

Factors Influencing the Effectiveness of PERSONNEL Management in the Agency For Youth Affairs

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Abstract: *Studies show that in many large enterprises that do not prioritize motivation in personnel management, the level of energy, loyalty, perseverance, and creativity that employees engage in their work activities is lower than that of competing organizers. This is why many top managers, realizing that high employee motivation is a tool that has a positive impact on employee productivity and employee abilities, also follow this industry's current trends and introduce them to enterprise activities. This article analyzes the motivational factors influencing the effectiveness of personnel management in the Agency for Youth Affairs of the Republic of Uzbekistan and identifies the most important priorities. Also, based on the findings, suggestions were made for the development of this area.*

Keywords: *Personnel management, employee motivation, training, career planning, compensation.*

Introduction

Reforms are currently underway around the world to improve and further enhance the personnel management system. There are specific reasons for this, which can be seen in the following:

Firstly, at the end of the twentieth century, because of the acceleration of scientific and technological progress, the expansion of markets and a certain degree of competition, new tasks related to human resource management began to appear before enterprises. Emphasis was placed on activities aimed at supporting employees' commitment to the organization and strengthening their membership. New demands on employees The ability to interact with modern technology

has become a priority. As a result of the activities of employees in enterprises that are compatible with the technology, a sharp increase in production and services has begun to be observed.

Secondly, because of the recognition of the XXI century as the century of information technologies, new innovative technologies have entered all spheres. This, in turn, has led to an increase in attention and attitude towards employees, as well as facilitating their performance. Because no matter how advanced the technology, no matter how automated the services, it has become clear that all techniques are ineffective without human intervention and control.

Thirdly, because of increasing the status of employees and modern standards of remuneration of labor, it is necessary to reconsider and reform the organizational and motivational mechanisms in the management process. Because the employee is considered the main asset of the organization and qualified employees are recognized as an integral part of the enterprise.

In the modern market economy, the labor relationship between employer and employee is becoming more complex. Because, depending on the requirements of the employer, the workers have their own desires and conditions. At the same time, the role of wages as the only incentive and effective tool is now shrinking. That is why they are introducing various incentive methods to retain qualified employees who are considered as the main wealth of large enterprises. In addition, they are constantly improving the management of employees in the company by conducting interviews, sociological surveys and various experiments to find out the opinions of employees.

Literature review

An analysis of the literature reviewed shows that the motivational process is an important factor influencing the effectiveness of personnel management. Because through motivation, it is possible to achieve labor efficiency as a result of motivating employees. Therefore, we consider it expedient to focus on the research of modern scientists. In particular, according to Mustapha, motivation is the key factor for increasing employee performance and organizational productivity[1]. La Motta stressed that motivation is simply the reason individuals have for doing the things they do when and how they do them[2]. Miller opined that to get the best performance from employees, there needs to be some sort of motivation[3]. Tsvetkov described that motivation is an internal process of a conscious and independent choice by a person himself/herself of a particular model of behavior, determined by the complex influence of external (stimuli) and internal (motives) factors to satisfy his/her needs[4].

D. Rahimova and others said that motivation are ways to stimulate a person to do something, to take initiative, externally or internally[5]. Franken pointed out that motivation is the driving force in any individual which moves him (or her) to act in a certain way. Practically spoken: it is what drives your employees to give their best for your business[6]. So, based on the above, we can define motivation as a factor influencing the effective personnel management in the organization as follows: Motivation is a process that combines the abilities, diligence,

organizational, entrepreneurial qualities, behavior and personal goals of employees with the goals of the organization, encouraging them to work effectively to meet all their desires and needs.

Research Methodology

Statistical grouping and comparative analysis methods were used in the analysis. In the course of our research, we studied the system of personnel management and incentives on the example of the territorial divisions of the Agency for Youth Affairs of the Republic of Uzbekistan through a sociological survey.

Analysis and results

The factors influencing the effectiveness of personnel management in the Agency for Youth Affairs of the Republic of Uzbekistan were studied on the basis of a sociological survey. According to him, the Agency covered 352 employees of various levels working in the Republic of Karakalpakstan, regional and Tashkent city departments, districts and cities. After the questionnaires were processed, the opinions of 319 respondents were included in the selected set, which was considered the most complete and reliable answer in terms of statistical social information. Of the 319 respondents who took part in the survey, 37.9 out of a total of 841 employees working in the Agency's system. This selection will be the basis for our general conclusion in the $\pm 5\%$ confidence interval with a 95% reliability probability.

The survey showed that 85 (27%) of the total number of elected officials were chiefs of territorial divisions of the Agency, 8 (2%) were deputy chiefs, 219 (69%) were specialists and 7 (2%) were other positions (referent, accountant and others). etc.) will be known to involve staff (Figure 1).

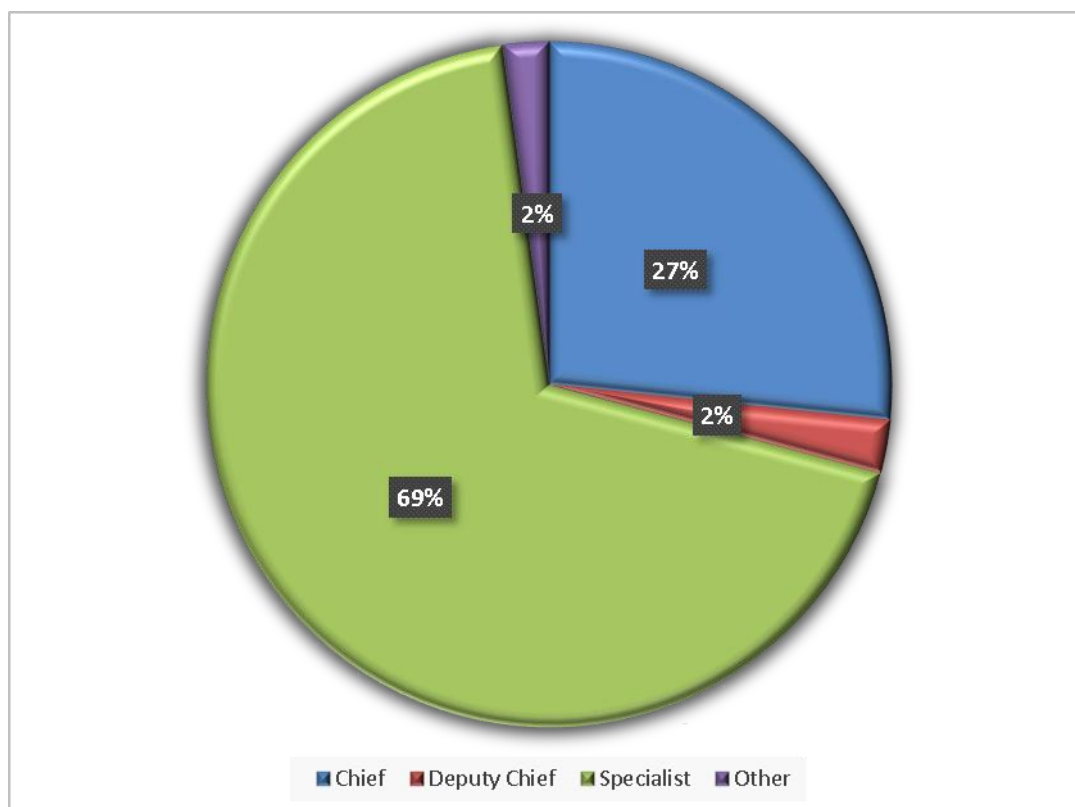


Figure 1. Information on the position of the respondents.

(Compiled by the author on the basis of survey data)

When analyzing the demographic data of the respondents, 88.7% were men and 11.3% were women (Table 1). In terms of age category, it was found that 7.5% of those aged 18-25, 64.3% of those aged 25-30, and 28.2% of those aged 30-40. Employees aged 40-50 and older were not present. The table shows that the majority of respondents are between 25 and 30 years old, indicating that the majority of staff in the Youth Affairs Agency are young people, and that the participation of this layer in the implementation of state youth policy in the country is effective.

Table 1. Demographic data of respondents

(Compiled by the author on the basis of survey data)

Total number of respondents	of them:						
	Sex		Age category				
	M	F	18-25	25-30	30-40	40-50	50 and above
319	283	36	24	205	90	0	0

The results of the survey to determine the factors affecting the work of employees show that the territorial divisions of the Youth Affairs Agency are based on the monthly salary of the majority of employees (88.4%), operating mode (60.8%) and conditions created for employees (44.4%).) are not satisfied (Figure 1). These factors are the main factors influencing the effective management of the organization's personnel. Therefore, the Agency should pay attention to strengthening measures in these areas. In addition, 96.2% of respondents expressed satisfaction with the communication with the team, while 92.2% positively assessed the attitude of managers to their subordinates. And also, it can be positively assessed that the internal environment of organization is good (86.5%), there are opportunities for promotion (77.1%) and opportunities are created directly for employees in independent decision-making (74.3%). However, there is a paradoxical situation in this situation, which leads to the assumption that due to unsatisfactory salary, work schedule and conditions created for employees, management does not pay attention to the personnel management process or employees may be given freedoms. Because the unsatisfactory assessed factors directly affect the loyalty of employees in the Agency system, increase work efficiency and the organizational-motivational system. Therefore, in order to increase work efficiency, further strengthen the sense of involvement and loyalty of employees to the organization, it is advisable to take measures to eliminate the above factors and the low level of satisfaction by respondents.

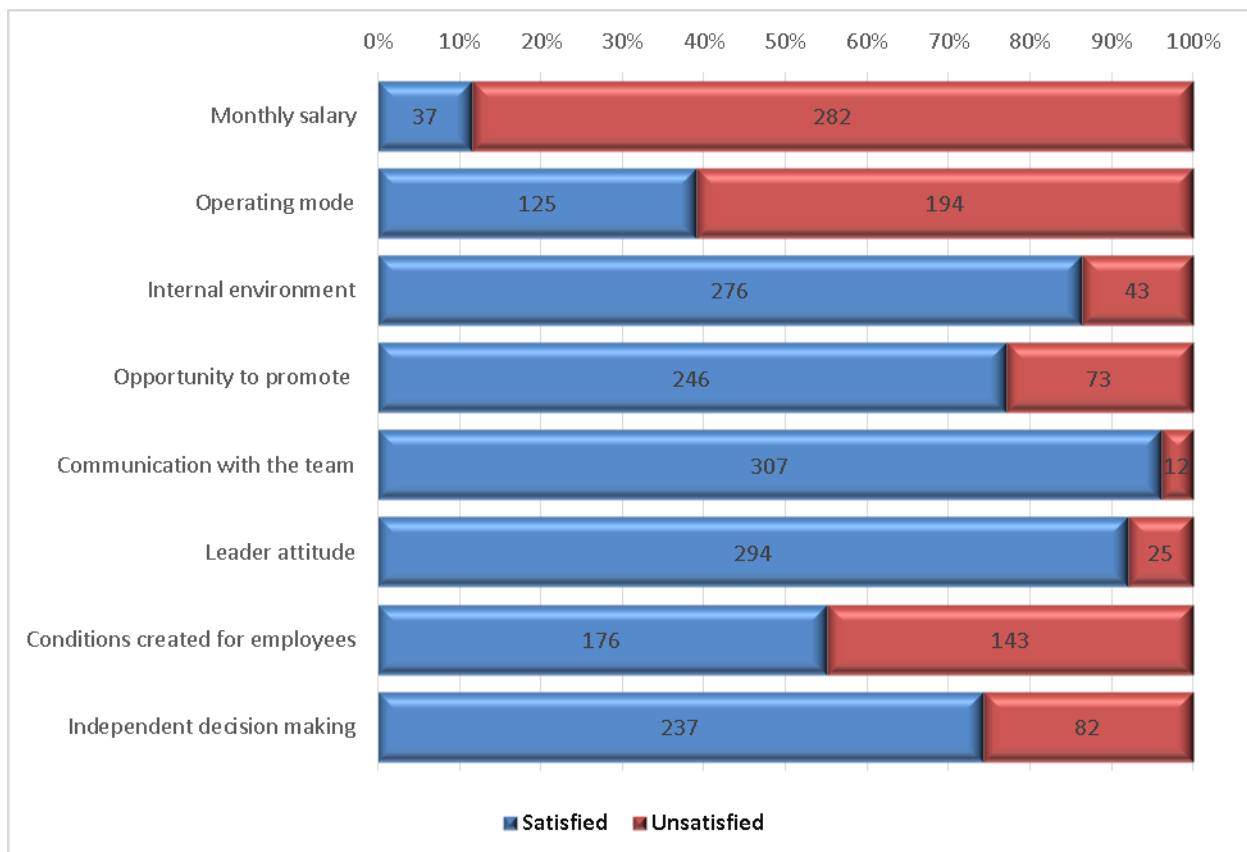


Figure 2. Express your reaction to the factors listed below that affect your work activities (Compiled by the author on the basis of survey data)

In order to identify the factors that have a positive impact on the performance of employees and have incentive properties, it was possible to identify up to 3 answers to the question. According to him, the highest bonuses (73%), additional bonuses for work experience (66.2), professional development (training courses, seminars, etc.) (51.7) and assistance in obtaining housing on the basis of a mortgage loan or subsidy (46%) found that issues were the most motivating factors. In addition, 8 employees left their suggestions in the “Other” option, which was given to find out the personal opinions of the respondents (Table 2). According to results, there is a lack of funds and time for personal development, low wages and the need to help get cars on the basis of soft loans.

It is recommended that the Agency pay attention to the widely recognized options and additional feedback in order to improve the motivation mechanisms and increase the interest of employees in the work, develop their creativity and support their initiatives.

No	Which of the following options would you most like to use in your business? (Up to 3 answers can be set)	Number of respondents	% of respondents
1.	Prize money	233	73
2.	Additional allowances for work experience	211	66,2
3.	Assistance in obtaining housing based on a mortgage loan or subsidy.	148	46,4
4.	To go to a health resort or vacation spot for wellness	104	32,6
5.	Material assistance	44	13,8
6.	Corporate events	17	5,3
7.	Professional development (training courses, seminars, trainings, etc.)	165	51,7
8.	Other	8	2,5

Table 2. Information on the most applicable criteria for performance (Compiled by the author on the basis of survey data)

The factors that lead to staff resignations in the Youth Affairs Agency were also studied (Figure 3). Analyzes show that 90% of respondents believe that low monthly salary is the main reason for dismissal. Injustice in employee motivation (30.1%) and lack of opportunities for promotion (20.1%) are also among the main factors. In addition, when other respondents were asked to write down their opinions, they indicated that there were too many assignments and that the main tasks of other organizations were repeated by the Agency and working hours were not observed.

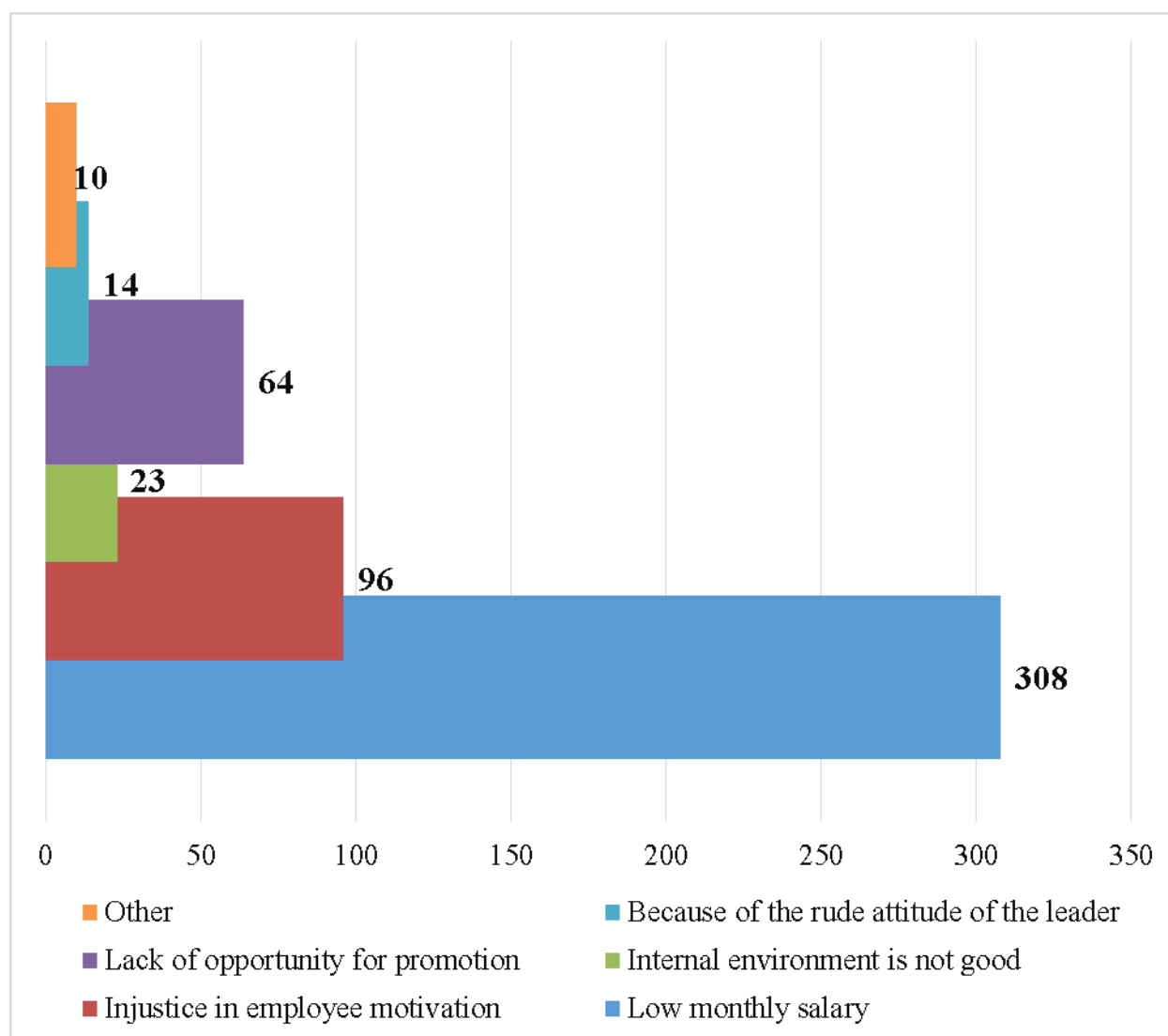


Figure 3. What do you think is the main reason for your colleagues to resign?
(Compiled by the author on the basis of survey data)

Conclusion/Recommendations

The following conclusions can be drawn from the analysis of problems and shortcomings that hinder the work efficiency, commitment to work and job satisfaction of employees, identified as a result of a social survey among employees:

1. The attitude of employees towards work cannot be positively assessed due to the ineffective use of motivational methods in personnel management in the territorial divisions of the Agency for Youth Affairs. Therefore, in the territorial divisions of the Agency can be observed cases of staff dissatisfaction and dissatisfaction with their work. This, in turn, requires urgent consideration of improving the organizational and motivational mechanisms of personnel management.

2. As a result of the fact that the majority of the heads of the territorial divisions of the Agency do not have the skills to use modern methods of personnel management, the majority of employees believe that the low monthly salary is the primary factor affecting the business mood.

3. Analyses show that employees in the Agency system are expected to receive a decent incentive among themselves. But their valence, i.e. the level of satisfaction from the stimulus, is not high. Therefore, they are required to gradually meet their basic needs, such as an increase in salary, promotion, or satisfaction with working conditions. Otherwise, the creativity, initiative and involvement of the employees of the territorial divisions of the Agency may fade away and become “machines” that only carry out the given orders. This situation has a significant negative impact on the stability and image of the organization, leading to discrediting.

4. Ensuring the individual or collective participation of employees in the decision-making process, taking into account the views of employees, firstly ensures the viability of decisions, and secondly, serves as a motivating factor for employees. Therefore, in management decisions in foreign companies, the staff or their trustees are directly involved in this process.

The analysis shows that in the territorial divisions of the Youth Affairs Agency, the participation of employees in decision-making is not given much attention. According to surveys, employees have high self-confidence. If this indicator is further strengthened and conditions are created for them to make independent decisions, this situation will serve the benefit of the organization. Employees also feel spiritually involved in the organization and gradually develop this skill in themselves. In particular, by increasing the responsibility of each manager and employee in decision-making, the use of their existing knowledge allows them to develop the right decision-making skills based on personal experience.

5. Due to the uneven workload of employees in the territorial structures of the Agency, the high workload of qualified personnel and the lack of incentives, the knowledge and experience of employees, which is the main asset of the organization, creates the basis for transfer to another job. Therefore, it is advisable to introduce a KPI system to monitor the evaluation of performance in the Agency system. This will ensure the introduction of a system of remuneration based on labor and appropriate incentives for those who work effectively. When the evaluation system is carried out on a single electronic platform, it is easy and convenient, as well as the possibility of centralized control and monitoring.

6. It is known from the world experience in the field of personnel management that in the psychology of employees there is a strong sense of striving for good conditions and favorable opportunities. Depending on the ability of organizations to protect the interests of employees and try to meet their material and social needs, it is natural for them to work in one place or move to another, more profitable job. It is known that where a good salary is paid, there are strong specialists, qualified staff. Therefore, given that youth policy is one of the priorities today, it is necessary to have a team of qualified specialists not only in the central office of the Agency for Youth Affairs, but also in the regional offices. To this end, it is important to further improve the recruitment process and ensure transparency.

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