SOME FACTORS IN SHAPING EMPLOYEE WORK ENGAGEMENT IN ENTERPRISES AND ORGANIZATIONS

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Abstract. *Employee engagement is understood as the sense of unity between the employee and the organization, the understanding of shared goals, and the alignment of personal interests with organizational interests. An engaged employee ideally perceives the organization's work as a vital life purpose and is ready to exert maximum effort to achieve results for the organization due to their engagement. This article analyzes key factors that help increase employee engagement within organizations, including organizational culture, improvement of the psychological climate within the team, establishment of trustful relationships between managers and employees, and responsibility toward work. Consequently, work efficiency significantly improves, and employee turnover decreases substantially.*

Keywords: *organizational culture, psychological climate, employee participation, engagement factors, genuine participation, cognitive participation, emotional participation, trustful relationships, responsibility toward work.*

The Social-Psychological Factors in Shaping Employees' Engagement to Reforms in Organizations Today. Currently, there is a growing necessity to study the social-psychological factors involved in shaping employees' engagement traits toward reforms in organizations. This includes conducting scientific and practical analyses of the engagement formation process, evaluating it, and identifying foundational criteria. Such efforts are aimed at

developing targeted recommendations to effectively combat ideological threats designed to poison the minds of our youth and create spiritual dependence. Today's reforms in the New Uzbekistan foster the establishment of a “strong civil society,” an “enlightened society,” and an “initiative-driven society” by increasing the social-political activity of citizens. The process itself is a result of ongoing reforms. The consolidation of civil society depends on the rise of our people's spiritual virtues. However, in the context of globalization, we can observe emerging external and internal threats such as terrorism, religious extremism, fanaticism, separatism, human trafficking, “mass culture,” drug trafficking, indifference toward the fate of the nation, localism, clan and family chauvinism, disregard for family values, and neglect of youth upbringing.

Engagement is a high moral quality inherent in humans. It reflects an individual’s sense of responsibility before people and society for their behavior, actions, and conduct; an active manifestation of intolerance toward injustice and unfairness; and a sincere commitment to good, constructive work, ideas, and values, which also becomes apparent in others. Based on our theoretical studies of the socio-psychological factors of engagement traits in organizations under globalization conditions today, it can be said that engagement is the primary signal or decision point that determines whether a person, as a social being, fulfills or does not fulfill their function based on their social interests. This function is essentially the psychological nature of engagement.

Given the indifference among people that leads to irreparable disasters, corruption, silence in the face of crime and catastrophes, researching the socio-psychological factors of engagement has become an urgent social-psychological necessity to transform this trait into a competency for every young man and woman in Uzbekistan. This requires a special study of the core qualities, characteristics, criteria, and psychological factors directly and indirectly connected to engagement.

Shaping employees' engagement helps increase their commitment to organizations, fostering organizational culture, improving psychological climate within teams, building trustworthy relationships, and promoting responsibility and organizational skills in their work. Engagement is a continuous process of adaptation by employees, adjusted and supplemented by internal and external environmental changes. Many scholars' interest in engagement is not accidental. In psychology, sociology, and management, engagement is seen as a factor that positively transforms work activities rapidly, improving the content and quality in complex production processes. It leads to the development of ordinary employees into highly qualified specialists and emphasizes the importance of the "individualization" of relationships among employees.

Views on the main factors influencing engagement vary significantly between academic and business environments. Foreign researcher J. Hellevig identifies general and individual drivers. General drivers required from leaders and managers include trust, fairness, respect, communication, consistency, effective processes, authority, self-discipline, quality, and meeting customer needs. Individual drivers involve living a quality and meaningful life, the content of work, compensation and wages, and the "soft" aspects of corporate culture [10].

According to I.A. Kulikova and N.A. Nikolaev, the analysis of factors influencing employee engagement should be conducted at least on two levels:

- At the organizational (departmental) level — organizational level;
- At the individual employee level — individual level.

In the first case, the general analysis results pertain to organizational levels, while in the second case, individual levels are obtained [8]. Let us consider the organizational conditions for employee engagement. Currently, one of the most popular theories explaining modern labor relations is the exchange theory. Within this approach, employee engagement is interpreted as

the employee's readiness to invest themselves, involving cognitive, skill-based, and emotional capital in their work, exchanging it for resources and benefits aimed at the company's development. This theory includes many definitions that consider engagement.

A. Saks distinguishes two types of engagement: professional work activity performed with enthusiasm and participation in the organization as an employee who is passionately devoted to the organization [4]. Interest in participation in the organization is practically manifested in employees' self-development, revealing their creative and professional abilities, potential within a specific organization, mutual interaction among employees, and leadership within the organization. At the same time, organizational participation often includes enthusiasm for work associated with enjoyment of working in that organization.

The structural components of engagement can be outlined as follows:

1. Cognitive — employees rationally understand the organization's strategic goals and values;

2. Physical — employees are energetic and ready to expend their efforts;

3. Emotional — employees feel emotionally connected to the organization and their coworkers.

Considering these components, the cognitive component involves participation and analyzes the alignment of employee values with organizational values. The more "points of contact" an employee has with the organization, the stronger their commitment to the organization becomes. A key factor in engagement is influencing employees to be involved in organizational policies. Engagement is established through personnel policies, and employees' activities are managed according to the organization's internal regulations. During the recruitment phase, whether a new employee undergoing

the adaptation and integration process will be engaged can be predicted in advance.

To foster a sense of engagement among employees, managers should encourage employees to take responsibility and create conditions that help them achieve their goals. Managers themselves must possess certain qualities necessary to increase employee activity. According to Russian researcher S. Tsarenko, a key criterion that enables leaders to genuinely engage employees is the fusion of formal and informal leadership within a single individual. A trustworthy manager sets an example by demonstrating the optimal behavior model to achieve goals, thereby empowering and inspiring employees.

It is important to emphasize the significant role of corporate culture in increasing employee engagement within organizations. When employees understand their organization's strategic development, only then does the process of aligning organizational values with those of employees take place. In corporate culture, the personal example and personality of the leader have a strong impact, and engagement plays a central role in attracting employees. It should be noted that the responsibility of a leader is one of the most important factors in employee engagement. Responsibility primarily manifests itself in the organization's image as an employer.

For large companies with complex management structures, increasing employee engagement presents challenges. A second method for enhancing leadership engagement is the use of Kaizen systems. On one hand, the leader pays careful attention to the needs of their subordinates and respects their work; on the other hand, they set the rules of activity and exercise control. Employees can be monitored through established standards within the organization. These standards determine factors that affect employees' diligence and qualifications. Among the most important are: the leader develops strategies, policies, and goals for the organization's development; defines responsibilities and

authorities; sets requirements for personnel in terms of knowledge, skills, and behavior; and provides necessary resources.

Increasing employee engagement helps by involving employees in management processes at all hierarchical levels. This enables employees to satisfy needs such as self-awareness, recognition, and belonging to a group with additional powers. Direct material rewards play a significant role in encouraging lower-level production employees to take on additional management responsibilities and implement management initiatives [9]. Effective enhancement of engagement in organizational management boosts motivation between leaders and employees and leads to expanded mutually beneficial cooperation. Japanese companies are among the first organizations to use engagement motivation extensively. They have widely applied such methods as quality circles, "Hoshin Kanri," and others, which incorporate mass employee participation in management processes. Creating a mass form of engagement in Japanese organizations significantly increased labor productivity, improved quality, and developed workers' initiative and independence.

According to an analysis of recent engagement research, the H2H model (Human-to-Human) is currently being applied in human resource management practices in the West. According to N. Perevoz, people realized that life is not just simple labor but also requires constant development and improvement. Most importantly, all this has created a need for simple, human relationships between employees and managers, characterized by openness and honesty [6]. Leaders should be closer and more accessible to employees, showing friendliness, empathy, and emotional intelligence. At the same time, one of the most important points is the transparency of management decisions made by leadership. This gives employees confidence that company leaders are truly leading the organization toward achieving its goals.

Employee engagement is reflected in being informed about the organization's life, key events, important stages, and plans. The more aware an employee is, the stronger their sense of involvement in the events occurring within the organization. Only when employees have a clear understanding of the organization's strategy, goals, policies, and how it operates can they truly realize their role and responsibilities [5]. At the same time, employee engagement is linked to participation in the work process, personal interest in labor activities, and the successful development of the organization. Employee enthusiasm manifests when the organization's leadership organizes work effectively, ensures shared goals, and ignites a spark of motivation in employees' hearts.

According to the data collected, many researchers emphasize the leading role of motivation in expressing the sense of engagement among employees in an organization. It is important to note that motivation includes creating incentives for employees' activity and interest in their work. Encouraging employees involves the availability of human resource development tools, talent management, support for employees in professional and labor relations, a fair and transparent remuneration system, delegation of authority, fostering a creative environment, developing communication, and other related aspects.

The manifestation of the physical component of engagement (an active approach to involving employees) in organizations is connected to the continuous improvement of knowledge by employees and managers, self-learning, and the desire to adapt to changing external and internal conditions of the organization. This is because 10-15% of the knowledge gained at any educational institution quickly becomes outdated due to the rapid pace of scientific and technological progress. It is important to note that during the recruitment and selection process, it is essential to consider the new employees' willingness to learn, their desire and ability to work, as well as their key personal qualities. The necessary characteristics of engaged employees should

include: immersion in work, the ability to establish a strong emotional connection with the organization, high enthusiasm for work, broad responsibility boundaries, commitment, determination, initiative, conscientiousness, dedication, adaptability to various changing conditions, the desire to develop professional skills, timely completion of production tasks, attention to their execution, and planning skills.

Other factors influencing the manifestation of engagement include the nature of the activity, working conditions, occupational safety, salary, incentives, and the creation of a favorable work environment. Rational working conditions directly relate to the balance between work and rest regimes and work pace, which is considered in the scientific organization of labor. These characteristics are closely linked to job satisfaction and affect the organization's image as an employer, which, in the long term, directly impacts employee loyalty. When employees are engaged, their attachment to a particular organization depends on specific workplace conditions, salary, and the attractiveness of the social package. The sense of well-being for employees is created based on management's attitude toward workplace design: comfort, visual perception of the workspace, availability of sound insulation, maintaining a comfortable temperature, creating rest areas, having a dining room, and others. These are among the most important factors in retaining valuable specialist employees.

Employee engagement manifests itself most clearly in what is called a "mature team." When trust is established between the organization's leaders and employees, authority is transferred between them. In mature teams, the integration of positive behavior models significantly reduces the occurrence of negative incidents. The maturity and cohesion of a team are related to the strength of relationships among team members, the presence of pride within the team, the establishment of stable traditions, the ability to unlock employees' creative potential, and the nature of conflicts and disagreements that arise.

Tensions, competitive feelings, and unhealthy competition among employees and teams within an organization may motivate employees to act only temporarily. Organizations with mature teams provide each employee the opportunity to reveal and fully express their talents, working in a comfortable environment. In organizations without mature teams, employees who frequently change their opinions, are contentious, or resistant to change become a liability. If the formal or informal leaders are not conflicting personalities, cooperation within the team strengthens and most disputes are resolved.

The level of team maturity reflects the stability of emotional connections within the team as well as relationships with management, clients, and suppliers. According to data from Russia's Rabota.ru service, in 2023 nearly 30% of Russians were dismissed due to poor relations with colleagues, and 2% were dismissed because of conflicts with their team. Moreover, 41% of survey participants reported complaints about criticism from their managers [5].

Conclusion. Each employee independently decides whether to be committed or not. An employee's willingness to contribute their labor to a particular organization largely depends on the level of moral and material satisfaction determined by their goal orientation. If an employee perceives that the organization is interested in them and is striving for their further development, and is aware of the company's activities, they will be ready to invest their resources in the organization. The organization's image and the honest evaluation of employees' work performance also significantly influence the formation of commitment. Managers should not only assess work honestly according to established standards but also set deadlines to receive results as quickly as possible. Although the acceptance or rejection of commitment by employees is independent, their behavior must align with the organization's goals, strategy, quality policy, standards, and regulations.

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