

## **Directions of using Modern Theories of Motivation in Increasing the Efficiency of the Organization**

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**Abstract:** This article is focused on the organization of a cluster in the construction enterprises of the regions, it contains the characteristics of the cluster model, the opinions and opinions of economists on the organization of a construction cluster, the author's opinion and opinions on the advantages that can be obtained as a result of the organization of a cluster in construction.

**Keywords:** cluster, competition, construction products, human capital, strategy, diversification, marketing, cost, financial resource.

Motivation is important in ensuring the success of any organization. How the employees of the organization perform their official duties, with what mood and emotions, for example, to what extent the employee's work brings him satisfaction, the set goals with interest, aspiration and enthusiasm, overcoming the difficulties and obstacles that arise in the process of fulfilling the goals, or the assignment. and the superficial approach to the performance of tasks, the prevailing feeling of indifference, the mood of coldly looking at one's duty is inextricably linked with the level of labor productivity of employees, the quality and speed of the work performed, and ultimately, the effectiveness of the company's activities. However, the effectiveness of traditional theories of motivation is decreasing due to changes in the obvious or external environment over time. Modern construction organizations are also facing these problems.

Therefore, these organizations are forced to adapt traditional theories of motivation to modern problems.

F. Gersberg's theory of working conditions and motivation is one of the common approaches to motivating employees of the organization. He distinguished two factors that affect the employee's satisfaction and motivation at work. He called these factors motivating and hygienic.[1]

Motivating factors are factors that directly affect the satisfaction and motivation of employees. They are related to the essence of the work performed, they are the internal motivators of employees and the organization, that is, success, recognition, development and gradual growth, and the interesting work. If there are motivating factors, they have the ability to increase the level of job satisfaction and motivation of employees.[2]

Hygienic factors are different from motivational factors, they do not directly motivate the work of employees, but their absence or insufficient level causes dissatisfaction and job dissatisfaction of employees. These factors include working conditions, wages, company policies, relationships with management and colleagues. When employees are satisfied with hygienic factors, the influence of these factors on motivating factors is not noticeable, but their lack or insufficient

attention of the company's management to these factors can motivate and drastically reduce the level of employee satisfaction.[2]

Thus, Gersberg stated that the level of employee satisfaction depends on two groups of factors that differ from each other. Therefore, in order to really motivate employees and increase the level of satisfaction, it is necessary to ensure the availability of motivating factors (related to work) and hygienic factors (related to working conditions and its environment).

Factors affecting human activity in production situations are presented in Fig. 1.

Motivational theory	Factors naming groups	Types of factors
The motivation theory of G. Hersberg	Hygienic factors	Salary Working conditions Interpersonal relationships Direct control of work process
	Motivating factors	Feeling successful Professional qualification and career growth in the field of work The prospect of using one's own opportunities and abilities Independence and responsibility Acknowledgment and recognition

**Figure 1. Two-factor theory of F. Hersberg**

Thus, F. Hersberg rejected the traditional idea that motivation is related only to rewarding or punishing (penalizing) employees, and instead proposed a more simple and full-fledged theory of motivation. Working conditions are also taken into account in order to ensure high level of motivation and satisfaction of employees.

However, new situations and various problems are emerging in modern construction organizations that require the adaptation of Hersberg's theory. For example, construction projects are becoming more complex, so these projects require higher specialization and production skills. As a result, the importance of hygienic factors such as monthly salary is decreasing, and the importance of motivating factors such as professional growth and development is increasing. Managers of construction organizations should take into account these changes and adapt their motivation systems to the new requirements of the labor market.

Introducing a system of encouraging and supporting the professional growth and development of employees in the construction organization can be one of the means of adapting motivational theories to modern conditions. For example, in order to acquire new skills and improve their professional knowledge, the company can create an opportunity for its employees to study in training courses. In addition, in order to ensure high quality and high productivity of employees, the method of encouraging them to achieve high results can be used. In addition, in order to ensure high quality and high productivity of employees, it is necessary to use the method of encouraging them to achieve high results.

Likewise, another important aspect of adapting motivational theories to specific production situations is ensuring teamwork and cooperation. In construction organizations, the organization of group activities to ensure the success of the project is an urgent problem. Therefore, companies need to create a team of employees that complement each other with their skills and experience. Creating opportunities for employees to communicate with each other and exchange experience also has a positive effect on improving the skills of employees in the production process.[3]

It should be recognized that balancing the work activities of employees with their personal lives in construction organizations is one of the most important aspects of adapting motivational theories to the construction organization. Modern employees try to balance work with their

personal lives, so companies need to provide their employees with flexible work schedules, remote work and opportunities for rest and recovery.

As an example, in the direction of adapting Gersber's theory of motivation to modern conditions, we will consider the state unitary enterprise of Samarkand region "Single customer service". This company is the leader in the field of brick buildings in the city of Samarkand. This company puts 60-80 thousand square meters of living space into use every year. In 2023, the average number of employees was 74 people.

It is crucial that feedback is organized in the workplace. Feedback helps to understand changes and dynamics in the workplace. Employees' reactions to production situations make it possible to quickly understand the internal problems of the organization and take operational measures against them.

Feedback with employees is one of the most effective ways to improve the quality of communication and information exchange. One of the types of feedback is employees' opinions (reviews) about the company.

In order to test Gersber's theory of motivation in practice, the opinions of the employees of the state unitary enterprise of the Samarkand region "Single Customer Service" were studied: Thus, the following problems of the company were identified:

- the leaders of some areas have low professional qualifications. They put their personal interests above their duties and the interests of the company;
- remote working experience is not effectively used;
- the use of communications between departments is low;
- employees do not have a clear idea of professional development and growth in their service ranks.

To solve these problems, it is necessary to use the hygienic and motivational factors mentioned above.

In this:

- The lack of qualifications of the heads of some departments and putting personal interests above work interests. This problem is related to hygienic factors, because the absence of a competent leader and putting personal interests above the interests of the work will lead to employee dissatisfaction and job dissatisfaction;
- The inconvenient location of the central office and the unavailability of remote work are related to hygienic factors. Because the conditions of working in a remote facility or working remotely can be the main conditions of employment for employees. Non-fulfillment of these conditions will cause dissatisfaction of employees;
- Departmental and inter-departmental communications will be related to both hygienic and motivational factors. Inadequate or weak communication between departments and departments increases dissatisfaction, frustration and job dissatisfaction among employees. But improved communication can lead to increased job satisfaction, trust in management, and increased motivation;
- Professional growth and development on the job are motivating factors. Because both creative growth in work activity and the opportunity to rise in service ladders motivate employees to the level of satisfaction with their work activities and increase the level of involvement in the company's activities.

It is important to take into account the factors listed above and work on hygienic and motivating factors and formulate them clearly when creating a strategy for motivating employees in the company.

Based on the analysis of the problems and motivating situations described above, the following can be recommended:

Low qualification of the heads of some departments:

- Conducting surveys and interviews among employees to determine the extent to which low-skilled managers negatively affect (employee performance) motivation and job satisfaction;
- Analyzing the negative impact of low-qualified leaders on the lack of personnel in the departments. Determining the extent to which staff turnover is related to managers not knowing their job well;

Organization of special trainings and training courses for leaders in the field of management and leadership.

The inconvenient location of the central office and the lack of remote work:

- Conduct surveys and interviews among employees to determine the extent to which this scientist affects employee motivation and performance;

Offer employees a flexible work schedule or work from home if it suits the working conditions and the company's requirements.

On communications between departments:

Analyzing existing communications between departments and determining their efficiency and ease of information transmission channels.

- Implementation of systems such as internal chats, electronic boards and regular meetings to improve the quality of communication between different departments;
- Implementation of competitive projects between departments and measures that ensure results in order to improve the mutual relations and communication of departments.

Professional growth:

- Collecting information to determine how the possibility of promotion on professional-qualification and service ladders affects the motivation of employees. To do this, conduct interviews, questionnaires and interviews with employees;
- In order to demonstrate that the company is ready to invest in the professional growth of its employees, it is necessary to create career advancement plans and development programs;
- Introducing a system of generational change, which demonstrates to employees the opportunities for career advancement and the development of the company.

After analyzing the motivating factors and the above-mentioned problems, the company can begin to implement strategies and measures aimed at improving the activities of the company in the field of motivation.

The implementation of these measures will help to effectively manage employee motivation and productivity. Separation of motivating factors into two groups makes it possible to understand which aspects of the activity should be improved and which aspects are considered successful. The use of F. Hersberg's two-factor theory reduces employee dissatisfaction and job satisfaction. This, in turn, increases the competitiveness of the company based on the creation of a stable labor team by reducing the dissatisfaction of employees. Because if employees feel that their needs are being met, they are not in a hurry to change their workplace.

In short, modern construction organizations should adapt traditional motivational theories to new labor market requirements. This task can be achieved by encouraging professional growth of employees, developing teamwork and mutual relations, as well as by creating and implementing systems for ensuring work-life balance. Adapting motivation theories to the activities of construction organizations, attracting highly qualified specialists and creating conditions for

them to work in the organization for a long time, as a result, we ensure the success of the construction organization.

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