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## Motivation is the Key Factor of Productivity

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**Abstract:** The article considers the theoretical foundations of labor productivity in agriculture, analyze the influencing factors on labor productivity in the enterprise. And also, recommendations have been developed to improve labor motivation - as the most important factor in increasing labor productivity in the agricultural sector.

**Key words:** labor productivity, labor resources, economics, farming, factor, motivation, industry development.

Labor productivity is one of the most important criteria for the effectiveness of agricultural organizations. Such indicators of the activity of these farms as profitability of sales, output per unit of costs incurred, capital productivity, profit and others, in principle, reflect the productivity of living, embodied and total labor. In a market economy, labor productivity shapes the need for labor, the level of wages, and the relationship between employers and employees. A decrease in labor productivity in certain industries can ultimately, after a certain period, lead to unprofitable production.

An analysis of the current state and the development trend of the republic's economy shows that issues of formation and regulation of the labor market are becoming increasingly relevant. It is this problem that is becoming one of the key ones associated with the high rate of increase in the economically active part of the working-age population of the republic. Considering that more than 60% of the population of Uzbekistan lives in rural areas, one of the key issues is improving working conditions, wages and labor productivity of those employed in agriculture. At the present stage of the transition to a market economy, structural transformations have yielded significant results, and by 2022, 79.3% of the population employed in the economy works in the non-state sector. As of January 1, 2022, 27.8% of the economically active population of the republic is employed in agriculture.

In the context of the transition to a market economy, one of the important directions of economic reforms in agriculture is a radical change in attitudes towards labor, paying more attention to increasing labor productivity in every agricultural enterprise.

The efficiency of agricultural production depends on the quantity, composition, qualifications and efficiency of labor resources. The failure to use on-farm opportunities to increase labor productivity in most farms today is primarily due to imbalances in land, water, machine and labor resources and labor organization. In this regard, to overcome the negative situation in agribusiness in the context of the transition to a market economy, first of all, it is necessary to study the legal, organizational and economic foundations of the system of labor relations and material incentives, theoretical aspects of the conditions, analysis of practical activities and labor relations and material interests. A pressing issue today is the development of theoretical and practical proposals and recommendations for achieving sustainable development of small businesses in agriculture by improving the system, developing organizational and economic measures to increase labor productivity in enterprises.

- Natural conditions play an important role in growing agricultural products. Production requires an effective combination of human labor and objects and means of labor, taking into account natural conditions. A person carries out the production process with the help of these means of production in a certain region, period. This process includes a number of labor processes. These include plowing, preparing for planting, sowing, watering, cultivating, harvesting, and so on. The efficiency of the production process depends, first of all, on the human mind, knowledge, skills, attitudes, as well as scientific and technological progress, the quality and condition of the means of production, and finally, on natural conditions. This means that a person must focus his activities on the rational, efficient and effective use of all of them. Such labor is an economic category. Its character is determined by the relations of production. Labor in agriculture has the following characteristics depending on the characteristics of the industry:
- ✓ the connection between labor and its productivity and natural conditions;
  - ✓ the impact of seasonality of production on the use of labor;
  - ✓ integrated agricultural work with plants and living beings (animals, plants);
  - ✓ relatively low level of labor and education in rural areas;
  - ✓ low level of automation, mechanization and electrification of production processes in crop and livestock farming;
  - ✓ lack of narrow specialization in the network;
  - ✓ the share of women and youth in the structure of labor in agriculture;
  - ✓ low wages and social protection in agriculture compared to other sectors, etc.

These features have a direct impact on the quantity, quality and efficiency of labor spent on the network. In different natural conditions, different types of specialized farms use different amounts of the same type of labor to perform the same work processes, and its efficiency also differs from each other. Labor costs drop sharply in late fall, winter, and early spring, and labor demand increases during harvest. During this period, seasonal workers are hired on a contract basis. Most of the work performed in crop and livestock production does not require a high level of knowledge and skills. The share of women's labor in the structure of agricultural labor is currently significantly higher. Therefore, online salaries are lower. The lack of supply of new efficient equipment to the network at the required level does not allow the complete mechanization of some work processes (watering, threshing, harvesting, feeding animals, milking), which leads to an increase in the usual costs of human labor. It is advisable to take into account all the features to ensure its effectiveness when implementing the labor process in agriculture.

Achieving increased labor productivity in agricultural enterprises is one of the important tasks not only in ensuring sustainable economic development, but also in solving existing economic and social problems of the industry as a large agricultural entity. In this regard, factors that increase labor productivity on the farm can be divided into three groups:

Firstly, natural, material, technical and labor factors, depending on the level of use and development of available means of labor.

Secondly, organizational, economic and managerial factors associated with the development of forms of organization of production in the economy.

Thirdly, socio-psychological factors related to the place and role of workers in production.

A high or low level of wages, which is the material form of labor costs in agricultural enterprises, depends primarily on ensuring a balance of labor productivity factors. Today, if managers of agricultural enterprises focus on volumes, quantity and quality of products and do not take into account the socio-psychological capabilities and conditions of the producer or create a favorable environment, not only members of farms suffer, but also society.

However, it is natural that at the stage of formation of an enterprise, natural economic imbalances

arise. It is necessary to pay serious attention to the available qualified agricultural specialists and socio-psychological factors in the process of their training and retraining.

Based on the centuries-old experience of society, it can be argued that in any production, first of all, there must be a person's interest in this production. And in order to make workers interested in work, it is necessary to motivate them in a certain way. Thus, motivation is an important component in the organization of any production and society as a whole.

Labor motivation is one of the functions of enterprise management, which is to ensure timely and high-quality completion by employees of the production tasks assigned to them. In other words, motivation is a set of measures to manage an employee's labor behavior. And finding effective ways to manage labor resources is one of the main tasks for enterprises of any form of ownership.

Work motivation is a set of measures to influence employees in the existing system of relationships, taking into account the satisfaction of their needs and the achievement of the necessary and possible level of well-being and quality of life, as well as the solution of targeted socio-economic and production tasks facing the enterprise. It is known that a developed agricultural industry is the basis of the social and material well-being of society and the guarantor of the national security of the country as a whole. It is no coincidence that in all developed countries of the world, agriculture is a priority sector, which is developing using the latest achievements of scientific and technological progress.

Let us take a closer look at the motivational function of the employer in the context of organizing agricultural production. After all, agricultural production has its own distinctive features, emphasizing its complexity and heterogeneity. The main distinguishing features include production and economic specifics.

Let us take a closer look at the agricultural specifics of motivation, which is manifested in the following distinctive features.

1. Seasonality of work. It provides for a time gap between the production process and obtaining results, and the larger it is, the greater the effort required for motivation. Consequently, the seasonality of agricultural production complicates the incentive process.
2. The results of agricultural production directly depend on the weather-climatic and natural-economic conditions of a particular region, and this leads to the risk of not receiving the planned level of income in the future, to a high degree of instability. Therefore, the motivational role of the employer is reduced, since material reward is often the basis of its impact.
3. A feature of agricultural production is that most of the products received are not part of commercial products, but participate in internal circulation as raw materials for other producers. This also reduces the influence of the employer on the employee, since he has at his disposal less money than would be possible in industrial production.
4. The labor of agricultural workers is used not only in public production, but also in household (subsidiary) farming. Therefore, the influence of the employer on agricultural workers is somewhat limited, since they are to some extent self-sufficient.
5. Various types of activities that make up the work of agricultural workers underlie various specialties. And labor operations that are mixed in nature make modern motivation methods difficult to apply.
6. In agriculture, the labor of women, teenagers and pensioners is used in large quantities. And this is due to the fact that in the system of labor values they are more focused on favorable social working conditions, communication opportunities, prestige and social guarantees. To obtain them, they are ready to give up the prospect of career growth or high earnings. In this case, it is difficult for the employer to direct such employees to a rapid increase in labor productivity, but they may be interested in a wide range of non-material motivation tools. This facilitates the process of motivation against the backdrop of limited funds.

Thus, the motivation of agricultural workers differs from motivation in non-agricultural activities. Here the employer does not have a number of motivational levers, and the influence of others is somewhat limited. There is also an advantage - the use of non-material motivation, but there is also the problem of using it correctly. In addition, most of the managers themselves have not improved their qualifications for several years. Therefore, achieving the motivation of an agricultural worker should begin with training the managers of agricultural enterprises.

The main problem in many agricultural enterprises is that when a worker's labor productivity begins to increase due to his material interest, the employer begins to increase the production rate. Such actions on the part of management in order to save money to pay wages create in the employee the idea that if he starts working with great diligence, he will immediately lose part of his salary.

Therefore, reducing the costs associated with remuneration based on a reduction in piece rates is possible only with an increase in labor productivity, which is caused by the introduction of scientific and technological progress into production. In this case, the employee's labor is used more efficiently through the introduction of high-performance equipment or production of products using resource- and energy-saving technologies, regardless of his material interest. An effective stimulating wage system in this case will be the establishment of progressive piece rates in production per unit of output. Such a system, in addition to bonuses, additional payments and other incentive payments, will include prices per unit of production, which will increase depending on the productivity of workers.

There are other ways to achieve employee motivation. Motivation as an incentive for staff to be active at work can be achieved in two ways. The first way is to use the existing system of human needs. In this case, the economic method of personnel management is used, which involves material rewards for productivity and quality of work, which are directly related to each other.

Many managers believe that economic motives are the most significant and significant for an employee. However, even monetary remuneration can be perceived differently by different employees: for some, it does not act as an economic motive. An employee can evaluate wage growth as recognition of his own merits. Bonuses also do not always act only as a material motive, but also as a certain competition between employees and can be a symbol of success. In addition, the effectiveness of any motivation system decreases after some time. Accordingly, the amount of wages will no longer satisfy the employee after some time.

The second way of motivation is to change the system of human needs itself. Subsequently, new requests are satisfied to obtain certain results. This can be achieved through a gradual change in work ideals, instilling new values and encouraging people to follow them. For example, the motivation process can begin by reinforcing the opinion that bad work is shameful, and good work earns the respect of others and is a human dignity. Further, the process of motivation of this kind can be associated with the development in people of the desire to work conscientiously. Then the opinion of other people is the standard of behavior in the first case, and in the second case, an example of behavior is a person's own ideas about an ideal job.

Thus, we can conclude that work motivation is a complex and important process. The main goals of personnel motivation in agriculture are: attracting new highly qualified workers, retaining and preserving highly qualified specialists in rural areas, minimizing staff turnover and stabilizing the workforce and developing among staff, including managers, the desire to improve professional knowledge and skills.

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