

A CONCEPTUAL FRAMEWORK FOR APPLYING THEORIES OF HUMAN BEHAVIOR IN IMPROVING ORGANIZATIONAL EFFECTIVENESS

<https://doi.org/10.5281/zenodo.10969936>

Saidova Dilnozaxon Odiljon qizi

Bukhara State University Faculty of Economics and Tourism

Student of group 3-1IQT-22

Abstract. *This article describes the use of human behavior theories in improving the effectiveness of organizations, the content and essence of the theories, and the conceptual framework for applying the theories in organizational practice.*

Keywords: *Tailored Management Practices, Employee Empowerment, Effective Communication, Team Dynamics, Motivation Strategies, Conflict Resolution, Organizational Culture, Continuous Improvement, feedback, reflection.*

Several theories of human behavior are commonly used to improve the effectiveness of organizations. Some of these theories include:

Maslow's Hierarchy of Needs: Maslow's theory suggests that individuals are motivated by a hierarchy of needs, ranging from basic physiological needs (such as food and shelter) to higher-level needs (such as self-actualization and personal growth). Organizations can improve effectiveness by understanding and addressing employees' needs, providing a supportive work environment, and offering opportunities for personal and professional development. **Herzberg's Two-Factor Theory:** Herzberg's theory distinguishes between hygiene factors (such as salary, working conditions, and company policies) and motivators (such as recognition, responsibility, and advancement opportunities). By focusing on both hygiene factors and motivators, organizations can improve employee satisfaction and motivation, leading to increased effectiveness.

Expectancy Theory: Expectancy theory suggests that individuals are motivated to act based on their expectations of achieving desired outcomes. According to this theory, employees are more likely to be motivated when they believe that their efforts will lead to desired rewards. Organizations can improve effectiveness by clarifying expectations, providing meaningful incentives, and linking rewards to performance. **Social Learning Theory:** Social learning theory emphasizes the importance of observation, imitation, and social reinforcement in shaping behavior. Organizations can improve effectiveness by providing opportunities for employees to learn from others, receive feedback and coaching, and participate in collaborative problem-solving activities. **Goal-Setting Theory:** Goal-setting theory suggests that setting specific, challenging goals can motivate individuals to perform at a higher level. Organizations can improve effectiveness by setting

clear, achievable goals, providing feedback on progress, and recognizing and rewarding goal attainment.

Equity Theory: Equity theory suggests that individuals compare their inputs (such as effort and contributions) to their outcomes (such as rewards and recognition) relative to others. When perceived inequities exist, individuals may be motivated to restore balance. Organizations can improve effectiveness by ensuring fairness and equity in the distribution of rewards and opportunities. **Systems Theory:** Systems theory views organizations as complex systems composed of interconnected parts that interact to achieve common goals. Organizations can improve effectiveness by understanding the interdependencies between different parts of the system, promoting communication and collaboration, and adapting to changes in the external environment.

By applying these theories of human behavior, organizations can better understand and address the needs, motivations, and behaviors of their employees, leading to increased effectiveness and performance.

The conceptual foundations of applying theories of human behavior to improve organizational effectiveness stem from understanding the psychological, social, and organizational aspects that influence individual and group behavior within an organization. Here are the key conceptual foundations: **Motivation and Needs:** Human behavior theories, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, emphasize the importance of understanding individual motivations and needs. By recognizing and addressing these needs, organizations can enhance employee engagement, satisfaction, and productivity.

Individual Differences: Recognizing that individuals have unique personalities, attitudes, and preferences is crucial. Theories like personality psychology and cognitive psychology provide insights into individual differences, allowing organizations to tailor management approaches, communication strategies, and job roles to individual strengths and characteristics. **Social and Group Dynamics:** Human behavior is influenced by social interactions and group dynamics within organizations. Theories such as social identity theory and group cohesion theory highlight how social norms, roles, and relationships impact behavior. Understanding group dynamics helps organizations foster teamwork, collaboration, and effective communication.

Goal Setting and Feedback: Goal-setting theory suggests that setting clear, challenging goals and providing feedback on performance can enhance motivation and productivity. Establishing SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, providing regular feedback, and aligning individual goals with organizational objectives are essential for improving performance. **Equity and Fairness:** Equity theory posits that individuals compare their inputs and outcomes to those of others to assess fairness. Organizations must ensure fairness in reward distribution, decision-making processes, and treatment of employees to maintain trust, morale, and commitment.

Organizational Culture: Organizational culture encompasses shared values, beliefs, and norms that shape behavior within the organization. Cultivating a positive organizational culture that promotes openness, collaboration, and innovation is vital for fostering employee engagement and organizational effectiveness. **Leadership and Management Practices:** Effective leadership and management practices play a critical role in shaping employee behavior and organizational performance. Transformational leadership, servant leadership, and participative management are examples of approaches that prioritize employee development, empowerment, and engagement.

By applying these conceptual foundations and integrating insights from human behavior theories into organizational practices, businesses can create environments that support employee well-being, productivity, and overall organizational effectiveness.

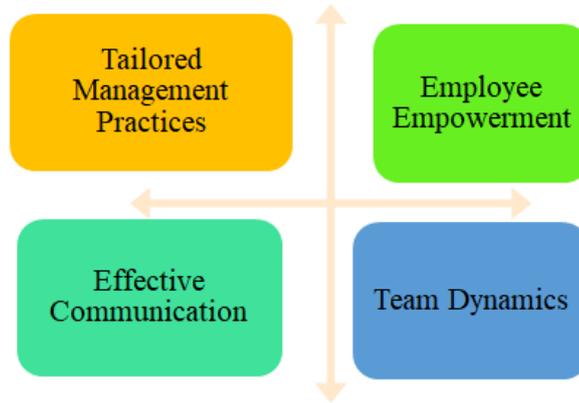
The modern economy pays much attention to the formation and development of employee skills rather than to the accumulation of material wealth, i.e. there is a change of priorities leading to a new type of economic development based on the formation, reproduction and consumption of human capital.

Human capital is the generator of economic development. In addition, the role of human capital in the economy is even more important in the conditions of the information society, where access to information and its effective utilization are crucial. Today, the efficiency of production depends primarily on the initiative of employees. Companies can achieve success mainly only thanks to creative ideas and imaginative ideas. Ideas and technologies drive progress.

In the article it was found out that human capital can be measured both at the national level and at the level of an individual and a firm, and there are many approaches and methods of its assessment. Economic assessments of human capital have become widely used at both microeconomic and macroeconomic levels to determine the amount of national wealth, society's losses from wars, diseases and natural disasters, in the field of life insurance, the profitability of investments in education, health care, migration and for many other purposes.

The utilization of human behavior principles to enhance organizational efficiency involves leveraging insights from psychology, sociology, and organizational behavior to optimize employee performance, motivation, and satisfaction.

Here are some special features of using human behavior to increase organizational efficiency:



Tailored Management Practices: Recognizing individual differences in personality, motivations, and work styles allows organizations to customize management approaches. Tailoring leadership styles, communication strategies, and recognition programs to individual preferences can boost employee engagement and productivity.

Employee Empowerment: Empowering employees by involving them in decision-making processes, providing autonomy in task execution, and offering opportunities for skill development fosters a sense of ownership and commitment. Empowered employees are more likely to take initiative, innovate, and contribute to organizational efficiency.

Effective Communication: Understanding communication patterns and preferences among employees enables organizations to foster transparent, open communication channels. Clear communication of expectations, goals, and feedback promotes alignment and collaboration, enhancing efficiency in task execution and problem-solving.

Team Dynamics: Leveraging insights from group dynamics and team effectiveness research helps organizations optimize team structures and processes. Creating diverse, cohesive teams with complementary skills and promoting psychological safety enables effective collaboration and synergy, driving organizational efficiency.

Motivation Strategies: Applying motivational theories such as goal-setting theory and self-determination theory allows organizations to design incentive systems and recognition programs that align with employees' intrinsic motivations. Recognizing and rewarding achievements, providing opportunities for growth, and fostering a positive work environment enhance motivation and efficiency.

Conflict Resolution: Understanding the sources and dynamics of interpersonal conflicts within the organization enables effective conflict management. Implementing conflict resolution strategies, promoting constructive dialogue, and fostering a culture of respect and empathy facilitate the resolution of conflicts, minimizing disruptions to workflow and productivity.

Organizational Culture: Cultivating a supportive organizational culture that values diversity, innovation, and continuous learning enhances employee engagement and commitment. A positive organizational culture fosters trust, collaboration, and adaptability, contributing to increased efficiency in achieving organizational goals.

Continuous Improvement: Embracing a growth mindset and encouraging experimentation and learning promotes continuous improvement and innovation. Providing opportunities for feedback, reflection, and skill development empowers employees to adapt to changing circumstances and contribute to ongoing organizational efficiency efforts.

By leveraging these special features of using human behavior to increase organizational efficiency, businesses can create a work environment that maximizes employee potential, fosters collaboration, and drives sustainable performance and success.

REFERENCES:

1. Narzullayeva G. S., Bakayeva M. A. Creative Management: Creative Opportunities In Business Process Management //American Journal Of Social And Humanitarian Research. – 2022. – Т. 3. – №. 12. – С. 58-63.

2. Gulchehra N. Role Of Marketing Strategies In Increasing Company Competitiveness: Role Of Marketing Strategies In Increasing Company Competitiveness //Центр Научных Публикаций (Buxdu. Uz). – 2020. – Т. 1. – №. 1.

3. Gulchehra N. Creative Management: Creative Opportunities In Business Process Management //Центр Научных Публикаций (Buxdu. Uz). – 2023. – Т. 37. – №. 37.

4. Navruz-Zoda L. B., Navruz-Zoda Z. B. Developing business skills in the methodology of “Local Travel Agency” //Economics. – 2021. – №. 1. – С. 22-25.

5. Bakhtiyorovna N. Z. L., Bakhtiyorovna N. Z. Z. Improvement of social prestige of entrepreneurial companies in Bukhara region //Academy. – 2020. – №. 3 (54). – С. 37-39.

6. Navruz-zoda B. The “BUSINESS EXCELLENCE” AS A QUALITATIVE MEASURE OF ENTREPRENEURIAL ABILITY //ЦЕНТР НАУЧНЫХ ПУБЛИКАЦИЙ (buxdu. uz). – 2022. – Т. 18. – №. 18.

7. Bakhtiyorovna N. Z. L., Bakhtiyorovna N. Z. Z. DEVELOPING BUSINESS SKILLS IN THE METHODOLOGY OF “LOCAL TRAVEL AGENCY” //Economics. – 2021. – №. 1 (48). – С. 26-28.

8. Навруззода Б. Н., Навруззода Л. Б. Предпринимательская концепция формирования и развития человеческого капитала //Современная наука. – 2014. – №. 1. – С. 21-25.

9. Навруз-Зода Л. Б., Навруз-Зода З. Б. Повышение социального престижа предпринимательских фирм в Бухарской области //Вопросы науки и образования. – 2020. – №. 11 (95). – С. 21-25.

10. Навруззода Л. УСЛОВИЯ И ЭТАПЫ ПРЕВРАЩЕНИЯ ПРЕДПРИНИМАТЕЛЬСКИХ СПОСОБНОСТЕЙ В ЧЕЛОВЕЧЕСКИЙ КАПИТАЛ //ЦЕНТР НАУЧНЫХ ПУБЛИКАЦИЙ (buxdu. uz). – 2023. – Т. 44. – №. 44.

11. Farmonovna S. F., Abdukholikovna R. M. UDC: 338.48 (5751) PROSPECTIVE DEVELOPMENT OF WOMEN'S PILAGNIC TOURISM IN UZBEKISTAN //SCIENTIFIC REPORTS OF BUKHARA STATE UNIVERSITY. – С. 265.
12. Firuza S. Key Factors of Economic Competence Development in Students //Central Asian Journal of Theoretical and Applied Science. – 2021. – Т. 2. – №. 9. – С. 4-9.
13. Саидкулова Ф. Ф. ГЛАВА 11. ФОРМИРОВАНИЯ СПЕЦИАЛЬНЫХ ПРОФЕССИОНАЛЬНЫХ КОМПЕТЕНЦИЙ ПРИ ИЗУЧЕНИИ ЭКОНОМИЧЕСКИХ ДИСЦИПЛИН //Инновационное развитие науки и образования. – 2021. – С. 133-143.
14. Farmonovna S. F. THE IMPORTANCE OF STUDENTS'ECONOMIC COMPETENCES IN IMPROVING THE QUALITY OF EDUCATION //INTERDISCIPLINE INNOVATION AND SCIENTIFIC RESEARCH CONFERENCE. – 2023. – Т. 1. – №. 5. – С. 48-50.
15. Farmonovna S. F. THE PRACTICAL NECESSITY OF THE KPI SYSTEM IN ANALYZING THE EFFECTIVENESS OF TEACHERS'ACTIVITIES //MODELS AND METHODS FOR INCREASING THE EFFICIENCY OF INNOVATIVE RESEARCH. – 2023. – Т. 2. – №. 22. – С. 237-240.
16. Farmonovna S. F. THE KPI SYSTEM FOR EVALUATING EDUCATIONAL ACTIVITIES AND ITS WORK EFFICIENCY.(IN THE CASE OF HIGHER EDUCATION INSTITUTIONS) //FORMATION OF PSYCHOLOGY AND PEDAGOGY AS INTERDISCIPLINARY SCIENCES. – 2023. – Т. 2. – №. 18. – С. 47-49.
17. Farmonovna S. F. IMPROVEMENT OF ECONOMIC RELATIONS IN THE MARKET OF EDUCATIONAL SERVICES //Galaxy International Interdisciplinary Research Journal. – 2023. – Т. 11. – №. 4. – С. 81-83.
18. Farmonovna S. F. LEGAL AND NORMATIVE BASES OF DEVELOPMENT OF ECONOMIC COMPETENCE IN STUDENTS //INNOVATION IN THE MODERN EDUCATION SYSTEM. – 2023. – Т. 3. – №. 28. – С. 259-262.
19. Farmonovna S. F. LEGAL AND NORMATIVE BASES OF DEVELOPMENT OF ECONOMIC COMPETENCE IN STUDENTS //INNOVATION IN THE MODERN EDUCATION SYSTEM. – 2023. – Т. 3. – №. 28. – С. 259-262.
20. Farmonovna S. F. UNIQUE WAYS OF DEVELOPING ECONOMIC COMPETENCE IN STUDENTS //PEDAGOGICAL SCIENCES AND TEACHING METHODS. – 2023. – Т. 2. – №. 19. – С. 13-15.