

WORKING IN SERVICES ENTERPRISES SPECIAL FEATURES OF THE SYSTEM

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ABSTRACT--The article examines several features of the remuneration system in the service sector and recommended that an appropriate incentive system be established.

Keywords-- salary, salary, incentive, result of work, temporary wage, job wage.

I. INTRODUCTION

When studying the issues of remuneration and incentives in the service sector, it is necessary to take into account the specifics of the service enterprises: the objectives of the enterprise, the characteristics of the goods and services sold, the specifics of the product market, the period of operation of the enterprise, and national traditions(Kovacic & Brennan, 2011).

In many cases, trading companies, which are the subject of our research, are created by a simple way of encouraging employees without taking these into account: a direct link between sales volume and wages. It should be noted that it is advisable to encourage sales staff for long-term profit, not short-term sales(Makhkamova & Allaeva, 2019; Umedilloevna, 2019).

Service economists are identified by two groups of economists as labor motivation:

- meaningfulness of labor;
- wages.

In the pre-market economy, the trade was the minimum wage. In general, wages were the main factor in the motivation mechanism for the national economy, and in the trade sector, access to unique commodities and hidden incomes, which were several times higher than wages, was a motivating mechanism. For this reason, the motivational basis for "interesting labor", which consists of such values as high qualification, self-expression and profitability in trade, is not widely distributed. Professionalism did not require a level of professionalism in labor motivation. There was a desire to get the maximum pay with low labor costs.

II. MAIN PART

This sector of the economy was characterized by labor passivity.

The sales staff motivation system must demonstrate a desire to achieve high results and meet the following criteria:

- There should be more chances of higher wages;
- The remuneration and incentive methods are simple and clear;
- the award is made depending on the abilities and additional actions of the employee;

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- protection of employees from the external environment.
- Material incentives appear in addition to the total salary. Overtime pay is determined by: first, the rate of labor productivity, and, second, the percentage of premiums established for the full pay period.
- There are two ways to set incentive rewards in the economy. The first method sets a certain limit on the amount of incentive. Proponents of the second approach argue that incentives are generally not lifted, which, in their opinion, may also limit the quality of trade services.
- In the context of economic modernization, an employee-oriented incentive system takes precedence over collective rewards. The award-winning employee recognizes that the reward is the result of his work and not depend on anyone else. This method is important for small businesses.
- The most common system of material incentives is the increase in labor productivity. Corporate management sets the daily performance standard. Norms can be in the form of money, time, amount of production. Trading standards have a specific complexity, and each outlet has its own sales volume and revenue norms.
- There is also a system of collective reward in trade. The system of collective remuneration refers to a group of employees of a particular enterprise, engaged in the same or related activities. For example, a group of employees perform the same functions in sales, so there is no need to control each of them. The total amount of work is known and the team distributes the work among its members. The main purpose of this system is to allow team members to come together and achieve the overall result and to distribute the reward among the team members.
- It is also advisable to consider payroll analytics systems. The peculiarity of this system is the differentiation of salaries, depending on the qualifications, cost and conditions of employers, etc.
- There are other types of material incentives. In some organizations, incentives in the form of gifts are common. Employees and employees will be awarded prizes and tourist vouchers for their achievements. The award process takes place at workplaces, public meetings and events. This situation results in recognition of achievements and promotion among all employees.
- There may be two main types of rewards in the trading business, both in the material and in-kind rewards, and the rise in professionalism. Instead, the system of material and natural remuneration can be divided into two types: the first - wages and the second - social, natural and paid services.
- Despite the high economic value of material incentives to increase sales, their use has declined in recent years. This happens because of:
 - Increase in the share of material and additional expenses in the amount of production costs and, to some extent, decrease in the cost of labor;
 - Inability of business leaders to use these systems in the long run;
 - Uncertainty about the degree of accuracy of labor normalization

III. ANALYSES

The reason for not using these systems is that increased sales can lead to shorter communication times and lead to lower purchases. The desire to sell more quickly can lead to a drop in purchases, which is why it is advisable to offer a

system of incentives to improve the quality of our services. This system should complement and supplement existing systems (Bobur, & Sobirov, 2018).

It should be noted that the mechanisms of financial incentives are similar to those of the labor productivity incentive system. It is well-known that the system of material incentives for improving quality indicators is specific to trade. However, it is difficult to measure this quality. From the point of view of the overall quality of labor in the sales area, it is manifested by the extra attention given to the fact, the courtesy, the freedom, the sincerity, the complete knowledge of the goods on sale, and the choice of the customer.

It is generally accepted that wage systems are divided into two major groups, depending on which key indicator is used to determine labor performance. These groups are called salary forms. If a product is used as the primary measure of labor results, it is called a wage form. If you use the same amount of work time as a scraper, it will only mean a temporary wage. Consequently, the form of remuneration is the choice of one or another form of remuneration systems, based on the main performance indicators, when assessing the performance of an employee for the purpose of remuneration, as a rule, the technology of production and its features, the quality of production, and employment. However, these factors are determined by the fact that the forms of remuneration are limited to the technical specifications and opportunities for their application (World Business - Economics and Finance Conference, 2011).

In the event that it is not possible to use the form of remuneration of labor, a temporary form of payment will be introduced. In fact, the main criterion for limiting both forms of remuneration is the ability to quantify labor productivity. It is defined as the ratio of the amount of natural product to time spent. The same opportunities exist on the payroll. The best way to pay time is to go to work only when it comes to paying labor efficiency, which is a measure of outcomes and costs (International, 2011; Kalpakjian & Schmid, 2014).

Different approaches are used in the organizational and technical regulation of labor, while the tariff rates are the same in both the working and temporary pay systems. The basic standard of work for the payment of temporary wages consists of a single working time established by law and a list of labor duties that an employee must perform during that time. Employee duties are based on the principles of division of labor in the company. This principle is determined by the organizational and technical conditions of production. There is a certain rate of payment for this norm - the rate. If an employee has been working less than the normal rate, he / she will be charged a lower salary than the rate. If the working time of the employee and his specific labor commitments exceed the established norm, then the wages paid to the employee will exceed the rate.

The basic rate of labor will be the rate of production when working pay. It is also calculated based on the duration of the working time prescribed by law. The employee will be charged a fee at the rate of the tariff for compliance with this norm. In case of non-fulfillment or overpayment of the rate, the employee's fee will be lower or higher at the appropriate rate.

In addition to the basic labor norms, both one and several additional labor rates are used in the wage and temporary wage systems. The current rewards are written for the complete and over-fulfillment of these labor norms. In their economic context, such bonuses are based on remuneration rates, in addition to the basic labor rate.

From the economic point of view, there is no significant difference between the current and the time-based forms of payment: both are based on the estimates of the labor force and the length of time prescribed by the law. Both forms of remuneration take into account both labor outcome and working time.

The market model of salary organization provides a clear division of responsibilities between the employer and the hired employee. The employer will be financially interested in the positive results of the enterprise, its consolidation and

development. It determines technical policy, examines market conditions, determines what and how much production, at what price and for whom. And the hired worker does not have to work

Warranty systems are reminiscent of incentive systems for organizational breakdown and performance, but their main function is to ensure that the agreed amount is written down to all employees under the terms of payment (tariff rates, prices, overtime fees, bonuses, etc.).

In the market economy, the guaranteeing system of remuneration is reflected when the interests of the employer are different from the interests of the business owner. In today's economic environment, many businesses have to constantly "upgrade" their guarantee systems. Payment of basic and additional salary. The basic salary payment is the working payday of the employee - in weeks. Monthly, quarterly, semiannual, and yearly rates are understood to be part of the cost that is likely to result in the payment. In a number of cases, a relatively constant wage is referred to as base pay. For the employed, it is the fixed price paid for the product made; for a temporary employee - a fee charged for the actual rates.

Inevitability of payment of basic (tariff) and additional (incentive) components raises the question of their ratio. The logic of the name of these components of the remuneration suggests that the basic wage must be at least 50%, and the incentive portion should be less than 50%.

The second important factor affecting the proportion of incentive payments and tariffs with equal conditions is the level of maturity of the trade union organization, its ability to influence the terms and conditions of the collective bargaining with employers. Employees are interested in the fact that guarantees for their work are much higher. This will be ensured by increasing the fee rate. Often trade unions control the growth rate of the basic wage rate and increase the wages.

The practical application of a system of labor compensation depends on many circumstances. But it will depend, first of all, on what influences the choice of a key indicator for the calculation of employee performance, that is, the inclusion of a particular system into either working or temporary systems. The employer has the right to choose remuneration systems.

The terms of use of both temporary and temporary forms of payment are well developed, but they are mainly designed for the non-market model of the economy and the specific system of production and labor organization of enterprises. Now the situation has changed dramatically: if previously the government had to pay a significant share of production and labor costs, now these costs were entirely borne by the enterprises.

The main factor influencing the choice of forms of remuneration is the standardization of labor and detailed elaboration of the forms of its implementation.

However, the use of payroll and temporary payment systems should not be confused with the economic feasibility of their use. Salary can only be used if it is economically viable. As a rule, it stimulates labor productivity and increased output. However, material stimulation of production growth can produce positive results when there is a real need for the employer to increase labor productivity (Kuralbayev, Myrzaliev, & Sevim, 2016; Makhkamova & Allaeva, 2019).

The degree of impact of workers on production growth directly depends on the level of their equipment. The lower the level, the greater the chance of employees to exceed the established production standards, the higher. The less likely the workers are.

One of the most important requirements for wage systems in enterprises is that they must ensure equal pay for labor. For this purpose, the indicators used for the calculation of labor results should allow to assess both the quantity and quality of hired workers, and to set the quantitative and qualitative criteria for their employment. Therefore, there are two types of labor normalization in the organization of remuneration: tariff and organizational and technical types. Under the current conditions, tariff regulation of labor often goes beyond the limits of one enterprise and is realized by the joint efforts of many enterprises. Most enterprises in the Republic of Uzbekistan use the system of tariff rates. It was formed during the previous economic system. Each enterprise independently provides organizational technical regulation. However, its methodology must be widely accepted, otherwise the principle of equal pay is not ensured.

It is possible to determine the norm of service to buyers by trading labor normalization (for example, how many buyers will serve in the same period), rational numbers of sellers, managers, specialists and support staff and other indicators.

Tariff system is a standard set that ensures differentiation of wages. The differentiation of wages is made taking into account its complexity, conditions, natural and climatic conditions, and labor intensity (Baxtishodovich, Suyunovich, News, & 2017, n.d.; Kalpakjian & Schmid, 2014; News & 2017, n.d.).

The basis of the wage system is the tariff system.

As we have already mentioned, the salary system in the Republic of Uzbekistan consists of both a tariff system and a non-tariff.

The tariff system consists of the following regulations:

Qualification and qualification certificate of employment and occupation This handbook is a standard document for employee and employee, position

Qualified classification of requirements. It identifies the range of jobs that are relevant to the workforce or the knowledge, skills, and skills required for each job or job. The tariff-and-reference directory defines the level of qualification of the employees and the tariff classification.

The Qualification Manual contains a complete description of the work to be done and the qualification requirements for those who perform it. They ensure the use of a single criteria for evaluating a job and the definition of employee-related categories depending on the complexity of the job.

In the study of salaries in services, especially in trade, it is necessary to take into account the changes in wages in the whole economy. Wages in the country have a tendency to grow, but that does not indicate a real rise in wages. Nominal and real wages will depend primarily on price dynamics and tax payments. The changes in the prices are influenced by:

- Production dynamics;
- market situation in finished goods (services);
- state of the labor market;
- political situation;
- State pricing policy and so on.

An increase in the overall price level will lead to an increase in consumer costs and a reduction in the ability to purchase long-term items, which will lead to a decline in the standard of living of the population, turnover and, in turn, wages in the trade sector (Beaumont & Dredge, 2010; Chambers, 2011).

IV. DISCUSSIONS

The level of wages is also influenced by socio-professional factors: education, qualification, experience, production experience, and more.

As in other areas, every trader needs a certain level of knowledge and skills. Occupations differ by different qualifications.

In the trade sector, occupations with low-skilled and low-wage, middle-class and middle-class salaries, and highly-skilled professions are distinguished. Low level qualifications include carriers, cleaners. Medium levels include: vendor, consultant, cashier, forwarder, guard. High-level qualifications include accountants, lawyers, advertising managers, logistics managers, sales managers, marketers.

Given the various factors affecting the cost of labor and, in particular, wages, we conclude that the following macro-factors in the economic environment are influenced by:

- field of activity;
- Production feature;
- labor discipline;
- type of ownership and so on.

According to a trade-based salary survey, there is no significant difference in wage levels in this area. It is known that the higher the level of income, the lower the incentive effect of wages. This is why salary incentives are important.

In addition to the above-mentioned factors, the labor force in the trade sector is affected by the law of supply and demand. The labor market causes differentiation of wages of workers and employees of different categories.

The labor market has the following characteristics:

- Increased demand for trade personnel in the context of economic modernization;
- employment in the trading area of employees who do not have special knowledge as a result of the entry of other specialists into the trading industry;
- high interest rates in this area are likely to generate higher interest than other sectors;
- The high demand for young professionals in the industry and the need to encourage them.

V. CONCLUSION

It is obvious that the remuneration system in the service sector has several characteristics. In this regard, it is necessary to create an incentive system for the development of this sector, taking into account the above specifics.

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