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MOTIVATION AS A MEANS OF EFFECTIVE MANAGEMENT

Annotation: This article discusses the term motivation. Motivation - the urge to action; a dynamic process of a physiological and psychological plan that governs a person's behavior, which determines its orientation, organization, activity and sustainability; the ability of a person through work to meet their needs.

Keywords: management, economics, management, risk, innovation, competence

МОТИВАЦИЯ КАК СРЕДСТВО ЭФФЕКТИВНОГО МЕНЕДЖМЕНТА

Аннотация: В этой статье обсуждается термин мотивация. Мотивация - побуждение к действию; динамический процесс физиологического и психологического плана, управляющий поведением человека, определяющий его направленность, организованность, активность и устойчивость; способность человека через труд удовлетворять свои потребности.

Ключевые слова: менеджмент, экономика, управления, риск, инновация, потребности

Motivation - the urge to action; a dynamic process of a physiological and psychological plan that governs a person's behavior, which determines its orientation, organization, activity and sustainability; the ability of a person through work to meet their needs. At the same time, motivation (motive) is one of the key concepts of the psychological theory of activity developed by leading Soviet psychologists A. N. Leontyev and S. L. Rubinshtein. In their formulation,

motivation or motive should be understood as an objectified need, although they should not be confused with need and purpose as such. In humans, motivation also has an intellectual basis, emotions only indirectly affect its process.

H. Scholz, depending on the subject of analysis, divided the theory of motivation into three main areas:

- Theories based on a specific picture of an employee - these theories are based on a certain image of an employee, his needs and motives. These include the XY theory (by Douglas MacGregor), Ouchi's Z theory.
- Content theories - analyze the structure of the needs and motives of the individual and their manifestation. This is the theory of the hierarchy of needs of A. Maslow, the theory of needs of K. Alderfer, the theory of two factors of F. Herzberg.
- Procedural theories - go beyond the individual and study the effect on motivation of various environmental factors. Theories of this type include D. Atkinson's theory of work motivation, S. Adams's theory of justice, V. Vroom's theory of motivation, Porter – Lawler's theory, Richie and Martin's 12 factors.

External motivation (extrinsic) - motivation that is not related to the content of a certain activity, but due to external circumstances in relation to the subject. Intrinsic motivation (intrinsic) is a motivation that is not related to external circumstances, but to the content of the activity itself. Positive and negative motivation. Motivation based on positive incentives is called positive. Motivation based on negative incentives is called negative. Connection of motivation with internal needs According to the Maslow theory, all human needs can be divided into five groups:

- physiological habits - not necessary for survival;
- security and safety in the future;
- social competence - the competence of the individual to any human body or group;
- caution in voicing, voicing;

Spreading In the wake of the lawyer; It is not necessary to observe the managers for reasons, in order to determine how the active needs move by them.

To control the current situation, the immediate supervisor must flexibly and quickly change the mechanisms of motivation, adapting to current conditions and tasks. When developing motivation systems, it is necessary to take into account the “customers” and “executors” of the work for which payment is established (who does the work for whom). If you skillfully link the evaluation of the contractor’s work on the part of the customer with the payment system, this will bring the greatest effect, since It will encourage the performer to “lay oneself out” better, since his salary depends on him Customers and performers in relation to each other within the company can be two divisions, a group of specialists, or just two employees. Motivation includes both tangible and intangible aspects.

In the psychological sense, there are three types of assessment:incentivenegative,hush up.In a pilot study, three groups of young people in the laboratory did the same work, regardless of the results: the first group was encouraged by approval, the second group was criticized, the third group was ignored. It turned out that the worst results were shown by the third group, a little bit the best - the second, and the best - the first group.The head should not keep silent when there is an opportunity to assess the work. At the same time (if the results leave much to be desired) try not to tell the employee that he is doing badly, it’s wiser to say that he has the ability and all the opportunities to work better. Thus, the evaluation performs the function of stimulation. However, the manager does not always see in his managerial influence the presence of a factor of motivation for the subordinate.There are 15 factors of psychological significance of assessment• each specific assessment carries the elements of stimulation and motivation;

- evaluation of the work, as well as the employee's behavior and personality is a prerequisite for changing the attitude to the work of the employee being assessed (it can both activate and deactivate the behavior);

- types of encouragement (approval, praise, bonuses, etc.) improve the results of work in seven to nine cases out of ten;

- Varieties of censure do not improve labor productivity in seven-nine cases out of ten;

- assessment involves the harmonious coordination of encouragement and reprimand in order to implement the educational function both for the object of impact (specifically the employee) and for the surrounding members of the workforce;

- general and partial assessments have different psychological implications.

The overall assessment (both positive and negative) does not provide the necessary result of exposure to the employee, it contributes to the formation of high self-esteem, conceit, reduced self-criticism, the development of uncertainty in their abilities, undermines a person's faith in himself. Therefore, a psychologically more substantiated is a positive partial assessment of specific actions, actions, achievements or failures;

- the effectiveness of the assessment is determined by the psychological characteristics of the person being assessed;
- unification of incentives (encouragement, censure) reduces the effectiveness of incentives at each subsequent assessment stage, that is, employees become indifferent;
- regardless of the amount of monetary reward for the employee, it remains important to maintain his prestigious status needs, confirmation of professionalism and the serious importance of his work for the whole team;
- "silence" rating contributes to the disruption of the continuation of work. Lack of information about the results of their work can cause employee informational stress, a source of psychological discomfort;
- each employee as a person has a marginal idea of himself, but the manager does not always take into account the compatibility of his own assessment and employee self-esteem;
- The manager often transfers his attitude and his assessment related to the aspect of work to the

quality (especially in case of a negative assessment) of the whole work;• the manager moves from the assessment of aspects and the whole work to the assessment of a person's personal qualities;• a person is relatively more sensitive to an assessment attributable to his personality than to the results of his activity.

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