



THE ROLE OF EMPLOYEE MOTIVATION IN THE FUNDAMENTAL IMPROVEMENT OF PERSONNEL POLICY AND THE PUBLIC SERVICE SYSTEM

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Abstract: This thesis explores the critical role of employee motivation in driving fundamental improvements in both personnel policy and the public service system. By examining the interplay between employee motivation, organizational performance, and job satisfaction, this study aims to shed light on how enhancing motivation can lead to positive changes in personnel policies and the overall efficiency of public service organizations. Through a comprehensive analysis of existing literature and case studies, this research highlights the significance of employee motivation as a catalyst for organizational success in the public sector.

Keywords: Employee Motivation, Personnel Policy, Public Service System, Organizational Performance, Job Satisfaction

President Shavkat Mirziyoyev emphasises that today life itself requires us to create a professional, fast and efficient civil service system, to develop an effective system that opens a wide path for new thinking, initiative and loyal personnel.

The radical improvement of public administration, in particular the introduction of a career model in the civil service, is one of the main issues on the reform agenda [1].

In the field of public administration of the Republic of Uzbekistan, the degree of competitiveness between various public organizations and institutions is increasing day by day, which in turn contributes to achieving notable victories even in international arenas. The main factors influencing such achievements are not only the material and technical component of organizations, but also each individual employee. The staff is used by absolutely all companies and is a central element of the organization. In this regard, it is necessary to create a separate program for the development and

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management of human capital so that their personal goals do not diverge from the goals of the organization.

Organizations with a strong HR function will focus on the “quality” growth of employees by developing incentive programs and motivation schemes. In addition to accounting (personnel records, staffing, document flow, accounting of working time and holidays, pension and military records, etc.) and settlement (salary, tax payments, allowances and deductions, etc.) circuits that process quantitative data, similar systems also include as such an HR circuit designed to work with the quality indicators of personnel [2]. The HR circuit provides automation of such functions as staff motivation, maintaining “employee competency profiles”, “career management”, personnel assessment, training management (training), distance learning, personnel performance analysis, analysis of employee compliance with the position held, planning the need for personnel and personnel movement, the formation of a personnel reserve.

In public organizations, human resource management is often reduced to functions such as hiring, moving employees, providing vacations, and paying salaries. This set of functions greatly reduces the effectiveness of human resource policy. After all, the desire of employees to work with dedication becomes a key condition for achieving results by the institution. You can set attractive goals, develop long-term plans for the transformation of the organization, install modern equipment, but all this will be in vain if the employees do not want to work at full strength.

In this regard, it is important to maintain the interest of employee in the content of the work, communication with each other, participation in management, and self-development. This is especially significant for young professionals, who are more likely than their experienced colleagues to leave the organization if their needs are not met.

Employee motivation plays a pivotal role in shaping the effectiveness of personnel policies and the overall functioning of the public service system. Drawing on influential works in the field, such as Deci and Ryan's self-determination theory and Herzberg's seminal research on motivation, it becomes evident that intrinsic motivation, autonomy, and a sense of purpose are key drivers of employee engagement and performance [3].

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Herzberg's motivation theory, also known as the two-factor theory, proposes that there are two factors that an organization can modify to impact the levels of motivation in the workplace [4]. These two factors, as identified by Herzberg, are as follows:

- Motivating factors: The presence of motivating factors serves to encourage employees to exert greater effort and dedication in their work. These factors are inherent to the workplace itself.

- Hygiene factors: On the other hand, the absence of hygiene factors can demotivate employees and hinder their performance. Hygiene factors refer to the external factors surrounding the work environment that can influence employee behavior.

Here are some of the examples of motivators and hygiene factors:

Motivators	Hygiene Factors
Recognition	Security
Growth	Company policies
Achievements	Salary
The work itself	Work conditions
Responsibility	Manager/supervisor

There are four scenarios represented by these statistics:

1. High hygiene and high motivation: This is an ideal scenario desired by managers and supervisors. In this situation, employees have minimal grievances and are highly motivated. They are satisfied with their working conditions and perform their tasks enthusiastically.

2. High hygiene and low motivation: In this scenario, employees have few grievances as their working conditions are satisfactory. However, their motivation levels are low, possibly due to factors such as uninteresting work or lack of personal fulfillment. Employees may simply go through the motions and collect their pay without much enthusiasm.

3. Low hygiene and high motivation: Employees in this situation are highly motivated despite having numerous grievances. They may be passionate about their



work or find it intellectually stimulating, but their dissatisfaction stems from inadequate compensation or other external factors that fall below market standards.

4. Low hygiene and low motivation: This scenario represents a situation where employees have both low motivation and numerous grievances. Working conditions are unsatisfactory, and employees lack the drive to perform their tasks effectively. This could be a result of a combination of uninteresting work and unfavorable working conditions.

Overall, these four statistics highlight different combinations of hygiene factors (working conditions, compensation, etc.) and motivation levels that can exist within an organization.

Perry and Wise's exploration of the motivational bases of public service further underscores the importance of understanding employees' intrinsic motivations in the context of public sector organizations. Their work highlights how aligning individual motivations with organizational goals can lead to enhanced job satisfaction and productivity [5].

Stajkovic and Luthans' meta-analysis on self-efficacy and work-related performance emphasizes the significance of employees' belief in their own capabilities. When employees feel confident in their abilities to perform tasks effectively, they are more likely to be motivated and engaged in their work, contributing positively to organizational outcomes [6].

Additionally, Thompson's research on proactive personality and job performance sheds light on the role of personal initiative in driving job performance. Employees with proactive personalities are more likely to take the initiative, seek opportunities for improvement, and drive positive change within their organizations, ultimately contributing to enhanced overall performance [7].

By integrating insights from these key studies, organizations can develop strategies to foster employee motivation, enhance personnel policies, and optimize the functioning of the public service system. Recognizing and leveraging the motivational factors that drive employees can lead to a more engaged workforce, improved job

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satisfaction, and ultimately, better outcomes for public service organizations and the communities they serve.

Motivated staff is the key to the successful operation of the organization and the direction in the implementation of its strategy and its approaching position in the market as a whole. Drawing up a motivation system that pursues each individual employee works with the greatest return, is one of the most difficult and time-consuming tasks of a manager. It is possible that the chosen system of motivation largely depends on the extent to which the goals of the enterprise will be achieved. So motivation has to be practiced in order to improve the performance and output of the employees in the organization.

The public service system, characterized by its unique mission to serve the public interest, relies heavily on motivated employees to deliver high-quality services efficiently. Motivated employees are more likely to demonstrate commitment to organizational goals, exhibit higher levels of engagement, and contribute positively to overall organizational performance. In contrast, a lack of motivation among employees can lead to decreased productivity, increased turnover rates, and diminished service quality within the public service sector.

Organizational performance in public service organizations is intricately linked to the motivation levels of employees. Studies have shown that motivated employees are more likely to go above and beyond their required duties, leading to improved service delivery, increased efficiency, and enhanced overall performance. By aligning personnel policies with strategies to enhance employee motivation, public service organizations can foster a culture of high performance and continuous improvement.

Job satisfaction, a key indicator of employees' contentment with their work environment, is closely tied to motivation levels within public service organizations. Employees who are motivated by intrinsic factors such as autonomy, recognition, and opportunities for growth are more likely to experience higher levels of job satisfaction. In turn, satisfied employees are more engaged, productive, and committed to achieving organizational objectives, contributing to a positive feedback loop that enhances organizational performance.

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By recognizing the critical link between personnel policy, public service system dynamics, organizational performance, and job satisfaction, public service organizations can develop strategies to cultivate a motivated workforce, optimize personnel policies, and drive continuous improvement in service delivery. Through a holistic approach that prioritizes employee motivation, public service organizations can unlock the full potential of their workforce and achieve sustainable success in fulfilling their mission of serving the public interest.

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