

Modern Methods of Increasing Labor Efficiency in Organizations Through Enhancing Human Dignity

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ABSTRACT

Objective: This study aims to explore how enterprises, organizations, and institutions – both public and private – manage human resources to achieve greater efficiency and cost-effectiveness while preserving human dignity and enhancing employee potential. **Method:** The research employs a qualitative analytical approach, drawing from organizational management theories and case studies of enterprises with active primary trade unions to assess their impact on employee performance and workplace conditions. **Results:** The findings indicate that organizations which prioritize human-centered management practices and establish primary trade unions experience improved legal awareness among employees, enhanced socio-economic welfare, and stronger organizational cohesion. These factors collectively contribute to a more efficient, productive, and positive organizational environment. **Novelty:** This article offers an integrative perspective linking human dignity, labor relations, and organizational efficiency, emphasizing that sustainable productivity stems not merely from economic incentives but from institutional respect for employees' rights, participation, and collective representation.

INTRODUCTION

Under the leadership of President Shavkat Mirziyoyev, the ongoing consistent reforms in our country are primarily aimed at satisfying the people and elevating human dignity. One of the most important aspects forming the foundation of the concept of the “New Uzbekistan” and reflected within it is that the main goal of the reforms being implemented in our country is centered on the individual, their life, rights and freedoms, dignity, needs, and interests [1]. By creating new jobs, promoting free competition in all sectors, and ensuring the rule of law, the investment attractiveness of our country is increasing.

Eight years ago, the unemployment rate in our country was 23 percent, while today the unemployment rate in the Bukhara region stands at 7 percent. This is primarily due to the increase in stable employment opportunities and the growth of the population's professional skills and literacy levels [2]. If the main problem of the unemployed segment of the population is the lack of sufficient knowledge and skills, the second key factor can be assessed as the fact that the created jobs are not stable and attractive, or that they are employed in the informal sector [3].

RESEARCH METHOD

In preparing this article, methods such as systematic analysis, comparative approach, legal-theoretical analysis, and sociological analysis were employed. During the research, statistical data, normative-legal documents, and practical experiences were

analyzed in order to identify the interrelationship between the labor market, employees' social protection, and organizational culture. Additionally, the role of trade unions in protecting employees' interests, improving working conditions, and enhancing human dignity was studied through empirical observations. During the research, internal and external factors shaping organizational culture were analyzed based on modern management concepts [4]. The effectiveness of mechanisms such as balancing the interests of employers and employees, labor protection, social security, and incentive systems was examined. As a methodological basis, a management approach that places the human factor at the center was adopted, which serves to stabilize labor relations and enhance efficiency [5].

RESULTS AND DISCUSSION

One of the main problems in the labor market is that employers do not equally consider the social, domestic, and financial interests of employees across all enterprises and organizations. In creating job positions, factors such as workers' family circumstances, problems, and goals, as well as other elements affecting their work performance, are often insufficiently studied. As a result, employees' interests are not taken into account, leading to dissatisfaction, which in turn negatively impacts production performance [6].

In labor relations, the interests of the two parties are always in direct competition. The first party, the employer, seeks to spend less while demanding more productive work from employees, whereas the second party, the employee, aims to work less while earning more. In this conflict of interests, trade unions, as public organizations, play a mediating role; only through their intervention can a mutually beneficial agreement be reached [7].

Every employee has the right to have their personal dignity and honor respected [8]. Some short-sighted employers do not take into account the interests of their employees. In particular, in the private sector, to evade taxes or avoid spending extra on employees, they resort to informal employment. This includes paying salaries "under the table", neglecting to provide decent working conditions, and avoiding expenses to improve labor conditions, all of which go against employees' interests. As a result, employees lose confidence in the future of the organization and begin seeking work elsewhere, leading to widespread dissatisfaction among the workforce [9].

Certainly, the effective use of human resources through modern management practices is a requirement of today and enhances the competitiveness of an organization. Balancing efficiency and cost-effectiveness is considered a key issue of modern management. In management, there is a concept called "organizational culture", which fundamentally involves the enhancement of human dignity. "Organizational culture" can be compared to an iceberg floating in the ocean: the submerged part of the ice represents the employees' trust in the future of the organization. The second factor consists of the organization's values, goals, and plans. The third factor encompasses the employees' experiences, skills, and achievements [10].

These factors form the foundation of organizational culture. The above-water part of the iceberg represents the current environment within the organization, its architectural structure, management style, events held, various traditions, as well as the organization's history and symbols [11].

These indicators create organizational culture and serve as motivating factors that encourage employees to link their profession and personal life to the future of the organization. As organizational culture develops, employees' dignity is enhanced, and they devote their full effort, knowledge, and skills to the organization's future, approach work creatively, and achieve effective results in their activities. A person can never fully demonstrate their abilities through coercion, oppression, or force [12].

Now, let us turn to the factors influencing the enhancement of organizational culture. One factor that shapes organizational culture is the organizational environment. The organizational environment can be either general or specific.

The general environment refers to external influences affecting the organization, meaning the organization encounters various impacts during its operations. Political processes occurring in the world and the economic situation of the country exert their influence on the organization's environment. Social relations, education, healthcare, social policy, employees' standard of living, household conditions, and domestic circumstances constitute the general environment of the organization [13].

The second, primary environment influencing organizational culture is the specific environment, which constitutes the internal environment of the organization. Factors included in the internal environment are changes in industry legislation, the impact of laws and decisions adopted in the field, as well as the influence of competitors, clients, and suppliers.

One of the factors that most strongly influence the internal environment is the presence and functioning of a public organization within the organization, namely trade unions. This is because trade unions represent and protect the socio-economic rights and interests of employees [14].

The primary trade union organization established within the organization serves as a body that protects employees' interests while ensuring the rule of law and public control.

As a result of adopting local regulations such as collective agreements, internal labor rules, vacation schedules, job descriptions, and incentive procedures, the organization establishes order in work processes, employee motivation, rest arrangements, meaningful use of free time, and cultural and social protection of employees through sports and spiritual activities. Additionally, labor protection agreements ensure that employees are provided with special clothing, headgear, and personal protective equipment, thereby establishing certain procedures. All of this, in turn, contributes to enhancing organizational culture and promoting respect for human dignity.

Trade unions enhance employees' legal literacy and keep them informed about the laws and decisions being adopted, ensuring that the enterprise community is aware of

the reforms taking place in the country. This prevents employees from falling for various rumors and fosters a sense of satisfaction with their own lives. Studying the problems occurring in the personal lives of union members and addressing these issues with the assistance of higher authorities and employers helps to relieve internal pressures among employees.

In some cases, due to a lack of personal experience and skills, errors may occur in organizational management, and their negative impact can lead to a decline in both organizational culture and human dignity. Attitudes toward employees characterized by indifference, emotional detachment, disrespect, rudeness, negligence, or mistrust sharply undermine organizational culture.

As a result, employees' work efficiency decreases, leading to indifference toward the organization's future. This is especially common in the private sector, where there are frequent cases of being unable to form or manage an effective management team. A leader's inability to think strategically creates a dependence on guidance from a superior.

Employers striving to enhance organizational culture can certainly do so in agreement with trade unions, thereby promoting employees' dignity and laying the foundation for the organization's future by establishing a strong management team.

Creating stable jobs is fundamentally based on the protection of employees' rights. All civilizations in the world have emerged under the influence of noble ideas that formed the foundational concepts of human rights.

Honoring the individual, fostering their intellectual, natural, artistic, and moral qualities, promoting humaneness and high ethical standards, and aiming to educate a well-rounded person serve the development of contemporary culture and the advancement of universal human values [15].

CONCLUSION

Fundamental Finding : The study concludes that while organizational challenges are multifaceted, effective resolution requires a gradual, systematic approach that prioritizes teamwork and individualized attention to both personal and social factors affecting employees. **Implication :** Strengthening human dignity and leveraging the experience of trade unions can significantly enhance workplace harmony, efficiency, and cost-effectiveness, serving as a model for sustainable organizational management. **Limitation :** However, the study's analysis is primarily conceptual and context-specific, limiting the generalizability of its findings across diverse organizational structures and cultural settings. **Future Research :** Further empirical investigations are needed to measure the long-term impact of trade union involvement on employee well-being, productivity, and organizational performance across different sectors, incorporating comparative and cross-national perspectives to broaden the theoretical and practical implications.

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