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## **INCENTIVE AND MOTIVATION MECHANISMS OF INCREASING THE EFFICIENCY OF EDUCATIONAL SERVICES IN HIGHER EDUCATION**

**Abstract:** the article describes the mechanisms of promotion and motivation to increase the efficiency of educational services in higher education in the Republic of Uzbekistan. It shows materially and financially stimulating forms of motivation and their content , non-materially stimulating forms of motivation and their content .

**Key words:** education, higher education, motivation, motivation, educational services, efficiency.

The future of our country, the development of the nation directly depends on the level of education. Due to this, great importance is attached to the development of education in our country. As our President noted, the greatest institution is an educational institution, and the greatest profession is the profession of a pedagogue. Taking this into account, on October 9, 2019, the President signed the decree "On approval of the concept of development of the higher education system of the Republic of Uzbekistan until 2030". This Concept consists of 4 chapters, which reflect the following. The general rules consist of the current situation and existing problems of the higher education system in our republic, the strategic goals and priorities of the development of the higher education system, and the expected results from the implementation of the Concept in the future.

A.T.Shermuhamedov <sup>1</sup>, M.A.Ikromov <sup>2</sup>, by the scientists of our country with issues related to encouragement and motivation in the development and efficiency of educational services in higher education . M.Q.Pardaev , K.Kh.Abdurakhmonov <sup>3</sup>, Sh.R.Kholmo'minov, N.Q.Zokirova <sup>4</sup>, Z.B.Kuziev <sup>5</sup>are working . Several literature and scientific articles have been published by these authors. It mainly covers issues such as improvement of the education sector, digital economy, introduction of digital education, personnel management . But in higher education Regarding the material and moral motivation of employees in the provision of educational services, it has not been deeply researched by the scientists of our country and, accordingly, it has been poorly covered in the literature .In the process of education, each teacher should be aware of the practice, be able to attract the audience, and have the art of public speaking. To do this, it is necessary for the leaders of the higher education system to be able to correctly select personnel when hiring employees, to use their activities effectively, to evaluate their pedagogical potential and skills, to control and motivate them.It depends on the ways in which managers, who have put control in the right way, influence them so that they can use their work effectively. We can see some of these methods, in what order they are implemented and what results can be achieved due to this, in the proper management of the field of education.

One of the most effective methods of management in the current digital economy is

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<sup>1</sup> Ghulomov S.S., Shermuhamedov A.T. Development of digital marketing in Uzbekistan. // A collection of XIAC materials on the topic "Problems of using marketing concepts in increasing the effectiveness of action strategies in Uzbekistan". - T.: "Economy-finance" publishing house. 2019. – pp. 24-29.

<sup>2</sup>Ikromov M.A., Shermuhamedov A.T. Digital goods: strategy of production and prodovtsov. // A collection of XIAC materials on the topic "Problems of using marketing concepts in increasing the effectiveness of action strategies in Uzbekistan". - T.: "Economy-Finance" publishing house. 2019. – pp. 100-103.,

<sup>3</sup>Pardaev M.Q. Definition, purpose, pros and cons of digital economy. // "Service" scientific and practical magazine. 2019 No. 1. - 5 pages. , Pardaeva and others. Educational services and issues of improving their efficiency. Monograph. - T.: "innovative development publishing house", 2020. - 260 pages.

<sup>4</sup> Abdurakhmanov K.Kh., Kholmo'minov Sh.R., Zakirova N.Q. Personnel management. Textbook. T., "Teacher" NMIU, 2008. - p. 656.

<sup>5</sup>Koziev Z.B. Dissertation abstract on the topic "Improving the efficiency of services and business activities in educational service". Samarkand, SamISI, 2020.

the method of motivation. In the field of higher education, it is one of the important issues of proper evaluation, motivation, and management of the work of pedagogues. Because if any employee uses motivational methods, especially in higher education management, positive results will be achieved in all educational indicators. Therefore, we think that it is appropriate to dwell on the concepts of motivation, motivation and motive.

Russian - Uzbek in the dictionary motivation, ie motivation concept something work or the surface of the movement to come cause has been motives, evidence, proofs, excuses, needs or reasons set in the sense of interpretation will be done. This the concept is immediate a person factor with depends. In the "Dictionary of the Russian Language" by S.I. Ojegov, he explained the word "motive" as "the action that causes an action to be stimulated" (the translation is ours - H.O.).<sup>6</sup>In the explanatory dictionary of the Uzbek language, the word "motivation" is not mentioned at all. H.M. Mamatkulov commented on the word "Motivation" as follows: "Motivation is one of the important functions of management. In general, motivation is a set of driving forces that motivate a person to perform a certain action. This force exists in a person's internal and external body, and consciously or unconsciously urges him to a certain action. Motivation arises from certain human needs. There are three types of motivation: 1) material motivation (aimed at satisfying needs by paying for work); 2) work motivation (aimed at achieving results); 3) status motivation (recognition of leadership, promotion from the service ranks)"<sup>7</sup>. A. Mamanazarov explained the word motivation in the "Explanatory Dictionary of Marketing Terms" as follows: "Motivation is the process of encouraging oneself and others to work towards the achievement of common goals of an individual or an organization."<sup>8</sup>

As a result of the research, we found it appropriate to define the category of motivation as follows. **Motivation means a set of forces manifested in the internal and external behavior of a person that motivates and motivates materially and morally in the effective implementation of a specific action of the employees.** This force consists of a conscious desire of a person that prompts specific action aimed at satisfying certain needs. In the literal sense, motivation is considered to be the force that makes a person move. To achieve this, it is necessary to be able to organize it correctly.

In order to fully understand the concept of motivation in higher education management, it is necessary to pay attention to the following three aspects:

- pedagogue- employee activity are influenced by motivation;
- interrelationship of internal and external forces affecting pedagogue- employees;
- of motivation pedagogue- staff activity results with being connected.

Motivation in higher education management - this spiritual factor being \_ person of activity source, the reason evidence and are different probabilities. It is a lively work of pedagogues and staff to the activity

It can be seen that motivation has an important place in the effective implementation of activities. With this process, the result is shown as a connecting tool. Motivation not only motivates a person to act, but also determines how this action is carried out. Although motivation is aimed at satisfying the same need, it is formed by different means in different people. Motives are made consciously. Based on the theory of motivation, various models of it have been developed and are being used in practice. One of these is the rational model, which is divided into two types, namely reward and punishment<sup>9</sup>.

employees to develop educational services in higher education is not determined by a single motive, but is determined by a combination of motives, depending on the degree of

<sup>6</sup> Ojegov S.I. Slovar russkogo yaz yka : Ok . 57,000 words. - M.: Russian. write \_ 1984. – 311 pages.

<sup>7</sup>Mamatkulov H.M. Annotated glossary of service industry terms and phrases. - T.: "Economy-Finance", 2010. - Pages 181-182.

<sup>8</sup>Mamanazarov A. "Annotated dictionary of marketing terms: basic concepts and definitions / Responsible editor: Bahadir Ergashev: T.: Sharq", 2012. - 293 pages.

<sup>9</sup> Sharifkhujayev M., Abdullaev Yo. Management. Textbook.-T.: Teacher, 2001. - page 492.

influence of motives on the movement of pedagogues- employees . The motivational structure of pedagogues- employees is the basis for the performance of certain actions by pedagogues-employees .

In order to have a reasonable influence on pedagogues-employees in the management of higher education, it is necessary not only to know the spiritual and psychological characteristics of certain participants, the socio-psychological characteristics of groups and communities in the population, but also to have a managerial influence on them, and for this purpose, socio-psychological methods are used.

Motivation mainly uses motivational methods to encourage action before work, to use the employee working under the manager as effectively as possible in the activity.

Work the result to determine for higher in education teaching staff evaluation criteria thorough work out , Scientific In the councils qualified professors and teachers between discussion done sure the worked criterion is confirmed . By this criterion each a study year in the end or year in the end criteria according to professors-teachers and employees activities evaluated and final conclusion if done and is appropriately incentivized as a result , to the goal according to will be was \_ Because every period is final points from being identified after them every specialist according to encouraging education if possible in the field activity walking of teaching staff the spirit it is natural to expect and be motivated to do well. Such wait in the psyche activity conducted each one the employee does his job Sincerely ado is enough There at that time education in the process too high achievements and efficiency are achieved. To this in order to achieve this , it is necessary to improve the management day by day, according to the mentality of each employee.

It forms the approval of employees from the management, from the team, from the public. This, in turn, creates an opportunity to serve with great efficiency and mobilization. There are different forms of incentives in higher education as well. This includes material incentives and non-material incentives.

Financial incentive means a system of economic forms and activities aimed at ensuring the interest of employees in their work results, actively involving them in work, and increasing the quality of work. Types of material incentives in the field of higher education include salary increases, monetary awards based on work performance, salary increases for professors and teachers with academic degrees, and referrals for health recovery.

Intangible incentives include improving the working conditions of employees, raising their positions step by step, holding various incentive events, and awarding them from a letter of thanks to a certificate of honor and state awards.

Our research has shown that in order to effectively use professors and teachers providing educational services in higher education, great results can be achieved if they are encouraged using these motivational methods.

The head of a higher education institution's understanding of the biological nature and inner world of a person will help him to choose the most reasonable forms of team cohesion and activation. It is very important to apply socio-spiritual methods of leadership in the management of the higher education sector, because they allow to take into account the motives of activity and the needs of pedagogues-employees in a timely manner, to see the prospects of changes in a particular situation, and to make rational management decisions.

The concept of development of the higher education system until 2030 aimed at the development and improvement of the efficiency of higher education services in our country has been developed. In this concept, one of the factors of the development of educational services is focused on the activities of professors and teachers, and the issue of improving their motivation mechanisms is also defined as a priority task. It was also noted that one of them is to encourage the teaching staff and give them the appropriate motivation. Motivation is viewed as a set of internal and external forces that determine the limits and forms of activity and direct it to achieve specific goals. The effect of motivation depends on many factors, mainly the inner world and needs of a person, and may change over time.

In order to use motivation effectively, it is necessary to evaluate its effectiveness. This is a study year in the end or year in the end known defined criteria according to done is increased. In this professors-teachers and employees own criteria according to evaluated and final conclusion if done and if it is properly encouraged according to its result, it determines the effectiveness of motivation if the effectiveness of education increases. Because every period of at the end work results summary will be done. Of these result from being identified after them every specialist according to encouraging to go justified will be If this fair If so, education in the system activity walking of teaching staff the spirit it is natural to expect and be motivated to do well. Such wait in the psyche activity conducted each one the employee does his job Sincerely do is enough There at that time education in the process too high achievements and efficiency are achieved. To this in order to achieve this, it is necessary to improve the management day by day, in accordance with the mentality of each employee. To achieve this, it is necessary to use the appropriate methods of motivation. Its types and contents are expressed in the table below (Table 1).

**Table 1**

**Forms of material and financial incentives and their content**

<b>T/r</b>	<b>Forms of financial motivation</b>	<b>The content of material motivation</b>
1.	To all faculty and staff	Salary based on position held and by state
2.	Salary commensurate with academic level	To teachers with a Doctor of Science (DSc) degree
3.	A master worthy of a scientific title	To teachers who have the academic titles of Doctor of Science (DSc) and Professor
4.	Salary commensurate with academic level	To teachers who hold a Doctor of Philosophy (PhD) degree in a relevant discipline
5.	A master worthy of a scientific title	For teachers with the scientific title of associate professor with doctor of philosophy (PhD) in relevant disciplines
6.	Performance bonus	All professors and staff are graded according to their performance according to the criteria (classified form is determined by academic level and title)
7.	Holiday promotion	Adequate incentive against salary on every holiday and professional holidays
8.	One-time incentives for individual achievements	To the professors and teachers who won the grand prix, 1-3 places in international and national contests and competitions, and were presented with a patent and a document related to inventions for their scientific discoveries this year.
9.	Encouragement for timely defense of theses	When scientific researchers, basic doctoral students and doctoral students are protected before their time (to be determined by the administration of the Higher Education Institution)

It should be noted that motivation is not only material and financial, but also has an **intangible form**. These include (Table 2).

**Table 2**

**Non-materially stimulating forms of motivation and their content**

<b>T/r</b>	<b>Forms of intangible motivation</b>	<b>The content of intangible motivation</b>
1.	Benefits during the	Giving employees additional days off without reducing

	activity	their wages for the convenience of employees during holidays, keeping the employee's monthly salary during the holidays, giving maternity leaves.
2.	Certificate of honor and valuable gifts	Rewarding the employees who show themselves and work effectively during their careers with certificates of honor and valuable gifts at events held on holidays and other days.
3.	Fun team events on the occasion of the holidays	Public holidays and professional holidays are organized by the administration in a public manner and in recognition of the work of the team, professors and employees who have achieved high indicators are specially noted.
4.	of a person's birthday and other events	On birthdays, weddings and other family events, special recognition and awarding of the services of employees who are doing good work.
5.	Promotion	Promotion of employees who are performing well, who have leadership qualities, who can be an example to others with their morals and hard work.
6.	Recognition of the services of employees in front of the team	Paying respect to employees who are working effectively in team meetings by mentioning their names.
7.	Public recognition and recognition of the services of employees	To create an opportunity to participate on behalf of the team in various ceremonial events held at the city, district and regional levels.

In this table, we only touched on some of the intangible forms of motivation. These types could go on and on. This form of motivation can be just as effective as material motivation. In this, the most important thing is that employees are highly satisfied. It forms the approval of the employees from the management, the team, and the public. One subtle point is that any encouragement and reprimand can be highly effective only if it is very fair. Where there is no justice, there is no efficiency. Only fair reward and constant adherence to the principle, in turn, creates the opportunity to serve with great efficiency and mobilization.

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