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AN OVERVIEW OF THE FUNCTION OF HUMAN RESOURCE MANAGEMENT IN EMPLOYEE PERFORMANCE AND MOTIVATION

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ANNOTATION

The present study shows the crucial relationship that exists between Human Resource Management (HRM) and company success. Specifically, HRM is vital to aligning human resources with strategic objectives. In order to effectively coordinate human resources, HRM must move from administrative duties to a strategic partner role. A motivated workforce and HRM methods are examined in this article, with a focus on hiring, training, and performance reviews. A deeper understanding of employee pleasure is achieved by integrating psychological theories like Maslow's hierarchy and McClelland's wants.

Introduction. Human resource management (HRM) and employee motivation and performance have a symbiotic relationship that plays a defining role in determining the success and sustainability of enterprises, as evidenced by the complex web of organizational dynamics. HRM is essential to creating a peaceful and productive work environment because of the complex relationship that exists between an organization's people capital and its strategic goals. The purpose of this thorough review is to shed light on the various ways that HRM policies, procedures, and initiatives affect and improve worker motivation and output. The idea of human resources as only an administrative task has given way to a strategic partner who is vital to the achievement of corporate objectives in the modern workplace. According to this paradigm, the HRM function is crucial to developing a driven workforce that helps a business achieve its goals. Effective HRM is crucial as businesses struggle with the demands of a dynamic, international corporate environment. This has made identifying and utilizing human capital's potential a strategic necessity.

Investigating the fundamental components of HRM is necessary on the path to comprehending its function in employee motivation and performance. The recruiting and selection process is the central focus of this discussion, and HRM is essential in helping to find candidates whose goals, beliefs, and abilities mesh well with the organization's objectives. Following integration into the workforce, the emphasis switches to training and development initiatives that support employees' sense of personal and professional development while also improving their skill sets.

The cornerstone of HRM, the employee performance assessment process, also acts as a means of assessing individual contributions, offering helpful criticism, and creating avenues for ongoing development. Beyond these conventional duties, modern HRM methods go further into creating an environment at work where employee well-being, engagement, and work-life balance are valued highly – aspects that significantly affect motivation and, in turn, performance.

This thorough analysis will go over important HRM ideas, concepts, and current practices, revealing the complex relationship between HRM and worker performance and motivation. Our goal is to give a solid basis for understanding how strategic HRM activities may lead to beneficial outcomes in the dynamic field of organizational dynamics, through an examination of case studies, research findings, and real-world examples. The main goal of this investigation is to provide companies and HR professionals with practical knowledge that will enable them to foster an atmosphere in which workers are active contributors to the success of the company rather than passive recipients of it.

People in an organization have five basic wants that are arranged hierarchically, according to Maslow's theory of requirements

(Ivancevich, Lorenzi, Skinner, Crosby, 1997).¹ This means that meeting the needs of a higher level requires meeting the needs of a lower level before an individual can fulfill the needs of a higher level. These needs include the physiological or existential needs that all living things have, such as the need for food and water; security needs, such as the need for physical and psychological safety from outside threats; health care; protection of one's integrity; pensions and social insurance; social needs, such as the need for love and friendship and a sense of community; respect and self-esteem, which comes from mutual respect; and actualization, which is the need for one's own growth, self-actualization, and realization of all one's abilities, talents, and potential.

Literature review. McClelland's theory of wants (Wright, Noe, 1995) underlines the significance of individual motives, which is regarded basic, aim of the rewards is a sense of fulfillment and pride.² According to this theory, three groups of factors influence employee satisfaction in organizations: the need for power (desire for influence and control over people, as well as over their affairs, activities, and tasks), the need for achievement (the tendency of an individual employee or to achieve success in the work place), and the need for the association (aspirations to friendly relations, cooperation, and human relations based on high trust).

A few researchers have mentioned a crucial problem, which is the compatibility between the applicant's expectations for the position, in terms of the advantages that would be acquired by taking the role, and what the company will really deliver (Noe et al., 2008). It has also been said that employees' needs are changing: "Today's employees are said to highly value organizations that help them achieve this balance" (Thompson & Aspinwall, 2009, p. 196).

Douglas McGregor (1960) based his research on several perceptions of individuals and how they should be driven. He improved two opposing managerial approach models known as Theory X and Theory Y. McGregor discovered two strikingly different sets of expectations held by managers for their workforce.

Clayton Alderfer founded ERG to overcome the shortcomings of Maslow's requirements hierarchy. 'ERG theory divides human needs into three categories: survival, relatedness, and development. The theory's name, on the other hand, is based on the initial letter of each need: E = existence, R = relatedness, and G = growth. Existence needs consider a person's psychological and physical safety needs, such as food, housing, and safe working environment. Relatedness demands include a person's need to communicate with others, get public attention, and feel safe and secure in the presence of others (i.e., interpersonal safety). A person's self-esteem via personal success, as well as the idea of self-actualization, are examples of growth requirements (Bateman & Snell 2013, Robins & Coulter, 2012, and McShane & Von Glinow

¹ Armstrong Michael (2009). A Handbook of Human Resource Management Practice 11th Edition Kogan Page London and Philadelphia.

² Wright, M.P., Noe, A.R. (1995). Management of Organizations, McGraw-Hill, New York.367.

2000)³. ERG theory, in contrast to Maslow's model, is based on "a frustration regression process," in which people who are unable to meet a higher need eventually become irritated and regress to a lower need level. For instance, when a person's relatedness and existence requirements are met but their ability to attain their growth needs is impeded, they will get demoralized and their relatedness needs will once more become their primary source of motivation (McShane & Von Glinow 2000).

Research methodologies. The research methodology was used to examine the available literature on this topic. The research relies solely on secondary data. Numerous sources, including papers, pertinent books, journals, and webpages, have provided secondary data.

Analysis and results. Many experts believe that an individual's motivation is influenced by both external and inner elements. This illustrates how "forces within an individual or forces outside an individual can motivate or drive an individual." Individuals can generate motivation from inside.⁴ This is known as intrinsic motivation (Gerson 2006). For example, if a person has a strong want to accomplish certain objectives or to do anything in order to attain such a desire or goals, the individual must behave in a specific manner that would enable him/her reach such desired goals'. Thus, intrinsic motivation is a type of self-actualization in which a person feels the urge to do something important. In other words, it is self-generated or self-motivated and is not monetary in nature. (du Plessis and colleagues, 2016)

Extrinsic motivation occurs when motivation arises from outside the person and influences his or her behavior and interactions. When discussing extrinsic motivators in the workplace, it is clear that this type of issue may have an impact on the majority of employees that come to work, since their employment is their primary source of money (Neely, 2007, du Plessis et al 2016). The company should make an effort to connect internal and extrinsic motivation. This is due to the fact that if employees are not supplied with rewards and regular employment benefit packages, they will not be motivated and, as a consequence, will not put forth their best effort, which may result in high performance in the long term.

The Expectancy hypothesis was developed by Vroom V.H (1964, Stránková 2008, William 2010 and Egbu n.d.). The theory seeks to investigate the process of motivation. Vroom employs three factors to move the study forward: "valence," "expectancy," and "instrumentality." Valence, which stands for value, is a measure of an individual's desire for specific outcomes.⁵ It can be either good (desired consequence) or negative (undesired outcome). The notion that the output will result in the expected performance is referred to as expectancy. The belief that the desired reward will be attained if the expected performance is met is referred to as instrumentality. According to Vroom's formula, motivation is missing if one of these three variables is zero: Motivation is defined as $f(\text{Valence} \times \text{Expectancy} \times \text{Instrumentality})$.

Edwin A. Locke has been defined by goal-setting theory (Lock, 1968). Three strategies, in his opinion, may be used to encourage employees: a clear and precise goal; information on the goal's progress toward the goal; and employee engagement in goal-setting.⁶ If the objective is well-defined, challenging yet still attractive and attainable, it will inspire the person or employee. It can be counterproductive to set unrealistic and burdensome goals, therefore it's important that staff members help define the objectives so that they are simpler to accept and, as a result, carry out.

Water, food, clothes, and shelter are examples of physiological demands. Maslow said that an individual's resolve to meet these biological requirements is greater than the desire to meet any other form of need.⁷ These physiological demands are frequently met in the context of job motivation by the earnings and salaries given by the business. Safety wants are desires for security (protection from physical and mental damage), as well as confidence that bodily demands will be supplied (stability) and the absence of suffering. Organizations often assist personnel in meeting these demands by offering safety programs and equipment, as well as security via medical insurance, unemployment and retirement plans, and associated benefits. A person's social needs include the need for affection, belonging, acceptance, and companionship. This need for "belongingness" is typically satisfied at work through social engagement inside work groups where people offer and receive friendship. Social requirements can be met not only in formally sanctioned work groups, but also in informal groupings.

People with a strong need for accomplishment (nach) prioritize sensible thought-provoking objectives over their own hard labor. As a result, they prefer 'working alone rather than in teams because of their strong urge to accept personal responsibility for tasks'. As a result, high nach persons are most at ease "when their jobs offer challenge, feedback, and recognition." Need for affiliation (naff) refers to the drive to seek authorization from others, to 'conform to their wishes and hopes,' and to 'avoid disagreement and confrontation' with them. A sturdy naff "want to form positive relationships with others. They attempt to arrange a promising appearance for themselves and take additional measures in order to be liked by others. Furthermore, 'high naff personnel actively encourage others and strive to smooth out tensions that arise in meetings and other social contexts'. And the urge for power - the need to control one's surroundings, including people and material resources.⁸ People with high npow constantly desire to exert control over others and are concerned about maintaining their leadership position. They typically rely on persuasive communication, require more recommendations in meetings, and prefer to openly review problems more regularly. McClelland, on the other hand, established an alternate technique to 'classifying demands' that was primarily based on watching managers. According to his observations, the three most significant demands are:

1. The urge for accomplishment is described as the desire for competitive success in comparison to a personal standard of perfection.
2. The need for connection, characterized as a desire for warm, cordial, and sympathetic interactions with people.
3. Power is described as the desire to dominate or influence people.

Different people had different phases of these demands. Some have a bigger desire for success, while others have a stronger need for connection, while yet others have a stronger need for power. Whereas one need may be paramount, nevertheless, this does not indicate that the others are nonexistent'. According to McClelland, these three demands may be prioritized differently at different levels of management. Furthermore, achievement demands are particularly important for success "in many junior and middle management jobs where it is possible to feel directly responsible for task accomplishment." In senior managerial roles, however, a concern for institutionalized rather than personal authority becomes increasingly significant. As a result, a strong connection requirement is not as crucial at any level.

Job rotation entails scheduling the employee's time so that he may accomplish a range of duties. For example, he works on Process A for a while, then moves on to Process B, and finally to Process C. Job rotation adds diversity to an employee's routine and aids in the development of a multi-skilled workforce. Employees may also be rotated to do the same thing in various places. Japanese primary school teachers should anticipate to be moved between schools every three years until they are assigned to the district office in their fifties.

Work expansion entails restructuring the work definition such that the employee now performs all tasks necessary to finish the process. Rather of assigning Tasks C, D, and E to workers P, Q, and R, all three tasks are assigned to each of P, Q, and R. on principle, doing all jobs related to manufacturing and witnessing the finished item provides more satisfaction than specializing on a particular task.

Job enrichment refers to making a job more fascinating and demanding, which typically implies more complicated. First, responsibilities are delegated from higher up, and the employee is trained to take on new responsibilities for components of the work that were previously handled by a supervisor. Second, earlier stages of the job are pushed forward.⁹ Third, later phases of work are pushed back, making the employee liable for upstream and downstream operations that were previously handled by others. Fourth, components of the task are shifted down to a lower job level and executed by lower grades (whose jobs are therefore enhanced by the removal of these obligations). Fifth, job components are reorganized and reordered.

Performance management is a goal-oriented technique that ensures that organizational mechanisms are in place to maximize the productivity of people, teams, and, eventually, the organization. It is an important actor in attaining organizational strategy 'in that it entails assessing and enhancing the value of the workforce'. Furthermore, PM consider incentive goals and corresponding incentive values to ensure that the link is properly understood and communicated. There is a strong

³ Bateman T. S. and Snell S. A. (2013) MANAGEMENT: Leading & Collaborating in a Competitive World Tenth edition. Published by McGraw-Hill/Irwin.

⁴ Gerson, R. F. (2006). Achieving high performance: A research-based practical approach. Amherst, MA: HRD Press, Inc.

⁵ Herzberg, F. W., Mausner, B. and Snyderman, B. (1957) *The Motivation to Work*, Wiley.

⁶ Elena Nicu Ioana (n.d) *Human Resources Motivation – An Important Factor in the development of Business Performance* p 10-39

⁷ Burton Kelli (2012), *A Study of Motivation: How to get your employees moving* SPEA Honors Thesis Spring Indiana University Chapter 8 (n.d) *Performance Management and Appraisal - Semantic Scholar* p-326.

⁸ Herzberg, F. (1968) *One more time: how do you motivate employees?*, *Harvard Business Review*, January/February, pp 109-120.

⁹ Qodirjon o'g'li B. T., Nazarali o'g'li M. S. Fiscal policy as the primary tool to affect the strength of the capital markets // *Qo'qon universiteti xabarnomasi*. 2023. – T. 8. – C. 32-35.

link between incentives and performance. As a result, performance management systems should be one of the top priorities in company today. Despite the fact that every HR function contributes to performance management, training and performance evaluation are more vital. Performance management, as opposed to performance evaluation, is a dynamic, continuing, and continuous activity. The PM system includes everyone in the organization.¹⁰ Each component of the system, such as training, evaluation, and awards, is integrated and linked to achieve ongoing organizational success. With PM, every worker's effort should be oriented toward accomplishing strategic goals. Training is required to increase a worker's abilities. Training is directly related to organizational success in PM systems. Furthermore, remuneration and performance are intimately tied to meeting corporate objectives.

It is critical to ask why organizations desire to assess employees' performance. Better workplaces provided several essential reasons:

- ❖ Employees will have a better understanding of how their work fits into the larger corporate goals - what role they play in accomplishing these goals, what they should be doing, and how they should be doing it. Employees are often more productive, passionate, and devoted when they understand how they contribute to the company.
- ❖ Underperformance and its underlying causes (either work-related or personal) can be detected early, acknowledged, and corrected before larger issues occur.
- ❖ Potential skill shortages can be recognized, as well as suitable training and skill development.
- ❖ Employees' career paths can be more simply defined.
- ❖ Opportunities for succession planning can be discovered.
- ❖ Employees appreciate constructive criticism; a pat on the back for a job well done may boost productivity and dedication.
- ❖ A planned, frequent performance evaluation or review allows employees to discuss difficulties and concerns, as well as voice their thoughts about their work.
- ❖ Managers might ask workers what they like about their jobs and what inspires them, such as accomplishment, progress, responsibility, new challenges, learning, or financial benefits.
- ❖ As a performance review process promotes frequent communication and feedback with personnel, absenteeism is likely to decrease.

Managing performance is a worthwhile technique that will allow you to determine whether your staff have the necessary skills, attitude, and knowledge to achieve your business objectives.

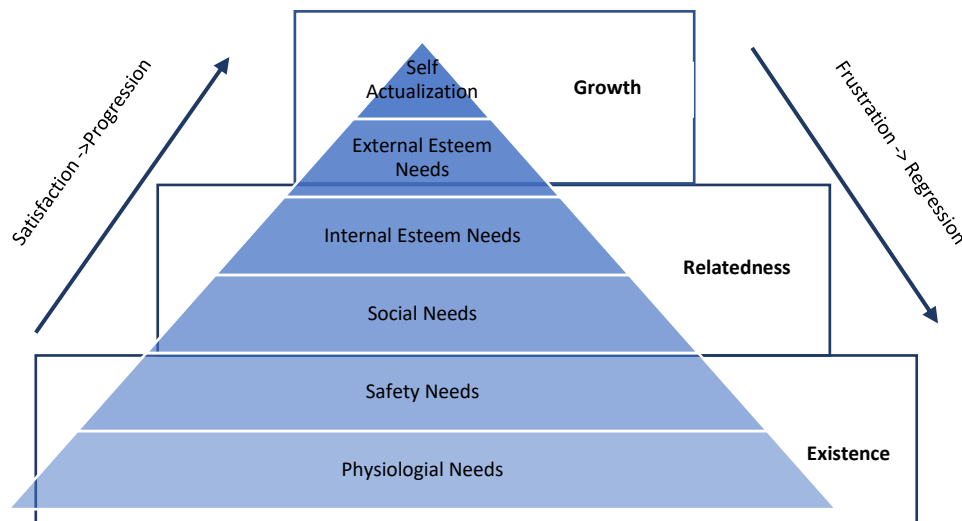
According to the literature studied on employee motivation and performance, it is clear that all theories were founded on some experiments or observations, they are simply written ends about a tested

condition. Though situations may be comparable, they are unlikely to be identical. As a result, managers should focus their attention first and foremost on their staff. They should watch and speak with the personnel in order to create a portrait of their expectations and actions.

With the advent of globalization, management agendas now often include employee motivation as a top priority. Today's managers must overcome the difficulty of attracting high-performing personnel in order to achieve organizational objectives. Without a question, businesses are using employee motivation to encourage workers to perform the tasks they want them to in order to outperform rivals in the marketplace. Research has demonstrated that productive, highly motivated workers who are also creative and imaginative may drive a business to success by achieving its goals. Consequently, an organization's "motivated employees" will be crucial to its ongoing success.

Discussion. As motivation is a person's self-directed conduct to do actions that will lead to the outcome they want (felt need). Therefore, a highly driven person may constantly put in a lot of effort to accomplish the performance goals that the organization has set for him or her. and occasionally goes above and above to achieve their goal. HR managers should thus make an effort to create an atmosphere that will enable staff members to utilize their areas of competence. This approach may encourage workers to provide their best effort, which would reduce expenses and increase revenue. Given that performance management is a means of determining the kinds of abilities, dispositions, and expertise that an employee need in order to meet organizational objectives. Many theories have been proposed to explain the concept of motivation and performance management in order to gain a better understanding of the two. One such theory is Maslow's hierarchy of needs, which identified five basic human needs and arranged them in a hierarchy of importance: physiological, safety, social, esteem, and self-actualization. According to this hypothesis, human motivation progresses from lower to higher requirements. As a result, fulfilling one need inspires the desire to fulfill another, and so on. Maslow refers to this procedure as the "satisfaction progression processes." Nevertheless, Maslow's theory did not center on monetary desire and was unable to predict the demands of employees. However, Alderfer's ERG theory makes an effort to deal with the issue of switching from one satisfier to another.¹¹ According to Alderfer, in situations when the upper need is not met—despite the fact that the person may experience what he called "the frustration regression processes"—the person may revert to the lower need and carry on with their prior motivation. To get beyond Maslow's hierarchy of requirements, he thus classified his wants as a human being into three general categories: existence, relatedness, and growth.

Figure 1: Alderfer's ERG theory.



Herzberg's motivator hygiene hypothesis, on the other hand, contradicts the ideas of Maslow and Alderfer, which contend that the primary source of motivation at work is one's own self-actualization or personal development. Herzberg disagrees, arguing that meeting a need does not eliminate the possibility of unmet needs. For example, while the hygienic aspects have improved, unhappiness may have decreased

rather than increased. Herzberg et al. developed the two-factor model of satisfiers and dissatisfiers (1957). The model is the result of a pilot research that aimed to understand the reasons behind accountants' and engineers' employment unhappiness and contentment. People are likely to express contentment or dissatisfaction at work based on the circumstances of the position.

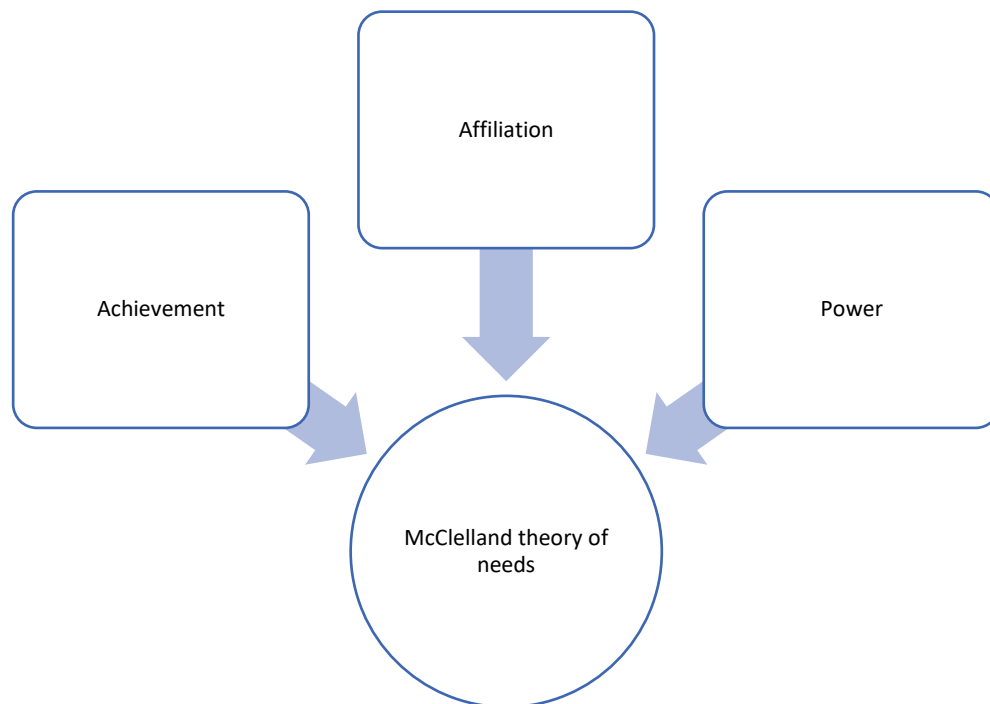
¹⁰ Nazarali o'g'li M. S. Small and medium-sized businesses (smes) in asian nations can benefit from fintech's efficient solutions //World Economics and Finance Bulletin. – 2023. – T. 23. – C. 122-124.

¹¹ William A. N. (2010) Employee Motivation and Performance Ultimate Companion Limited Douala-Cameroon Bachelor's Thesis Business Management December 2010.

Three variables are used by Vroom in his expectation theory: "Valence," "expectancy," and "instrumentality." Valence measures an individual's wants in relation to the output. The result might be favorable (as expected) or unfavorable (as expected). While instrumentality is the idea that you will receive the anticipated reward after you reach your goal, expectation is the assumption that an employee's productivity may lead to predictable performance. Furthermore, the fulfillment of individual expectations in terms of performance delivery and the ensuing reward is the primary emphasis of Vroom expectancy theory. Employees are also aware of their own expectations about compensation for a job well done, as well as those of the employer with regard to the task.

Thus, in order to boost motivation, this theory rewards effort and achievement. Furthermore, rewards are correlated with performance, and an appealing award may motivate an employee to go above and beyond in meeting expectations. They clarify how a human might be driven by forces inside or forces outside in terms of intrinsic and extrinsic motivation. Therefore, extrinsic elements consider "needs for food, shelter, and money," but intrinsic factors include the desire for success and the opportunity to engage in fulfilling employment (self-actualization). This notion, however, serves as a helpful reminder to managers that part of their responsibility is to create an atmosphere that will support and encourage success while accounting for various circumstances.

Figure 2: McClelland theory of needs.



However, McClelland thinks that taught needs may also serve as a source of motivation by reinforcing behavior while working with groups or subordinates to complete a goal. Three secondary wants—the need for accomplishment, the need for connection, and the need for power—that might drive people were examined in McClelland's theory of learnt needs. He saw that various people's requirements go through unconnected periods. "There are people who have a stronger need for power, others who have a stronger need for affiliation, and still others who have a greater need for achievement." These three demands may get "different priorities at different levels of management," according to McClelland. In contrast to senior management roles, he went on to say that "achievement needs" are more relevant "in many junior and middle management jobs, where direct responsibility is being noticed for job achievement." McGregor's theories x and y revealed two radically different sets of expectations that managers had of their staff members: in theory x, managers believed that regular workers lacked motivation, disliked their jobs, wanted to avoid responsibility, and could not be trusted; in contrast, theory y emphasizes that people are capable of taking initiative to achieve goals they are committed to. In order to maintain their commitment to their jobs, managers utilize performance management techniques and create goals for their staff members. For this reason, Ouchi's development of theory Z—a synthesis of theories X and Y—was essential to the administration of the opposing groups of workers.

Conclusion. This article highlights the crucial connection, within the framework of corporate success, between employee motivation, performance, and human resource management (HRM). HRM is now seen as a strategic partner that is crucial to accomplishing business goals rather than just an administrative task. The influence of HRM policies, practices, and initiatives on employee engagement and productivity is highlighted in the article.

Important HRM elements including hiring and selection procedures, training and development programs, and employee performance reviews are essential to developing motivated employees that support company objectives. Modern HRM practices go beyond traditional responsibilities, emphasizing work-life balance, employee well-being, and engagement—all of which have a big impact on motivation and output. In order to comprehend the numerous aspects impacting employee happiness and motivation, the article examines a number of psychological theories, including Alderfer's ERG theory, McClelland's theory of desires, and Maslow's hierarchy of needs. It also explores the ideas of extrinsic and intrinsic motivation and how they affect behavior at work. Performance management, Edwin A. Locke's goal-setting theory, and the expectation hypothesis are examined as instruments to comprehend and improve employee motivation. It is stressed how crucial it is to identify and deal with personal motivations, such as the desire for connection, success, and power.

In contrast to being passive beneficiaries of the company's success, the article promotes HR professionals and businesses to cultivate an atmosphere where employees actively contribute to the company's success. In today's fast-paced global world, identifying and meeting the varied requirements of employees, encouraging a balance between inner and extrinsic motivation, and putting in place efficient performance management systems are essential for organizational success.

In conclusion, the paper offers a thorough analysis of HRM, motivation theories, and performance management. It offers insightful information to businesses and HR professionals who want to establish a positive work environment that optimizes employee potential and advances the success of the organization as a whole.

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