



THE IMPORTANCE OF THE "PYRAMID OF HUMAN NEEDS" IN INCREASING MANAGEMENT EFFICIENCY

Tukhtabaev Abdurashid Tursunovich

Professor of the Department "Organization of Industrial Production",
Andijan Machine-Building Institute. City of Andijan. Uzbekistan
earlarchil@yahoo.com

Annotation

The article shows that any well-thought-out business plan and organizational structure must meet the needs of those who implement them, motivate them to fulfill the powers defined in these plans and data in the structures, otherwise both the plan and the structure will remain on paper. Taking into account that the standard of living of the population of New Uzbekistan is increasing every year, it was emphasized that business leaders should pay great attention to using the upper levels of the "Pyramid of Needs" in motivating their employees, and for this they should develop their skills in this direction.

Keywords: Motivation, economics, reform, efficiency, "carrot and stick", remuneration, justice

Introduction

In recent years, in the new Uzbekistan, in an extremely difficult and difficult situation caused by the coronavirus pandemic and the economic crisis, fierce competition, various contradictions and conflicts, the hardworking Uzbek people achieve important results with selfless work.

At this time, when our priority has become the implementation of the development strategy of New Uzbekistan for the next 2022-2026, consolidating and further developing the achievements achieved, raising reforms in all areas to a new level, bringing human rights and interests, its value, honor and pride in leading position, peace and stability in our country, maintaining the stability, territorial integrity and indivisibility of our country, ensuring the inviolability of our borders, striving to strengthen interethnic harmony, religious tolerance and solidarity is required to turn our multinational and multiethnic country into an incomparable force that is even more unite and mobilize to achieve higher goals. [3.1 p.]

From a scientific point of view, it is important to identify the psychological mechanisms of economic thinking in the implementation of the development strategy of the new Uzbekistan, which creates the need to educate a new form of labor





motivation, taking into account the patterns of manifestation of economic knowledge and activity in the process of liberalization. This situation requires the individual to become the leading motive for striving for success and form a normative level of risk. In the conditions of free market relations, the motive manifests itself in the desire to receive income, independent activity, taking risks in the rational conduct of one's own business and thereby striving for success. Under such conditions, the presence of independent-thinking workers is considered the need of the time and shows that only people with their own personal worldview are able to develop many projects that serve to ensure the development of society. Thus, through the liberalization of the economy, the development of entrepreneurial activity, the formation of a class of owners, the formation of a sense of ownership of land and property, one can achieve the release of economic knowledge and economic thinking from them. In other words, the success of the liberalization of economic life will radically change the attitude of every worker-employee to property, and will further strengthen economic competence.

It is known from world practice that even developed countries face a number of negative phenomena when addressing issues of public welfare. One of the directions of the radical reform of the management system and its improvement is the improvement of the skills of managers and the level of their motivation. Today, the success of the reforms being carried out in New Uzbekistan, the achievements in raising the standard of living and the quality of life of the population are widely recognized and objectively highly appreciated by leading international organizations and the expert community.

It is known that any type of collective activity is built on the basis of management, since the implementation of this activity requires measures to achieve the intended goal, distribute tasks to be performed, monitor their implementation, and protect interests. participants in this activity and to achieve efficiency are organized and coordinated in the management process.

In the conditions of such market relations, motivation plays an important role in the study of the science of modern management, serving the whole society, in the preparation of qualified leaders capable of managing in all sectors of the economy. The manager is considered the main link in product quality management, and his organization and efficiency are directly dependent on the knowledge, skills and experience acquired by the manager, as well as his important qualities and management style. The laws and principles of management, functions and tasks, as well as the role of the leader in the management system, culture and style, the study of management effectiveness have become a requirement of today.





Any perfectly designed business plan and organizational structure will remain on paper if the workers and employees who implement them are not properly motivated to fulfill the responsibilities defined in these plans and data in the structures.

Motivation is the process of motivating oneself and others to achieve personal and organizational goals. One of the earliest and most historical methods of motivation is the «**whip and gingerbread**» method. An employee who did a good job received «**gingerbread**», and an employee who worked poorly was punished with a «**whip**». [2.450 p.]

When using economic methods in managing employees, motivation passes along the main “red line”, the alpha and omega of economic impact is motivation. The promotion is vector in nature and must be directed to a specific group of persons or specific goals of a particular limited liability company. [4.428 p.]

Remuneration means everything that is valuable to a person. We usually think of «remuneration» as simple money or pleasure. But in management, «destiny» has a much broader meaning. We used the phrase «**valuable to man**» above. The concept of value or value varies from person to person. Therefore, the evaluation of the degree of awarding will also be different. When Viktor Vroom said in his «Hope Theory» of motivation, «Reward fairness is the result of internal and external rewards, » he was referring to two types of rewards that people have:

1. Internal reward is a unique feeling that the employee gets from the work he is doing. Such a feeling appears when a person:

- when he felt full satisfaction from the result of his work;
- when the level of content and significance of the work performed is high;

The simplest and most effective way to ensure internal and external rewards is to create a comfortable environment for employees and clearly assign tasks.

2. External reward does not appear in the process of working, but it is given by the organization. Examples of this are salary, bonus, promotion, office in the corner of the building, allocation of a company car, etc. Allocation can also be divided into two types:

- material;
- spiritual.

In the current economic conditions, the lower level needs of people (Abraham Maslow's «Pyramid of Needs») are of priority importance. A certain amount of money is needed to meet the basic needs of workers and employees at this lower level. The main source of income for workers and employees is the wages and bonuses they receive from the companies they work for. Ensuring the connection between the





results of labor activity and the salary increases its motivational effect. This corresponds to the essence of motivation.

But in our country, the standard of living of the population is constantly rising from year to year (monthly salary in 2021 is 300-400 US dollars) in return for the lower level of needs of people from leaders A. In Maslow's Pyramid of Needs, meeting the needs of a higher level is in the first place. To meet these needs, the following activities are recommended for business leaders:

Social needs:

1. Creation of conditions for communication between workers and employees;
2. Instill a spirit of solidarity in the workplace;
3. Seeking advice from workers and employees;
4. Do not dissolve informal organizations in a positive spirit.

Respect Need:

1. Offer meaningful jobs to workers and employees;
2. Provide feedback on the results achieved;
3. Involvement of workers and employees in the process of preparing orders;
4. Providing workers and employees with additional rights and powers.

Needs for self-expression:

1. Create conditions for training and advanced training of workers and employees in order to fully use their potential in work;
2. Give difficult and important tasks to workers and employees so that they can express themselves to the fullest;
3. Development of creative thinking skills among workers and employees;
4. Creation of opportunities for workers and employees to rise from the level of service [2.245p].

These activities recommended above allow people to satisfy their higher order needs. An indicator of the overall economic development of any organization is the overall profitability of organizations. To do this, we need to increase the interest of workers and employees in the efficiency of the enterprise.

Summing up our scientific research, I would like to emphasize that as the standard of living of the population of Uzbekistan rises from year to year, business leaders should pay great attention to using the upper levels of the "Pyramid of Needs" to motivate their work and employees, and for this they will have to develop their skills in this direction.





References

1. Назаров М. «Управленческое поведение». Методическое пособие. - Т.: ТДИУ, 2010. - 228 с.
2. Meskon M. Kh. et al. Fundamentals of management. 3rd edition: Per. from English. - M. Yu. OO "I. D. Williams", 2008. - 672 p.
3. «В Новом Узбекистане достоинство человека, интересы народа — наивысшая ценность». <https://www.gazeta.uz/uz/2022/08/02/independence/> (date of last access -03.09.2022)
4. Eraliev A. A. "The importance of management practices and incentives in improving management efficiency". Web of Scientist: International Research Journal DOI: <https://doi.org/10.17605/OSF.IO/PD64W> (date of last access - 03.09.2022).

