

MODERN MOTIVATION PROBLEMS

Dadajonova Martabakhan Mahmudovna
Dotsent, Andijan mashine-building institute

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Annotation

This article provides a detailed overview of the problems associated with generating the necessary incentives and approaches to finding solutions using the example of foreign companies.

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Every person needs motivation to work and live. Motivation is a factor that drives the achievement of a specific goal in human activity. Work motivation is a powerful desire that emerges both internally and externally in an individual, manifesting in actions that compel them to work. In a sense, the majority of a person's life unfolds in the process of work. Consequently, work is a crucial factor in a person's life, giving it meaning and purpose. The main purpose of working is material interest. For an employee, salary and incentives are merely one of the primary factors that motivate them to work. According to a study conducted at the Harvard Business Review research center, money serves as the main motive for people only until their needs are met.

From this perspective, managers who manage to create the necessary incentives for employees face a number of challenges. These challenges stem from changes in the workforce composition, economic dynamics, and cultural relationships within organizations.

Changes in the workforce composition. The North American workforce is undergoing significant transformations. These changes will require managers to implement new approaches in the coming decade, aimed at making employees more productive and motivated. Some of the key trends affecting the workforce composition are:

- Over the next 10 years, the population and the number of labor resources will grow at a very slow pace. It grows by about 1% per year.
- The number of young workers entering the labor market will decrease. If in 1985 the share of employed people aged 16-24 was 20% of the total workforce, then in 2000 this figure reached 16%.
- The average age of employment will increase from 35 to 39.
- "There will be more women in the labor market. In 2000, 80% of women aged 25-44 were employed.
- Since World War I, the largest share of additional population and labor growth has been made up of immigrants: from 4 million in that period to 7 million today.

The three main trends are: aging of the workforce, increasing proportion of women, and increasing cultural differentiation.

The aging of the workforce.

The "children of the demographic explosion" - there are so many people born between 1946 and 1964 that this disrupts many statistical patterns. When they entered the labor market for the first time, the average age of those working in the United States dropped sharply. Now, when they are nearing the middle of their careers, this figure is rising again. This "aging" of labor resources and a decrease in the number of employees is explained by the tendency of this generation to marry late, not to marry at all, and to have fewer children (approximately twice as few as their parents).

The structure of the workforce is changing around the world. For example, in Mexico, working women aged 15-64 in 1950 accounted for 8%, in 2000 for 17%, and now for 32%.

The demands of today's 30-40-year-old generation for work are far higher than the feelings of good wages and job satisfaction. In many families, both husband and wife work together in order to carry out their family life and work activities equally. Employers want to be given a convenient work schedule that ensures their "growth" in service, as this helps them allocate time between work and family. However, at the age of 50, such people look at their work and related situations differently. They want to get more attention than they do. In particular, they will begin to put forward requirements for participation in the firm's income and other requirements that expand future pension provision.

Women in the labor force. The results of the increase in the number of working women are even more interesting. Due to the growing number of families employing both husbands and wives, it became difficult to relocate workers to any region of the country. At the same time, managers cannot trust that employees of both sexes will give up the interests of their families and do more than the plan. The problem of childcare has become one of the most difficult. In 1988, women made up half of the total workforce. By 1995, women made up 63% of the workforce in the United States. When hiring employees, it is necessary to consider the conditions of all members of their families. The company's managers, who know the employee's specific family circumstances, provide assistance in caring for children, receiving child allowances, organizing the working day conveniently, providing a program of additional payments and telecommunications (for those who work at home and connect to the office via a computer).

Cultural differences. The majority of the workforce consists of representatives of various cultural and ethnic groups. These people are distinguished by their level of specialized training, a wide variety of attitudes and customs towards work, as well as other aspects that affect their work activities. Some are American Aborigines by origin, while others are recent immigrants. The task of managers is to improve communication with such diverse groups and create an atmosphere of cooperation and patience within the company.

Some firms have found an excellent solution to this problem by creating special programs for managers who need to communicate with representatives of different cultures. Hundreds of companies use a series of seven 30-minute videotapes called "An Approach to Cultural Diversity" (created by Copeland Griggs at the expense of large corporations). This video series attracts the attention of managers with suggestions such as the same type of behavior, specifically repeated random disagreements, as well as calls for employees of different origins to be engaged in work and engage in activities. This program covers not only issues of cultural and ethnic origin, but also issues related to gender, age, nationality, limited activity, and sexual orientation. In addition, many companies have included programs that train employees to tolerate cultural and linguistic differences.

Digital Equipment has been using the Cultural Diversity Approach program for several years. The program is based on the principle of "A person works well only if they feel valued, and if they take into account their unique characteristics, they will feel valued." 26 employees of the corporation's main department and branch managers manage the work of special centers throughout the country, offering training programs and materials on various topics to their employees. There are other companies that

have contributed to the solution of personnel management problems, consisting of representatives of different cultures. Among them are Apple Computer, Avon, Corning, Dupont, Hewlett-Packard, Honeywell, Pacific Bell, Procter & Gamble, Security Pacific Bank, US West, and Xerox. Many of them create cultural support groups for newly arrived minority workers and provide funding for the activities of various cultural associations.

Changes in the economy. The ways of doing business in America are changing day by day. Managers are constantly facing large-scale internal changes in their organizations. The demographic classification of the workforce, technology, market, competition, forms of management and organization, as well as changes in people's opinions and ideas, lead to the transformation of all areas of entrepreneurial activity from one form to another.

In the past, most relationships between firms and employees were based on mutual understanding and compromise. Today, instead of constantly attaching employees to their jobs, companies are widely employing the layoff method, depending on changes in the economy. In the past, an average employee was able to work for only two companies in his lifetime, but now he changes every 3-7 years.

Due to the structural shift in the economy - from the production sector to the service sector - many people employed in industry remained unemployed, leading to a halt in the flow of personnel to this sector and unemployment. At the same time, the technological process intensified qualification requirements and led to the fact that low-skilled and industrial workers working in this direction did not meet the level of training necessary for working in new jobs. Low-educated American workers face intense competition from foreigners from Asia and Latin America in the fight for jobs that do not require high qualifications.

The "children of the demographic explosion" are competing with each other for diminishing promising positions due to the decline of companies. This often leads to dissatisfaction, limiting the growth of employees and depriving a person of a job prospect. Even the most tech-savvy firms with massive layoffs have employees who are afraid of losing their jobs. Of course, the awareness of such a risk affects the efficiency of production and makes you stay away from the feeling of loyalty to the company. Indeed, a collaborative study by Time and OIK found that 57% of people indicated that companies were not sympathetic to their employees, while 67% indicated that employees were not sympathetic to the company.

In conclusion, labor is a necessary process for a person to live and experience happiness. Because by working, people help someone, make someone happy, and doing something useful shapes a person's sense of being needed, which increases their interest in life. The reason for the loss of motivation for work is the lack of appreciation for the work being done, the wrong goal set. If labor motivation is properly directed, the proper use of human resources will be established in the family by parents, at work by management, and in educational institutions by educators. As a result, societal growth accelerates. The country will stabilize economically and socially.

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