MAIN FACTORS OF THE DEVELOPMENT OF THE SOCIAL ENVIRONMENT OF AN ENTERPRISE

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Umurzakova Zamira Salizhanovna
Uzbekistan, Andijan State Technical Institute
Associate Professor, Senior Lecturer, Department of Economics

Annotation: *This article examines the main factors influencing the development of the social environment within enterprises and organizations. Social factors are expressed through changes in working conditions, social infrastructure, employee protection, labor safety, financial incentives, psychological climate, and the effective use of employees' non-working time. The study highlights the importance of enterprise potential, including material, technical, and economic capabilities, as well as the role of social infrastructure in improving employees' living standards. Special attention is given to labor protection, social guarantees, material motivation, family welfare, and collective psychological well-being. The article also explores the influence of broader socio-economic, political, and state social policies on enterprise social development. It concludes that effective management of social development is essential for increasing labor productivity, improving employee satisfaction, and ensuring sustainable organizational growth.*

Keywords: *social environment, enterprise development, social infrastructure, labor protection, employee motivation, social guarantees, psychological climate, working conditions, social policy, labor productivity.*

Social factors reflect changes in the conditions related to the formation of the social environment within enterprises and organizations, as well as the consequences of these changes. The main direction of social factors can be differentiated according to the forms of influence on employees working within the enterprise, the environment where their families live, and the people around them.

The main factors of the direct social environment of an enterprise or organization include: the potential of the enterprise and its social infrastructure; working conditions and labor protection; social protection of employees; socio-psychological climate within the team; material incentives for labor and family budgets; effective use of non-working time and recreation.

The potential of an enterprise reflects its material-technical and economic capabilities, including its size, territorial location, number of personnel, characteristics of leading professions, production specialization, volume of produced goods and services, form of ownership, condition of fixed assets, and financial status.

Social infrastructure generally consists of facilities intended to ensure the living conditions of employees and their families, as well as to satisfy their social, бытовий, cultural, and intellectual needs. Under the conditions of the Republic of Uzbekistan, such

facilities include: housing stock (houses, dormitories) and communal service facilities; medical and preventive institutions (hospitals, clinics, pharmacies, sanatoriums); educational and cultural institutions (schools, libraries, clubs, cultural centers); trade and public catering facilities (shops, cafeterias, restaurants); household service facilities (repair workshops, salons, rental points); sports facilities and recreational centers; collective gardening and farming associations.

Depending on its scale, ownership form, location, and other conditions, an enterprise may possess a complete social infrastructure, only some of its elements, or rely on cooperation with other organizations and municipal social services. However, in any situation, caring for social infrastructure remains one of the most important requirements of social development management.

Working conditions and labor protection include factors related to the content of labor, technical level of production, organizational forms of labor processes, and workforce quality. These factors also influence employees' psycho-physiological condition, occupational safety, and prevention of injuries and professional diseases.

These factors include: provision of modern equipment and technologies; organization of labor based on scientific and technical achievements; reduction of harmful and physically demanding work; compliance with sanitary and hygienic standards; availability of facilities such as changing rooms, showers, medical points, and cafeterias.

Both foreign and domestic experience confirm that attention to employees, improvement of working conditions, and labor protection significantly increase productivity, work quality, and employee morale.

Social protection of employees includes social insurance measures and other guarantees established by labor legislation, contracts, and legal documents. In Uzbekistan, these include: guaranteed minimum wages; standard working hours and paid annual leave; compensation for occupational health damage; pension and social insurance contributions; support for low-income and large families; temporary disability benefits, childcare allowances, and scholarships for vocational training.

These guarantees protect employees from difficult situations caused by illness or unemployment and strengthen confidence in labor rights.

The socio-psychological climate is the cumulative result of numerous factors influencing employees. It manifests itself in labor relations, interpersonal communication, and group interaction. A healthy socio-psychological climate ensures employee engagement, motivation, fairness, and team cohesion.

Material incentives for labor are an important component of social development. They include labor costs, employee compensation, social status, family budgets, and satisfaction of essential needs.

Family budgets reflect both income and expenditure, including taxes, goods, services, housing, transport, and healthcare costs. The balance between these determines family welfare and quality of life.

Non-working time is another important factor of the social environment. It includes household responsibilities, family duties, social participation, and leisure. Effective

organization of free time contributes to personal development, social well-being, and improved labor productivity.

In addition to direct social conditions, broader factors such as national economic conditions, socio-political stability, moral values, traditions, and state social policy also significantly influence enterprise social development.

State social policy plays a major role in: stimulating economic growth; strengthening labor motivation; ensuring social protection; preserving cultural heritage; guaranteeing decent living standards.

The experience of many countries, including Uzbekistan, demonstrates that effective social policy is essential for improving public welfare and supporting comprehensive social progress.

The Republic of Uzbekistan, as a secular state, directs its policy toward ensuring a достойный standard of living, free human development, and protection of citizens' rights and freedoms. One of the state's primary responsibilities is the recognition, observance, and protection of human and civil rights.

Scientific, technological, and social progress causes significant changes in society, increasing the importance of the human factor and employees' personal qualities in labor activity. This situation strengthens the need to regulate social processes in all sectors, including enterprises and organizations, and to manage social development in a truly scientific and competent manner.

Today, every enterprise, regardless of size, has management services responsible for personnel work (human resources), social partnership, relations with trade unions, employee social services, and charitable expenditures.

Under new conditions, the responsibility of enterprises, organizations, and their managers for further development of social services is continuously increasing. Therefore, activities must take into account: various forms of ownership; consequences of privatization of former state property; development of market relations; transition of social services to paid forms and their increasing costs; reforms in social insurance and other forms of social protection.

Caring for the social sphere is increasingly shifting toward non-governmental organizations, especially local self-government bodies such as mahallas and community organizations.

Depending on specific conditions, social development management may be carried out by the organization's leadership, specially appointed individuals, or separate departments responsible for particular tasks within the personnel management system.

A typical organizational structure often includes the position of Deputy Director for Personnel, who supervises relevant departments.

If an enterprise has an extensive social infrastructure, management may also include a Deputy Director for Social and Domestic Affairs, responsible for: housing and коммунал services; domestic services; health improvement programs; recreation; social service delivery.

The tasks of social service departments have unique characteristics. Specialists in this field must: pay close attention to employees and their needs; support employee welfare and socio-psychological comfort; ensure compliance with labor protection and work regulations, stimulate employee interest and motivation.

To perform effectively, such specialists require humanitarian knowledge, psychological and pedagogical skills, as well as ethical competence.

Studying foreign experience in solving social issues is particularly valuable. It demonstrates that a market economy is not only about buying and selling goods and services but also about a culture of social interaction based on recognized societal values, social norms, and moral standards.

World experience is also important because it allows critical evaluation of national practices. In Uzbekistan's current conditions, while transitioning to market relations, it is unnecessary to reject all aspects of the former planned economy. Instead, rational conclusions from past experience should be effectively applied. This approach corresponds to the principle expressed by President Islam Karimov: "Do not destroy the old before building the new."

Social service functions consist of a set of management elements coordinated with the specific social environment of each enterprise and the broader characteristics of social management.

For effective action in the social sphere, it is advisable to develop: short-term plans (up to one year); medium-term plans (up to five years); long-term plans (ten years or more).

Examples include "quality of working life" improvement programs implemented in the United States and other countries, as well as social planning practices used in former Soviet enterprises.

Forecasting and planning are essential tools for managing social development. They involve: analyzing the current social environment; identifying influencing factors; assessing potential opportunities; developing projects and programs for future development.

These processes must consider not only the internal state of the enterprise but also conditions within the industry, region, and country.

Social services are characterized by organizational and managerial functions aimed at implementing social development programs and plans. This requires cooperation with: enterprise management structures; trade unions; public organizations; regional and sectoral social management bodies.

It also includes preparing legal and organizational documents such as: decisions; orders; regulations; instructions; recommendations.

Management activities in social services are fully subordinated to compliance with laws that define the legal foundations of state social policy and guarantees in social-labor relations.

An important aspect of social service activity is the use of diverse motivational factors. These factors encourage employees to actively participate in achieving social development goals and improving collective performance. This includes material and moral incentives for employees who demonstrate initiative and exemplary behavior.

Another major responsibility of social services is monitoring the practical implementation of social programs and informing staff about changes in the organization's social environment.

This involves: collecting and analyzing social data; assessing labor and living conditions; conducting evaluations; summarizing results; measuring the economic and social effectiveness of positive changes achieved within the enterprise.

Suggestions for Improving the Social Environment of Enterprises:

1.Improve Working Conditions. Introduce modern technologies and safe working equipment. Ensure strict compliance with health and safety standards. Create comfortable workplaces and rest areas for employees

2. Develop Social Infrastructure. Provide medical services, sports facilities, and quality dining areas. Improve social support services for employees and their families. Support educational and cultural activities within the organization

3. Strengthen Material and Moral Motivation. Implement effective bonus and reward systems. Improve social benefit packages, including insurance and paid leave. Publicly recognize and encourage high-performing employees

4. Enhance the Socio-Psychological Climate. Organize team-building activities and corporate events. Strengthen communication between management and employees. Introduce psychological support and counseling programs

5. Increase Employee Qualification. Organize regular training and professional development courses. Apply international best practices. Support young specialists and career growth opportunities

6. Improve Social Planning. Develop short-term and long-term social development programs. Regularly analyze employee needs and satisfaction. Strengthen systems for evaluating social effectiveness

7. Cooperate with Government and Local Organizations. Work closely with community organizations and trade unions. Participate actively in state social development programs

CONCLUSION

Improving the social environment of enterprises increases employee well-being, enhances labor productivity, and ensures sustainable organizational development. Effective social policy also strengthens the competitiveness of enterprises.

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