



IN PRIVATE ENTREPRENEURSHIP EMPLOYEE INCENTIVES ISSUES

Mullabayev Baxtiyarjon Bulturbayevich

Associate Professor Namangan Engineering Construction Institute
Doctor of Philosophy in Economics (Phd), Namangan, Republic of Uzbekistan

Annotation: The article is devoted to the issues of motivation of employees of private entrepreneurship, as well as the ways of development and improvement of the motives necessary for the effective development of this industry are analyzed.

Keywords: private entrepreneurship, market relations, efficiency, motivation, management system.

Small business and private entrepreneurship play a special role in the development of the country's economy. Small enterprises are involved in accelerating the process of industrial restructuring and enterprise reform, integration into technological processes, the introduction of effective mechanisms of interaction between large and small enterprises capable of producing the necessary components and providing all types of services. In particular, the role of small business is reflected in:

- creation of new jobs;
- introduction of new goods and services;
- meeting the needs of large enterprises;
- providing consumers with special goods and services.

The advantages of small business are:

- faster adaptation to market requirements. Small businesses are sensitive to changes in the income of the population, can set the appropriate prices for goods and services, change the type of product, improve its quality in the short term, taking into account the wishes and requirements of consumers.

- flexibility of management and efficiency in the implementation of decisions made. Self-confidence, independence, technological isolation, mobility in management and decision-making, adaptability to changing situations, help to organize activities in such a way that large enterprises can not bring the greatest benefits.

- A great opportunity for a person to realize their ideas, to show their abilities. Entrepreneurs always have a high level of personal motivation to succeed, which has a positive impact on the overall performance of the enterprise.

- flexibility of internal communications. Small production allows you to create a normal psychological environment in the team, significantly reduce staff turnover, establish a democratic relationship between leaders and subordinates, create an environment of initiative, creativity and at the same time high responsibility of each team member allows you to install. An important advantage of small business is its efficiency, the mutual exchange of workers.

Creating new jobs is becoming an important factor in the development of small business.



It is no secret that the practice of operating private property and private entrepreneurship has a comprehensive advantage over state property . Private enterprises have a completely different motivation, level of personal interest and, most importantly, responsibility for the end results of their production and financial activities.

Today , the number of entrepreneurs in Uzbekistan is 1.5 million. About 5 million people work in the enterprises owned by these entrepreneurs. [1]

The number of entrepreneurs has almost tripled in the last five years. Many entrepreneurs have expanded their business across the country, creating thousands of jobs and becoming reputable large companies. A class of entrepreneurs began to form with its own reputation and brand in the domestic and foreign markets.

The head of our state mentioned some of such courageous and selfless entrepreneurs and thanked them for supporting our people. [2]

During the pandemic, entrepreneurs made an equal contribution to the sustainable operation of the economy with the state. That is why we must all stand by the entrepreneurs and always support them. In this regard, ensuring the rights of entrepreneurs, especially the inviolability of private property - should be the main task of government agencies at all levels . [3]

In order to increase the welfare of our people, such programs as "Every family is an entrepreneur", "Youth is our future", "Prosperous village", "Prosperous neighborhood", land development were adopted. Over the past two years, about 10 trillion soums of soft loans have been allocated from the budget under the family business development program alone. Of course, this served to create employment, a source of income for families.

In accordance with the Presidential Decree and Resolution of February 18, 2020, the Ministry of Mahalla and Family Support was established in order to effectively support the needy and low-income families, to involve the population in entrepreneurship. At the mahalla-district (city) -region-republican level, a vertical system has been created with the introduction of positions responsible for the development of entrepreneurship and poverty reduction.

It was noted that 70% of the funds under family business programs will be directed to small and medium-sized business projects aimed at creating jobs for the poor.

The successful operation of any enterprise in the complex conditions of market relations, its effectiveness depends in many respects on the level of management of employees' skills and motivational behavior.

Only the presence of a business plan and a formal management system does not guarantee the perfect performance of tasks. In order to successfully achieve the set goals, it is important to motivate employees and make appropriate decisions in a constantly changing environment . Planning, analysis and control only provide the basis for human activities. In private business, success depends more on people than on other industries.

When we talk about incentives, we usually mean monetary rewards for the work done. Currently, financial incentives are paid and time-based forms of remuneration of employees of the enterprise. But, in fact, in addition to money, there are other reasons that force people to work: interest in this activity, the possibility of attractive relationships, social status, and so on. That is, along with material incentives, spiritual incentives also play an important role in managing people.



A special place in the moral stimulation of the employee's labor is due to his creative nature, which increases the attractiveness of labor as a process. In turn, this feature should be used in personnel management.

The core management of a small business usually consists of the owners. The owner-manager concentrates financial, economic, social functions and powers in his hands, which makes the company dependent on its business and personal qualities. As a result, they work longer, longer, and study all aspects of the enterprise in person. For them, profits and losses are more important than the salaries and bonuses of employees of large companies.

The manager should be a good organizer who knows how to involve each employee in the overall work process. He should inspire his employees that the activities of the enterprise depend entirely on the effective performance of each member of the team.

To do this, the manager must provide economic and moral incentives to employees, enrich the content of work and create conditions for employees to demonstrate their creative potential and self-development. In performing this function, managers must constantly influence the productive labor factors of their team members. These include, first and foremost, the growth and expansion of the professional skills of employees, satisfaction with the results obtained, the ability to increase responsibility, initiative and self-control, and more.

Entrepreneurship is not only a profession, but also a unique way of thinking, behavior, style and a unique culture. There are three main sources of motivation for an entrepreneur:

- desire to have more control over their future;
- hope to combine work and personal life;

Willingness to introduce their own style and way of life in the field of entrepreneurship .

The management system may indicate the direction of the effort, but the passion for the movement in that direction depends in large part on the motives that the energy is driven by the workers.

Developing and improving the motivations needed to do the job effectively is the most important psychological task of a small business leader.

It is known that money motivates only 30-50 percent of employees to act. The main part of the staff is driven by higher needs: knowledge, creativity, prestige, recognition, achievement of great goals, ethical ideals and so on. These factors are often important for business employees.

Different cooperation between the leader and the team, the ability to organize the process of communication with subordinates and take into account their moral qualities, inclinations and interests, motives for their actions, an objective approach to resolving disputes, informal relationships within reasonable limits is the basis for effective personnel management in business organizations .

Creating a good psychological environment in a small production team, significantly reducing staff turnover, establishing a democratic relationship between leaders and subordinates, initiative, creativity and at the same time high responsibility of each team member allows you to set up the environment.

In the conditions of modern entrepreneurship, along with the ability to fight, to prove their superiority, loyalty, diplomacy, the ability to cooperate, such qualities are highly valued, they strive to realize their creative and organizational skills, responsibility is valued.

The reason for this is:

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- An increasing number of managers are concluding that people cannot be controlled by formal rules, coercion;
- A significant part of the staff is ready to improve the quality and efficiency of work if the collaborative environment is maintained and their opinions and ideas are taken into account.

However, despite being democratic, there must be mandatory obedience and discipline. Special attention should be paid to high ethical principles. It is useless to establish business relations for the development of the enterprise through deception, irresponsibility, money laundering.

In our opinion, the following are recommended to develop staff motivation in small business:

- Employees are given the opportunity to work on their colleagues in a planned manner if they are in line with the enterprise strategy. Employees who develop or promote their ideas are characterized by strong internal motivation and high work efficiency.

- Develop a system of continuous training and retraining of not only managers but also ordinary staff. In the past, there was a practice of deep mastering a profession, that is. It is necessary to train "narrow" specialists, and now, in the context of economic diversification, it is necessary to train "broad-profile" specialists with a number of related professions. When nominating a candidate for the position, the candidate's ability to become a broad-profile manager, have good knowledge and practical experience in the field of science should be taken into account.

- Involvement of the whole team in making key decisions. That is, the company management must make a decision after consultation with all employees of the company. They need to be able to combine the different (often conflicting) interests of firm owners and employees to achieve a set goal.

We believe that all these proposals should serve the better and more efficient operation of private entrepreneurship in the complex conditions of modernization of the economy.

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