

THE PURPOSE AND NEED FOR MOTIVATION IN LABOUR WAGES

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Abstract. This article outlines the objective, the main purpose, methods and role of motivation for accounting and remuneration of customs officials. It also provides theoretical and practical suggestions and recommendations for improving the efficiency of customs officials, including the use of motivation to pay wages, the development of criteria for evaluating the effectiveness of border customs agencies and divisions.

Index terms - Customs officials, remuneration, motivation, performance evaluation criteria, types of incentives, money supply, cost estimates, sources of funding.

1 INTRODUCTION

Today, in our country, a consistent policy is given a special attention to supporting entrepreneurs and providing them with decent living conditions, creating a solid basis for systemic development and economic growth. The main purpose of these goals and objectives is to improve the standard of living and prosperity of the entire population of our country.

In this regard, the message of the President of the Republic of Uzbekistan Sh. Mirziyoev to the Chambers of the Oliy Majlis of the Republic of Uzbekistan on December 28, 2018: "We need to create a decent wage system and increase real incomes of the population".

In a competitive economy, labor relations are complex processes. Improving the standard of living of the employed population in industries and industries is an important factor in ensuring decent living conditions and increasing their real incomes. In this regard, the global solution of labor remuneration in the customs authorities is one of the most important issues facing us in applying the most advanced methods of motivation to the customs officials involved to solve the problems of decent labor, its efficiency and productivity.

2 LITERATURE REVIEW

Theoretical issues of Applying of artificial intelligence in the textile industry were researched by Ergashxodjaeva, S. J. and et.al. [10], Yuldashev N.[11;18] and others. Features of organization of production at light industry enterprises and improving logistics were studied by several scientific works of Tursunov B. [12;13;14;15;16;17;18;19] Motivation is the process of motivating yourself and others to work towards goals. Managers continually encourage employees, whether they feel it or not, to engage them in the process. Motivation should be viewed as a process. The works of economists Maslow, Porter-Lowler, Mac Gregor and Stacey Adams from

developed countries and the Commonwealth of Independent States were of great importance to develop the concept of motivation. According to the American psychologist A. Maslow's theory, the need is in the form of a strict hierarchical structure, which can be divided into two, namely, primary needs (safety and physiological) and secondary needs (belonging, affiliation, recognition, self-expression). concludes:

- believes that lower-level needs will affect people earlier than those at higher levels; - At each particular moment, a person tries to satisfy a need that is more important or stronger for him. He argues that the need for the next step will be a stronger factor in human behavior after satisfying the lower stage needs.

Porter - Lowler: "The model of motivation is based on expectations and the theory of justice. People should hope that the executives choice of behavior can really satisfy or take away what he wants.

In this theory, the motivation system is built on the quantitative relationship between system input - labor costs and the level of job satisfaction and satisfaction with its output. For example, a performer should believe that the level of job satisfaction can be no less than 20%, increasing labor intensity by 20%. At the same time, the task of management is to develop a quantitatively motivated system of motivation for improving productivity or quality of executive work.

American scientist D. Mac Gregor: "He developed X (eks) and Y (wai) theory, considering that two models of human behavior can be treated differently by an employee."

According to X (exs.), when a person who is exemplary lazy in nature is hired he seeks to avoid the task entrusted to him and having no respect, responsibility, and understanding. In this case, the employee must be constantly threatened with coercion, supervision, punishment and fine. Y (wai) theory is opposed to the first one: hired workers are active in nature, they have the initiative and the ability to take responsibility. In this case, the manager's job is to create an environment where people can achieve their goals and interests in the best possible way. And

the policy and prospects of the company should be organized based on employee behavior. According to this theory, it is enough for the employer to encourage the employee and create a favorable environment . ”

Stacy Adams: “They define the reward relative to the effort spent and then compare it to the reward of other people doing the same thing. If the comparison shows disproportion or injustice, they will have mental tension and they will start to work worse. The manager must therefore encourage these employees, remove tension, and adjust the balance to restore justice. This proves that this can be done by changing wages and bonuses. ”

The foregoing shows that today we are analyzing the underlying factors that underlie theories that explain what is based on and what is determined by human motivation. Because each theory has its own fundamental differences, there is no legalized training on motivation. It is therefore desirable that motivation of employee work in motivation is based on the theoretical elements of these theories. It should be noted that in these cases, the content of the case must be taken into account, the professional development of workers, satisfaction with the results, increased responsibility, opportunities for initiative and self-control. At the same time, the system of incentives applied to one employee may not be suitable for the other. In the system of customs authorities, high efficiency is achieved through the proper application of one or another incentive system to those who are carrying out their activities. Today, there are many models of modern management, of which the Japanese model of governance is widely recognized recognized approach. In this case, motivation based on the management process of the staff is important. One of the most common slogans of Japanese rule is "Family of Firms" - employers, that is, "children" must demonstrate their devotion and "dedicate themselves to a whole family," work hard and put the welfare of their firms first. In Japan, the payroll system is based on the fact that a large part of the income earned by an employee depends on the length of service in the company and increases every year. In the Japanese model, the main focus is on the lower level of production, where the employees do whatever the case. This is due to the fact that the employees of the companies of this country are highly responsible for their duties and responsibilities, to fulfill their tasks in a timely and quality manner. The desire to contribute to the effective implementation of the well-known Kaizen strategy in Japanese management is, above all, a high adherence to work ethics and the importance of the principle of fairness. In the Japanese model of incentives for employees, the premium is paid twice a

year, with contributions and benefits from social funds. It promotes the principle of proper remuneration and the development of the principle of social justice in all systems of society. Economists of the Commonwealth of Independent States AS Mukhina, S.I. Grigashkin's research has been conducted to assess the effectiveness of remuneration.

From the foregoing, in our view, the main purpose of an effective workforce is to achieve the strategic goals that an enterprise or company can achieve by motivating them to use human capital effectively. In all these important steps, from recruitment to service, from the recruitment process to the career promotion of customs officers, we can achieve some results when applying some of the following features of the Japanese management model (Figure 1).

3 ANALYSIS AND RESULTS

It is safe to say that at present in the globalization process labor relations are successfully regulated in accordance with the principles of justice established in the country in the implementation of such important tasks as salary, pension and other payments.

According to the State Statistics Committee of the Republic of Uzbekistan, according to the analysis of average monthly nominal wage of workers in enterprises and organizations with the status of legal entity in January-September, 2019, the average monthly nominal wage was 2213,4 thousand sums. data, which is 31.2% more than in the corresponding period (Table 1).

Table 1. Number of employees and salaries in enterprises and organizations which have the status of legal entity (January-September 2019; except for agriculture and small business)

	Number of enterprises and organizations, units	Thousands of employees	The salary fund is billions	Average monthly salary (thousand soums)
All over the country	60753	2 664,3	53 075,5	2213,4
Including:				
Industry	648	436,5	12 313,5	3134,5
Construction	194	46,7	1109,8	2643,2
Trading	502	58,2	1189,8	2269,9
Transportation	229	122,2	3 099,3	2817,7

and storage				
Living and catering services	176	8,2	124,2	1693,2
Information and Communication	268	29,8	1 070,3	3994,0
Banking, insurance, leasing, credit and intermediaries	944	69,0	2 721,9	4384,7
Education	23298	1 013,3	15 963,3	1750,4
Health and social services	1436	452,4	6 087,6	1495,0
Arts, entertainment and recreation	2326	30,0	537,2	1991,1
Other activities	30732	398,1	7 942,4	2216,9

In addition to the increase in nominal wages, it is worth noting that in January-September 2019 the average nominal wage of workers in enterprises and organizations with the status of a legal entity decreased. The factors affecting this are inflation rate at 14.3% in 2018, and by the end of 2019 it is predicted to be 15.5%. At the end of 9 months of 2018, the prices for goods and services in the consumer market were 8.1%, and for the first 9 months of the year 11.4%. In January-October 2019, consumer goods and services prices increased by 11.4% in comparison with October 2018, and the average price level in the consumer sector increased by 16.3% compared to October 2018.

It should be noted that the State Customs Committee (hereinafter referred to as the SCC) has increased an average of 23% for the 9 months of 2019 compared to the same period of 2018, according to the Customs Institute.

From August 1, 2019 the salaries of employees of budgetary institutions and organizations, pensions, stipends and allowances were increased by 1.1 times.

Based on the data provided in the tables above, we can conclude:

- According to the results of 9 months of 2019 the number of employees in the enterprises and organizations in the field of information and communication in the field of information, despite the fact that there are 29.8 thousand people, their average salary was 3994.0 sums higher than those of other types of activities; - In October 2019, prices for goods and services in the consumer market rose by 11.4% in January-October in our country;

- From August 1, 2019 salaries of employees of budgetary institutions and organizations, pensions, stipends and allowances were increased by 1.1 times, but the nominal wages actually decreased by 1.4% as a

result of 11.4% increase in prices for goods and services.

Therefore, in addressing these problems, each system and employer should pay more attention to the incentive aspects of remuneration. It should be noted that the purpose of the employees to work is to provide incentives on the basis of material benefit. Article 27 of the Law of the Republic of Uzbekistan of October 18, 2018 No. 502 "On the State Customs Service" approves the types and amounts of money supply to the customs authorities, the customs authorities food provision.

In addition, the employees of the customs bodies will receive bonuses at the expense of the Salary Fund and the SCC Extra Budgetary Fund. The procedure for awarding is approved by the Chairman of the SCC. Accounting and remuneration of the customs authority employees have their own specifics, and the employees are paid basic and additional payments based on criteria for financing the money supply, the structure of the customs authorities, the performance of customs offices, and the criteria for evaluating the effectiveness of the service. The essence of additional and incremental payment is the incentive. The information below shows the example of the Customs Institute of the State Customs Committee (Figure 3). Based on the information presented below, the Customs Institute's remuneration payments from the national budget for the first 9 months of 2019 were the highest because of a 1.1% increase in salaries since August 1, 2019. We can see that food compensation has decreased by 3% compared to 9 months of 2017 and 1.6% compared to 9 months of 2018. This is due to the fact that in 2018 there are 13 positions in the list of positions on the state chart, 14 vacancies in 2019.

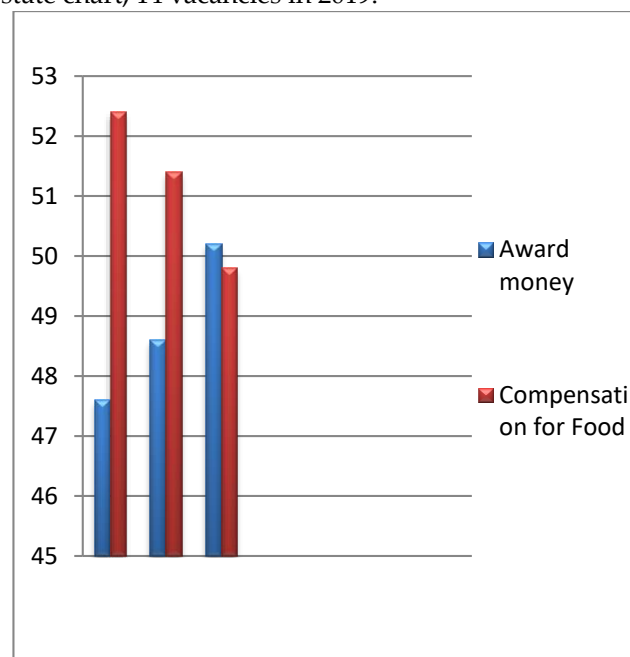


Figure 1. Extra and allowance payments for employees of the Customs Institute at the expense of the republican budget

Based on the information provided below, we can see that the awards paid by the Special Fund for Customs Officials at the Customs Institute of State Customs Committee for the 9 months of 2018 were the highest. Therefore, the main reason for this is the fact that in 2018, customs officials exceeded their expectations for customs payments. Due to the high role of customs duties in the special fund in the share of customs payments, the increase in premiums due to the high efficiency of customs services. According to the Presidential decree of the Republic of Uzbekistan from November 2, 2018 of N PD-3995 "About measures of radical improvement of system of training of customs personnel of the Republic of Uzbekistan" Percentage rate is fixed monthly. As a result, it will be the main motivator for increasing academic capacity and efficiency of staff at the Customs Institute . (Figure 4)

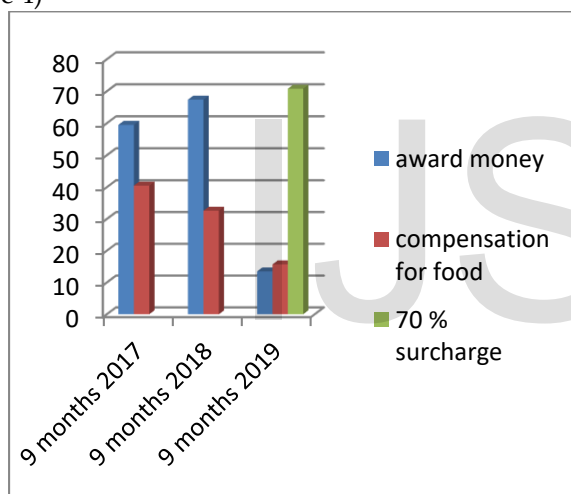


Figure 2. Extra and allowance payments to employees of the Customs Institute at the expense of the Special Fund

At present, as a result of radical reforms carried out by the customs authorities, large-scale work is being carried out to encourage the labor of employees. But there are also problematic issues that need to be solved. In particular, there is a need to apply more advanced methods of motivation in the customs system. Nowadays there is a criteria to evaluate work efficiency of foreign economic activity customs officers and teachers staff of the Customs Institute, which are implemented in practice according to the relevant orders of the SCC. However, today there is a need to develop criteria for evaluating the activity of customs officials operating at border customs posts and in the units and divisions of the system. Taking this into consideration, the author of "Suggestions and

Recommendations on Criteria for Performance Evaluation of the Customs Union's Customs Officers" was developed by the author.

Motivation is a major factor to encourage the work of customs officials. The purpose of motivation is efficiency, which is measured by the effectiveness of labor, which is the result of one employee per unit of time. Therefore, it is advisable to develop criteria for evaluating and identifying performance indicators for customs officials in all areas of the customs system. Since this process is a complex process, the labor of the staff is for everyone involved in the use of labor resources such costs as salaries and employee benefits and benefits should be taken into account.

Currently, the duty of incentives to pay in customs offices is in the complementary and incremental fees, which can be classified as follows. (Table 2).

Table 2. Classification of surcharges for the employees of customs authorities

Types of surcharges and additional charges	Funding sources
Additional charges:	
I.Surcharges	
Allowance for continuous service of the employee	Republican budget funds
Charges for employee qualification categories	Special saving funds
Charges for Foreign Language Knowledge	Special saving funds
Monthly allowance for highly skilled and initiative employees	Special saving funds
Allowance for information and communication technology group employees	Special saving funds
Charges for the category of customs posts	Special saving funds
Charges for kynologists	Republican budget funds
Charges for pedagogical experience and academic degree	Republican budget funds
II.Rewards	
In connection with national holidays "Mustakillik" and "Navruz"	Republican budget funds
According to the results of the quarter and year	Special saving funds
One-time incentive	Special saving funds
Award of honorary diploma	Special saving funds
The badge of "State Customs Service Excellent" I degree	Special saving funds
III. Compensation fees	
Food allowance compensation	Republican budget funds
Compensation for housing rent	Republican budget funds

One-off compensation	Republican budget funds
One-time allowance	Republican budget funds
Holidays	Republican budget funds
IV. Social assistance	
One-time allowance to employees of customs bodies who have been injured or died in the line of duty	Special saving funds
Payment for insurance event	At the expense of Uzbekinvest national insurance company

If incentives are only in the best interests of the employers, employees will have no interest in working, and if the incentives are only for the benefit of the employees, then the system will not benefit them. Therefore the interests of both the employee and the state should be fully reflected. Incentives are widely understood and are divided in terms of their contents and their practical meaning in two parts. You can see in the picture below.

4 WAYS TO ENCOURAGE LABOUR

Incentives are motivations or influences to do something. Incentives can be a motivating factor in driving certain motives, or a cause for anger. If motivation is an internal motivation for labor, motivation is primarily motivated by the external motivation in the case of labor, with the material motivation of the person within the workplace. Reward is something that a person values and values for himself. Thus, it can be concluded that the motivation of customs officials is not the same as evaluating and awarding all customs officers the same amount of time, since each employee performs different functions at the same time, in accordance with the job instructions. Timely execution of quantitative and qualitative volume, the structure of customs posts, the level of responsibility in their posts and the ethics of the employee the qualities and knowledge and intellects of the person should be taken into account. For this purpose, it is advisable to develop criteria for evaluating the activities of border customs officers, depending on the structure of the customs system and the sectoral orientation of customs posts. In this regard, the bottom-up, ie, the criteria for assessing the performance of each customs officer should be included in the information system of the responsible officer. According to the evaluation criteria of all Border Customs Officers included in the program, a monthly rating is established by the Administrator of the State Customs Committee. This rating should make it possible to differentiate the

effectiveness of all border customs posts based on 100 points.

5 CONCLUSION AND SUGGESTIONS

From the foregoing, we can conclude:

- Development of criteria for customs officials to evaluate their motivation based on the recommendations presented in Table 1 (introducing advanced Japanese model best practices in the customs system), taking into account each peculiarity of their service activities;

- Criteria of an assessment of activity of employees of each department, division and customs posts, as well as border customs posts

Evaluating the effectiveness of the aggregate rating points collected in differentiated procedures;

- Distribution of the amount allocated from the award funds by the Department of Finance and Economy of the SCC in the order of the same rating points (based on categories of customs posts: Border customs posts of Category A, Category B border customs posts category C border customs posts) purposefully;

1. The amount of incentive based on A-group rating points $80\% \leq A \leq 100\%$

2. The amount of incentive based on the B-rating points $60\% \leq V \leq 80\%$

3. Amount of incentives based on C-rating scores $40\% \leq S \leq 60\%$

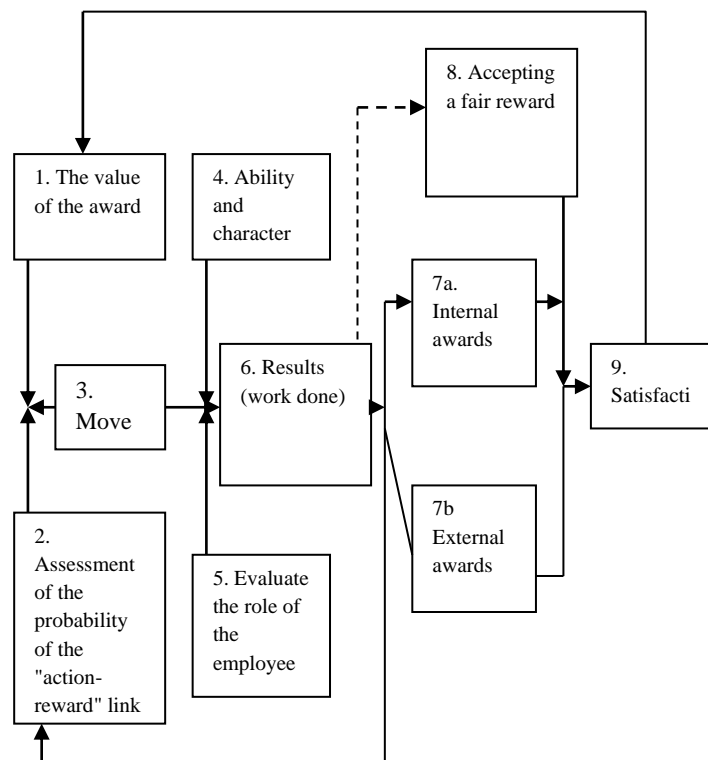


Figure 3. Porter-Lowler's Job Satisfaction Model

It may be desirable that the amount of remuneration for customs officials should not exceed the total salary, but not less than 40%. We can see in the formula below;

Minimum (40%) ≤ Amount of Incentive ≤ Amount of monthly salary

- preparation of presentations by administrators of the State Customs Committee on automated information system of all customs points to the financial and economic department in the distribution of funds allocated for reward by the State Customs Committee by customs posts; In the presentations received by the Finance and Economics Department, the remuneration rates based on these performance criteria should be considered absolute (except for the reduction of employee's leave for work leave, business travel and sickness);

- in order to further stimulate their contribution to the system and to show exemplary employees to other systems, to create a mechanism for presenting the system to all employees, video and video conferences, preparing documentary filmmaking processes for awarding employees and punishing unscrupulous behavior;

- implementation of nominations "Best Customs post", "Best shift supervisor", "Best inspector", "Best cynologist" based on rating indicators based on performance evaluation criteria for the year.

- It is advisable to build on the theory given below in order to be satisfied with the awards received by customs officials based on their performance evaluation criteria. (Porter-Lowler's Job Satisfaction Model)

- organization of the system of remuneration in customs bodies according to the principles given in the figure below, leads to increase efficiency of labor and efficiency of work of customs officers.

Principles in the area of remuneration of personnel in the system of customs authorities

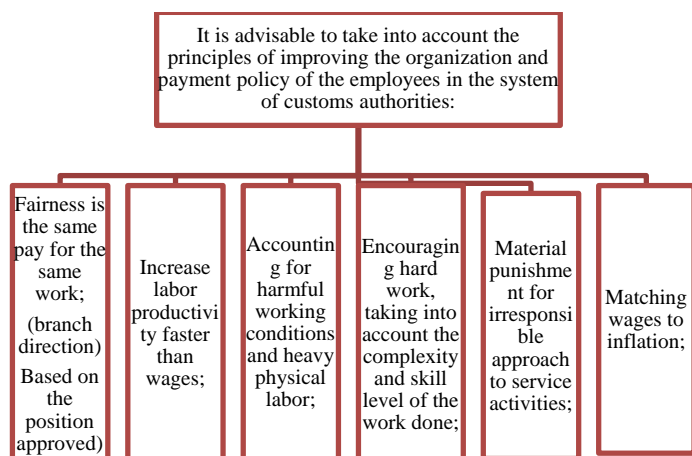


Figure 4. Principles in the area of remuneration of personnel in the system of customs authorities.

Based on the foregoing, it can be concluded that the system of customs authorities will be able to introduce a decent workflow through ensuring transparency, fairness and equality of wages. In this regard, employee motivation is an important tool. In this way, high performance results are achieved. Inspired employees strive to work harder and more efficiently. These suggestions and recommendations will improve the well-being of customs officials, improve their livelihoods and encourage them to serve their country with integrity and loyalty. We consider, this will lead to the prevention and reduction of corruption

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