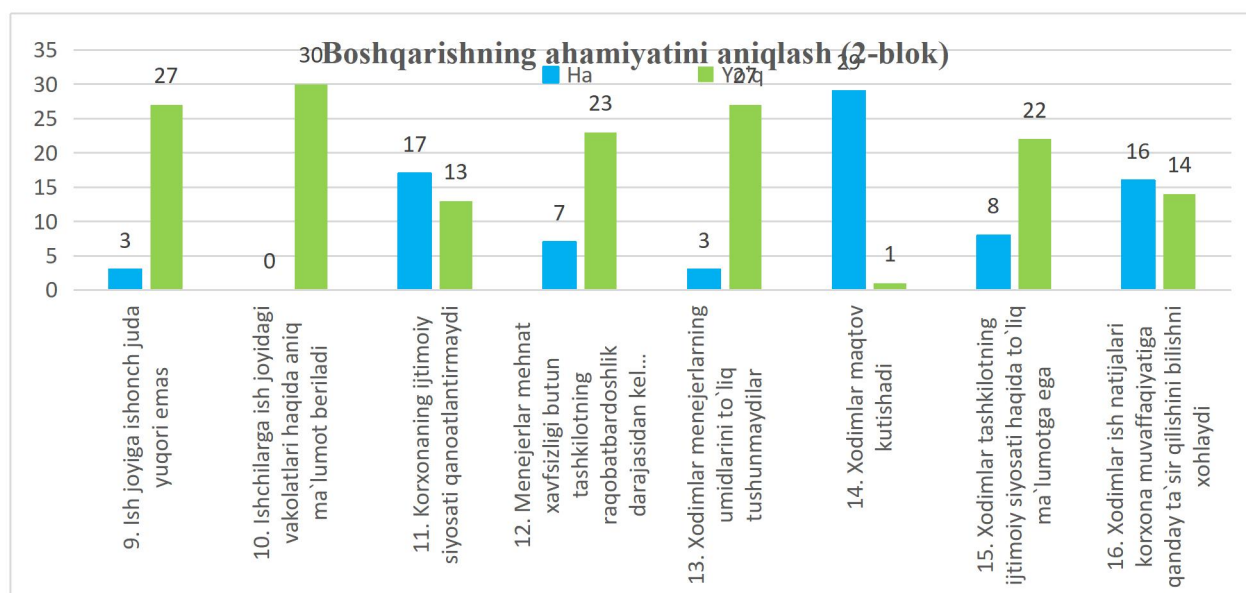


Figure 4. Results of a survey on the importance of governance [8]

The answer "No" dominates in almost all questions. The exceptions are question 11 (slight difference), answer 14 (the gap is too large), and question 16 (slight difference). In total, there were 83 "Yes" answers and 157 "No" answers, meaning there were almost twice as many negative choices.

Although 13 people rated social policy as satisfactory and 17 people as unsatisfactory, the difference is not very large, but this indicates that there are no tangible effects on providing people with the working conditions they expect. The level of leadership in motivating employees is weakly expressed. Employees feel social trust in their workplace, but this is more related to the economic aspect of the enterprise.

Conclusion:Intangible motivation is very weakly expressed.

Recommendations:It is necessary to ensure mutual cooperation between management and employees.

Block 3 shows the level of need for communication within the team. The predominance of "yes"

answers indicates that the employee does not need to communicate in the team, most employees are individualists.

The direct questions of this block and the ratio of "Yes" and "No" answers are presented in Table 3.

Table 3

The need for communication (block 3) [9]

Questions	YES	NO
17. In the team I work with, they rarely talk to each other.	16	14
18. Employees are generally in favor of frequent meetings after work.	8	22
19. I don't like indecisive management styles.	3	27
20. The leader must be responsible for a good climate in the team	18	12
21. We all need to be more friendly with each other at work.	18	12
22. My work results would be much better if our team reached more agreement on personal issues.	30	0
23. The leader must make sure that we have a good relationship as a team.	28	2
24. Collaboration is weak in our team	25	5
25. Employees are happy when they receive praise.	30	0
26. An employee performs better if he feels that his work is needed by the company.	15	15
27. A manager should recognize employees. He should at least talk to them more.	21	9
Total	212	118

The number of "Yes" answers is 212, the number of "No" answers is 118, the difference is almost twice. That is, employees do not really need communication, they have enough ongoing conversations and discussions. Returning to the results of the qualitative composition of labor resources, it should be noted that the majority of employees are men, which is determined by the specifics of the organization's activities. Men feel the need to communicate and talk less than women, therefore the results of this analysis are determined by objective reasons. However, a clear difference was found in questions 22-25, and "Yes" answers prevail in questions 18-19, therefore, it is necessary to provide a space for interaction and communication for employees in the PRMP, because this is natural. Human need is to discuss something, come to a mutual decision, express one's point of view.

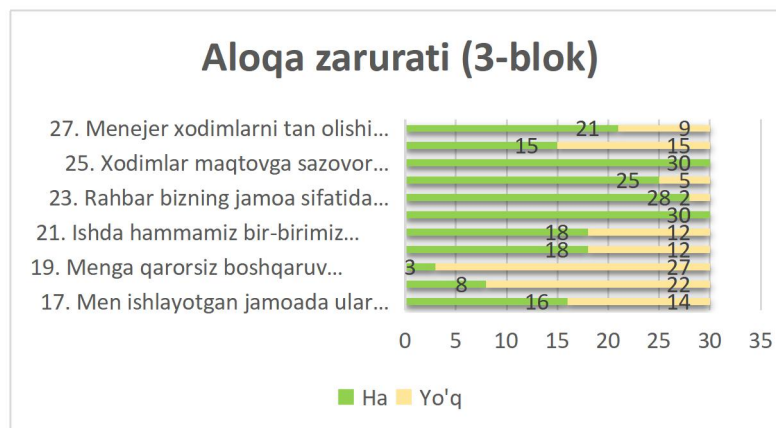


Figure 5. Results of the survey on the need for communication [10]

Conclusion:Intrinsic motivation is weak.

Recommendation:Ensuring the development of internal elements of communicative interaction, which allows people to increase their interest in work as a factor of interpersonal communication.

Block 4 allows you to reflect your focus on career growth.

The questions of this block and the ratio of "Yes" and "No" answers are shown in Table 4.

Table 4

Pursuing a career (block 4) [11]

Questions	YES	NO
28. Employees strive for career advancement	20	10
29. It is important to frequently tell an employee that their work is appreciated.	20	10
30. The company should provide more opportunities for advancement	17	12
31. The company does not have an incentive system that encourages employees to work towards promotion.	30	0
Total	87	32

For clarity, the answers are presented in the form of a diagram for the questions in Figure 6.

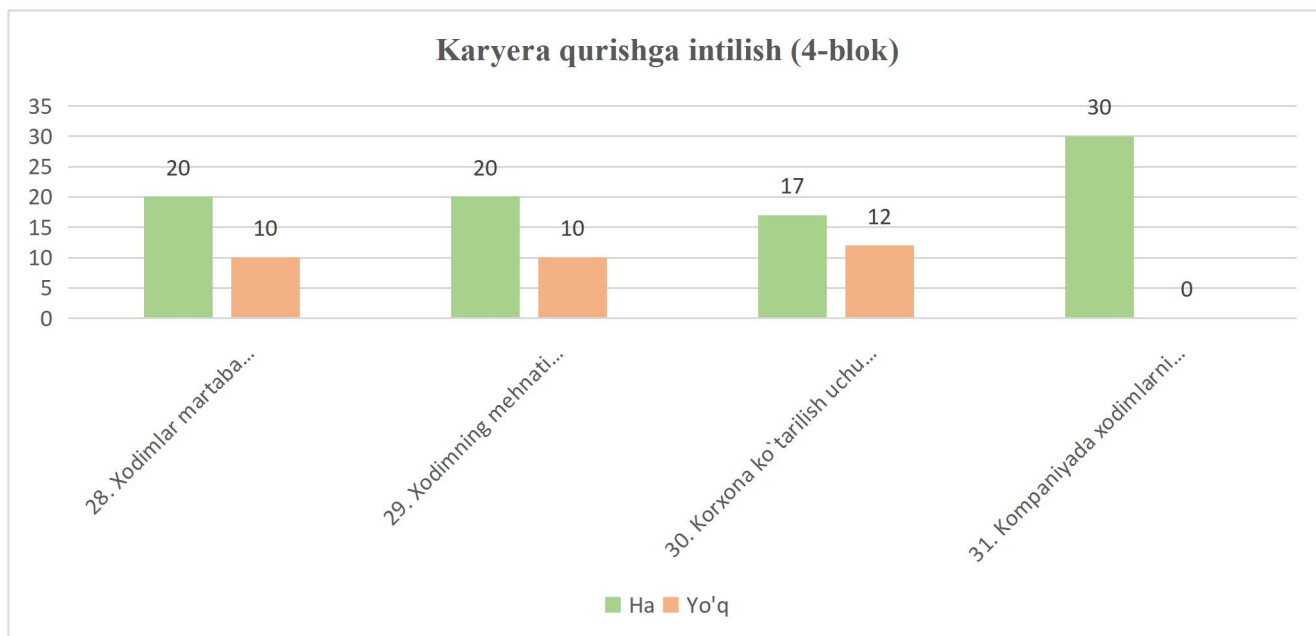


Figure 6. Results of the career aspiration survey [12]

The answers clearly indicate that almost all employees are career-oriented - this is the natural need of any specialist to be recognized for their professional abilities and achievements.

The answers are "Yes" – 87, "No" – 32, the difference is more than twofold. The last question is about the need for incentives in the form of career advancement. Employees are mainly career-oriented.

It is necessary to create a system that allows for expanding areas of responsibility and moving up the career ladder.

Conclusion: Career ambitions are not satisfied, motivation to meet professional needs is poorly developed.

Recommendation: Provide opportunities for increased responsibility and career advancement.

Block 5 allows you to see the needs of employees for self-awareness and disclosure of their abilities and capabilities. The more "Yes" answers, the worse the situation.

Table 5

Opportunities for self-realization (block 5) [13]

Questions	YES	NO
32. I find my job uninteresting.	8	22
33. I strive to do my best every day at the company...	5	25
34. When I go home in the evening, I feel proud of what I have done.	0	30
35. Employees feel unwanted	2	28
36. Many people think that there are too many orders around	27	3

37. Employees cannot truly reveal themselves	19	11
38. Work should be more diverse	8	22
39. Labor should be given more freedom	4	26

For clarity, the answers are presented in the form of a diagram for the questions in Figure 7.

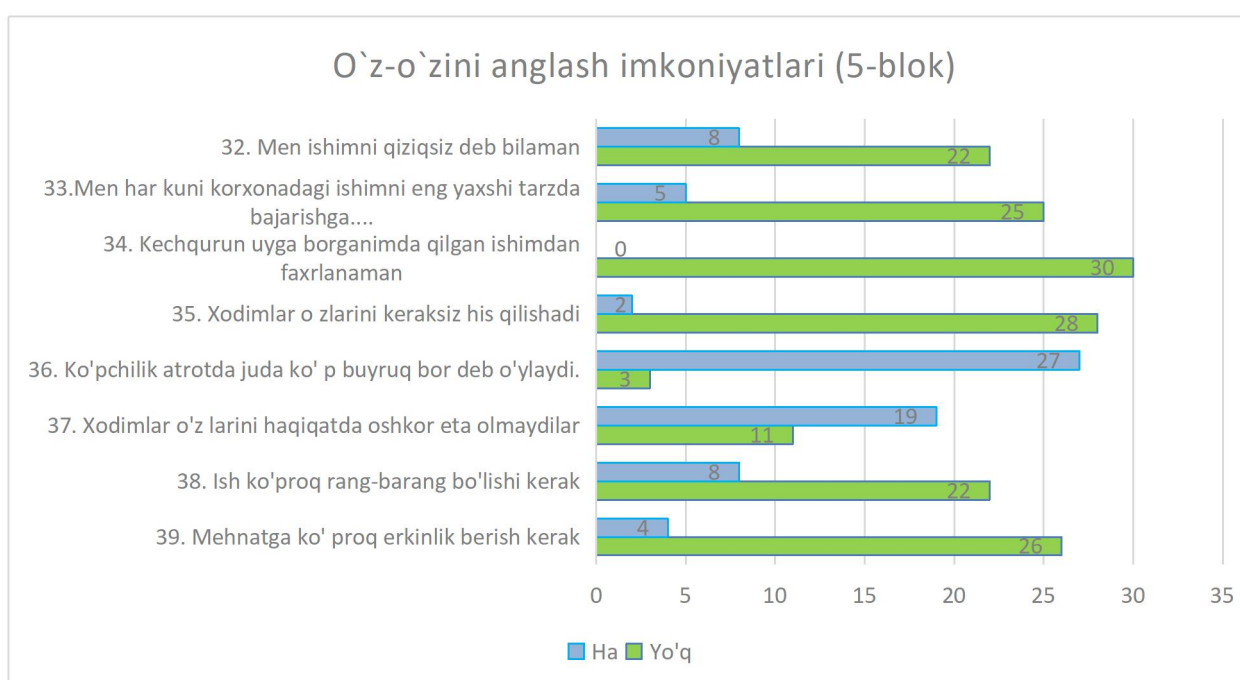


Figure 7. Opportunities for self-realization (block 5)[14]

The number of answers “Yes” – 73, “No” – 167, the difference is more than twofold. The overwhelming majority of answers indicate that the work is overly regulated, the process itself is clearly controlled. On the one hand, this is not bad, but for employees it means acting within clearly defined boundaries, which does not allow them to express themselves and their capabilities, to implement their experiences in order to improve their work and the functioning of the organization as a whole. There are practically no opportunities for self-realization.

Conclusion and suggestions. In conclusion, motivation is a fundamental component of employee behavior and work characteristics, reflecting their interests and guiding their actions within the organization. While incentives differ from motivation, they serve as an important tool for implementing it. Rewarding employees based on work results rather than time spent allows them to clearly perceive the connection between their performance and the rewards they receive. In entrepreneurial and small business entities, an effective motivation system tailored to employees’ needs enhances their engagement, productivity, and overall organizational success. In organizations, it is extremely important to motivate employees and thereby increase labor productivity. Because labor productivity is a developing indicator. It is constantly changing under the influence of many reasons and factors. Some of them contribute to an increase in labor productivity, while others can cause it to decrease. In addition, the level and growth of labor

productivity can also be affected by the conditions in which the labor process takes place. If the conditions are favorable, they enhance the effect of one or another factor, or if unfavorable, they weaken this effect.

Issues of development of social and labor relations in the context of modernization of the economy The success of large-scale deep reforms aimed at ensuring human interests in Uzbekistan depends on the rapid development of the country's economy. In solving this strategically very important task, organizations, including the Sayhun Group Bottlers enterprise, play a decisive role.

At the same time, any newest, most modern system over time will not be able to provide the same efficiency as at the beginning, and will become obsolete. Taking this issue into account, organizations and employers should constantly evaluate the results of the impact of the adopted system on labor motivation and, if necessary, make appropriate changes to it. At the same time, the strategic goals of the organization, the situation in the domestic and foreign markets, the need to increase personnel interest, and many other emerging factors require a creative approach to any advanced system.

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