



## THE ROLE OF MOTIVATION IN PERSONAL MANAGEMENT

Omanova Nargiza Rustam qizi

International school of finance and technology Teacher of fundamental  
economic sciences faculty, Uzbekistan

**Abstract.** Motivation plays a vital role in personal management by directly influencing employee performance, satisfaction, and organizational commitment. It serves as the internal drive that encourages individuals to achieve goals, take initiative, and maintain productivity. Effective motivation strategies—both intrinsic and extrinsic—help managers align individual ambitions with organizational objectives. By fostering a positive work environment, recognizing achievements, and addressing employee needs, motivation enhances morale and reduces turnover. It also contributes to the development of a strong organizational culture and supports continuous personal and professional growth. In essence, motivation is a key tool in managing people effectively and achieving long-term business success.

**Key words:** motivation, personal, needs, effectiveness, ownership.

### INTRODUCTION

One of the main tasks of enterprises of various forms of ownership and areas of activity is to search for effective methods of labor management, ensure the activity of the human factor and achieve the best production results.

The achievement of any enterprise's goal - ensuring high efficiency in production - depends on the fact that the personnel perform their duties conscientiously and with initiative. For this, employees must be genuinely interested in their work. In attracting people to work to satisfy their needs, the person, the individual, is the most important issue. According to this approach, the person is not necessary for the enterprise, but the enterprise is necessary for the person. The strategy, structure and process of personnel management are based on taking into account the personal characteristics of these employees.

The concept of motivation and productivity is not new, and over the years, many studies have been conducted by researchers, consultants, and authors on the impact of motivation on organizational productivity. Both of these concepts are very important in assessing the value of human resources as an important factor in production. In the same vein, Carlsen (2003) supported the importance of skilled workers by stating that a motivated workforce makes it easier to achieve a competitive edge and achieve the bottom line. The most famous theory of motivation in classical literature is the Hierarchy of Needs theory of the United States psychologist Abraham Maslow. It discussed five levels of employee needs: physiological, safety, social, esteem or ego, and self-actualization. According to this theory, people have many needs that motivate them to work, and these needs are arranged hierarchically in such a way that in order for employees to work hard and be productive, lower-level needs (physiological and safety) must be satisfied before the next higher-level social need can motivate them.

The second theory of motivation is the two-factor theory, or motivator and hygiene theory, developed by Frederick Hertzberg. Motivators or internal factors, such as the desire for success

and achievement, caring and attentive attitude, and positive recognition, are inherent in the work itself, and as a result of the successful completion of this task, a person enjoys it, gets job satisfaction and is motivated.

Employee motivation is one of the main questions of all managers and personnel managers of companies that value their reputation and the trust of employees. It is enough to recall the main phrase of many managers - personnel decides everything. After all, the success of a company largely depends on the qualifications of employees and their full commitment to their work. Motivating effective, qualified employees is a prerequisite for the success and sustainable development of a company. For effective motivation, it is necessary to ensure that each employee feels a significant role in his work, so that he is enthusiastically interested in responsible work for the benefit of his organization. Encouragement is not always praise. Encouragement can lead to success for an employee - at this point praise is appropriate. Encouragement is a positive statement that focuses on effort and/or improvement, not on specific results. Praise is given when success is achieved.

Here are some ways that companies can encourage their employees:

**Ask them what they need help with**

Often, a simple question like, "How can I help?" will start the process of encouraging an employee. Timing this simple but powerful question is important and requires good observation skills. Watch and listen for changes in behavior, word choice, and body language. These can be clues that an employee is feeling down and frustrated. And often, all they need is a sympathetic ear to talk through the situation and listen to their concerns.

**Coaching is essential to uncovering options.**

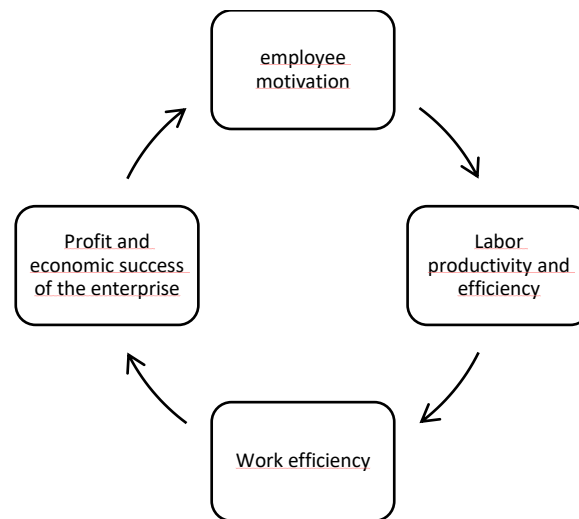
When an employee gets stuck in a rut and doesn't achieve their goals, frustration sets in. If the employee is not satisfied with the results, it's important to build their confidence by introducing new skills and behaviors. They need to be asked enough questions to help them develop options for how to succeed. A little coaching can go a long way.

**Recognize their small incremental achievements.**

These achievements involve behavioral changes and skills. Winners are not tasks that do not demonstrate change. Managers often forget that small achievements should be recognized so that employees know that they are achieving their big achievements. Recognizing positive changes strengthens the employee's understanding of what to continue to do. Without waiting for big achievements, looking for small ones and recognizing them will bring more achievements.

Implementing regular incentives gradually becomes part of the corporate culture of the enterprise. We can also see proof of this in the following picture:





**Figure-1. The impact of employee motivation on the economic activity of an enterprise**

That is, any employee who is praised for his work and motivated by his boss will feel productive and satisfied in his work. This, in turn, leads to the efficiency of the enterprise. The efficiency of the enterprise is assessed by such indicators as increased demand for the enterprise's products, improved product quality, and improved economic results.

Staff motivation can be achieved both through individual methods and by using these methods together. Incentive measures should be developed taking into account the needs of specific individuals. An employee's interest in work can be changed through appropriate incentive methods. For managers, this means that incentives should be used not in the same way, but in accordance with the personal needs of employees.

Employee incentives are mainly divided into two groups:

1. Financial incentives
2. Non-financial incentives

Financial incentives are mainly in the form of cash bonuses, additional gifts, travel vouchers and various benefits. Sometimes it can be the opposite, that is, penalties can be imposed for late hours or irresponsible work. Non-financial incentives can take the following forms:

1. Career growth
2. Good atmosphere in the team
3. Employment and a full social package, in accordance with current legislation, are an important aspect of finding a job and are a good incentive to get it.
4. Organization of cultural and sports events
5. Reputation of the enterprise
6. Opportunity for training at the expense of the enterprise
7. Confirmation of the word from the beginning

Engaging, motivating, and motivating employees is essential for organizations and businesses to achieve their goals. Motivation theories provide insight into what makes employees perform better. They provide managers with tools to motivate employees and help them better understand how to manage people. Therefore, it is important to pay attention to employee motivation in both the human and organizational spheres.

Lack of knowledge about motivation theories can lead managers to think that the only way to motivate employees is to monetize money, but theories help managers understand that people have different needs. It is only necessary to understand what these needs are and learn how to

properly influence employees. Motivation affects not only employee productivity, but also job retention, recruitment, and job satisfaction.

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