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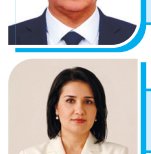
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THE MAIN METHODS, TOOLS, AND FEATURES OF IMPROVING EMPLOYEE LABOR DISCIPLINE

Azizova Sayyora Xamidullaevna
Independent Researcher at Fergana State Technical University,
Senior Lecturer at Alfraganus University
E-mail: azizova.sayyora76@gmail.com
ORCID: 0000-0003-0489-9087

Abstract. The study examines the essence of labor discipline, its types and principles, as well as the methods and tools for ensuring and managing labor discipline. The specific features of maintaining labor discipline in Uzbekistan are identified. Scientific proposals and practical recommendations are developed regarding liability for violations of labor discipline and the resolution of labor disputes.

Keywords: labor discipline, compliance with labor discipline, labor discipline requirements, administrative methods of ensuring labor discipline, incentive methods, labor discipline management.

Аннотация. В исследовании рассматриваются сущность понятия трудовой дисциплины, ее виды и правила соблюдения, а также методы и средства обеспечения и управления трудовой дисциплиной. Выявлены особенности обеспечения трудовой дисциплины в Узбекистане. Разработаны научные предложения и практические рекомендации по вопросам ответственности за нарушение трудовой дисциплины и разрешения трудовых споров.

Ключевые слова: трудовая дисциплина, соблюдение трудовой дисциплины, требования трудовой дисциплины, административные методы обеспечения трудовой дисциплины, методы стимулирования, управление трудовой дисциплиной.

INTRODUCTION

The effective use of labor resources is one of the important factors in the successful implementation of economic development. This, in turn, depends on ensuring labor discipline, regulating labor relations, and properly developing employees' responsible attitudes in the workplace. The level of labor discipline in society has a significant influence not only on production efficiency but also on the general psychological environment within an organization, labor productivity, and the stability of labor relations.

Ensuring labor discipline involves a set of organizational, legal, and socio-economic measures that ensure employees' compliance with established rules, internal work procedures, duties, and legal norms. In this process, the effective use of various methods and tools, including incentives, disciplinary measures, control mechanisms, and information and communication technologies, is of great importance.

The methods and means of ensuring labor discipline, their practical importance, and their specific features formed on the basis of national and international experience are analyzed. Effective approaches and recommendations aimed at strengthening labor discipline in organizations are also considered.

LITERATURE REVIEW

The issue of strengthening labor discipline at enterprises has consistently been regarded as one of the most relevant aspects of effective labor management. In theory and practice, a set of production factors determining labor discipline has been identified and studied. These factors include the organization of the labor process, sanitary and living conditions, as well as employees' satisfaction with the organization's activities and the quality of working life.

The state of labor discipline in an organization is significantly influenced by the level of mechanization and automation of production processes and the effective participation of employees in the management of production processes.

Researchers E. L. Andreeva and O. A. Rushitskaya emphasize that the management of labor discipline at an enterprise and the rational use of working time are closely related to a system of measures aimed at forming stable labor teams. According to the researchers, a higher level of labor discipline contributes

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to greater workforce stability and creates favorable conditions for reducing employee turnover at the enterprise[1].

N. E. Simonovich, O. S. Gorbunova, S. V. Petryakova, I. F. Pilnikova, and S. V. Radionova emphasize that the effective use of an enterprise's human resources is closely associated with increasing the level of qualifications and education of each member of the labor team, organizing mentoring and educational activities for various categories of employees, and effectively organizing their leisure time.[2]

Improving labor discipline management in an organization involves studying the effectiveness of the use of labor resources in each structural unit, accounting for and controlling the use of working time in each department, identifying and addressing issues related to labor discipline in individual departments and throughout the organization, and implementing measures aimed at strengthening labor discipline and ensuring its effective management.

Personnel measures aimed at strengthening labor discipline in an organization include, in particular:

- systematic training of various categories of employees in order to improve their qualifications;
- applying additional incentive measures for employees who strictly adhere to labor discipline;
- selecting and hiring new employees on a competitive basis;
- monitoring employees' arrival and departure times, for example, through the use of an electronic access system;
- appropriately applying methods of material and non-material motivation and rewarding employees for their work.

The researchers emphasize that motivation plays a special role in managing labor discipline within an organization[3].

The most important feature of the system of material incentives for employees in modern organizations is that the variable part of each employee's salary depends not only on the results of their individual work but also on the overall results of the labor activities of the enterprise's employees.

Studies by N. N. Simachkova, I. V. Dambaeva, E. V. Zarubina, and N. B. Fateeva on the management of labor discipline in modern organizations show that employees' professional awareness and sense of responsibility for the performance of the enterprise can serve as important factors in the formation and maintenance of a high level of labor discipline[4]. In organizations where managers demonstrate genuine concern for their employees while combining it with reasonable requirements and measures of material and non-material encouragement, favorable conditions can be created for increasing employee productivity and strengthening labor discipline.

According to E. V. Zarubina, a leading role in strengthening labor discipline at an enterprise is played by the heads of lower-level structural divisions—foremen, department heads, and heads of groups and sectors. The activities of such managers are closely connected with the work and professional activities of the enterprise's employees and directly influence various aspects of labor activity, employees' working conditions, and the socio-psychological climate within departments[5].

L. A. Zhuravleva, T. I. Kruzhkova, and K. V. Noskova show that conscious labor discipline is formed on the basis of employees' awareness of the unity of organizational goals and their sense of mutual responsibility for the performance of assigned tasks. They also emphasize the importance of consistently improving mechanisms for preventing violations of labor, production, and technological discipline. In this regard, organizations can enhance preventive measures aimed at promoting attendance, punctuality, responsible workplace behavior, and compliance with established labor discipline requirements[6].

Many researchers have addressed the issue of strengthening labor discipline, which remains highly relevant for modern enterprises. Methods of strengthening labor discipline include approaches aimed at influencing employees and improving their working conditions, encouraging each employee to observe labor

1 Andreeva E. L., Rushchitskaya O. A. Osnovnye tendentsii preobrazovanii mirovyx i rossiyskikh firm //Vestnik Yuzhno-Uralskogo gosudarstvennogo universiteta. Series: Economics. 2007. No. 1. p. 18

2 Simonovich N. E., Gorbunova O. S., Petryakova S. V., Pilnikova I. F., Radionova S. V. Problemy vnedreniya professionalnyx standartov: psychologicheskie osobennosti // Obrazovanie i pravo. 2019. No. 5. p. 278

3 Gorbunova O. S., Petryakova S. V., Pilnikova I. F., Radionova S. V., Kainova E. Yu. Zavisimost proizvoditelnosti truda ot razlichnyx metodov motivatsii personala // Obrazovanie i pravo. 2019. No. 5. p. 237.

4 Simachkova N. N., Dambaeva I. V., Zarubina E. V., Fateeva N. B. K probleme otsenki effektivnosti system motivation personnel and organization. V sbornike: Teoriya i praktika upravleniya Selsky household. Materialy Vserossiyskoy nauchnoprakticheskoy conference, posvyashchennoy 80-letiyu so dnya Birthday of Doctor of Economics, Professor A. L. Pustueva. 2019. p.181

5 Zarubina E. V. Subject, methodology, conceptual hardware science "Management of human resources" // Agrarian education and science. 2016. No. 4. p. 32.

6 Zhuravleva L. A., Kruzhkova T. I., Noskova K. V. Victimization risk of social labor relations. V sbornike: Dostoyny trud – osnova stablenogo obshchestva. Sbornik statey VIIIMejdunarodnoy nauchno-practical conference. Otvetstvennye za vypusk: I. A. Kulkova, A. Yu. Kokovikhin, E. B. Dvoryadkina. 2016. p. 67

discipline by strictly adhering to established rules and procedures in their work, as well as implementing preventive measures to ensure consistent compliance with labor discipline requirements[7].

RESEARCH METHODOLOGY

In studying the methods and means of ensuring labor discipline, their management, and their specific characteristics, the method of examining disciplinary measures applied in various companies was used. In particular, the types of disciplinary measures used in these companies and the measures applied in cases of non-compliance were classified, and the process of resolving conflict situations was described. In drawing conclusions regarding the characteristics of labor discipline, methods of logical analysis, synthesis, generalization, induction and deduction, as well as a systematic approach to economic phenomena and processes, were applied.

ANALYSIS AND RESULTS

Strict adherence to all workplace rules is most effectively achieved when appropriate organizational conditions are established. In practice, every company has opportunities to continuously improve employees' compliance with established rules. The primary objective is to strengthen compliance with established rules in order to ensure timely performance, high product quality, occupational safety, and stable labor relations.

The manager's task is to establish clear work rules for employees and monitor compliance with them. In this context, it is important to consider the essence of labor discipline, the methods that can be used to ensure compliance, and the measures that can help prevent violations in the future.

The concept of employee labor discipline is defined by the Labor Code of the Republic of Uzbekistan. Article 295 of the Code states: "Labor discipline is the mandatory obedience of all employees to the rules of conduct established in accordance with labor legislation, collective agreements, a collective contract, as well as internal labor regulations, other internal documents and the employment contract." The necessary regulatory documents are developed by the manager or specialists appointed by the manager. They concern the following areas:

- work procedures;
- occupational safety;
- corporate ethics.

The requirements are set out in collective or employment contracts and in the director's orders.

Labor discipline at work is divided into several types:

- non-compliance with established production standards, which may affect product quality or the provision of services to customers in accordance with established requirements;
- non-compliance with work procedures, including lateness, absence from scheduled shifts, or failure to perform tasks stipulated in the employment contract;
- non-compliance with corporate standards, including established dress codes, appearance requirements, or communication standards.

The employer must not only establish discipline among employees at the enterprise but also monitor compliance with the rules and take appropriate measures to ensure adherence to them by creating the necessary conditions. This requirement is enshrined in Article 295 of the Labor Code[8].

Ensuring labor discipline is the responsibility of the director of the enterprise or a person appointed by the director. All employees, including those working for individual entrepreneurs or in small companies, must comply with the established rules.

Regardless of the agreements reached, every employer can continuously improve mechanisms for ensuring compliance with established requirements. To maintain an appropriate level of discipline, the manager should introduce a range of material, legal, and psychological measures. At the same time, it is important that these measures comply with current labor and civil legislation.

There are several methods of ensuring labor discipline, which can be classified according to the nature of their impact as follows:

- **Administrative methods** - the company manager must develop specific regulatory documents, rules of conduct for employees, and methods for monitoring compliance with them. Understanding the evaluation system

7 Zarubina E. V., Simachkova N. N., Fateeva N. B. Problemy upravleniya personnelom na predpriyatiyax APK. V sbornike: Povyshenie upravlencheskogo, ekonomicheskogo, sotsialnogo i innovatsionno-tekhnicheskogo potentially entrepreneurial, otrasley i narodnokhozyaystvennykh kompleksov. Collection statey IX Mejdunarodnoy scientific-practical conference. Pod obshchey redaktsiey F. E. Udalova, V. V. Bondarenko. 2018. p. 49

8 Labor Code of the Republic of Uzbekistan. - T., "Mehnat" publishing house, 2022. - Article 295.

and organizational procedures helps employees meet the established requirements. Employees are informed about the actions for which they may receive rewards and those that may result in disciplinary measures.

● **Motivational methods** - these include rewarding employees for compliance with established rules and applying appropriate measures in cases of non-compliance. For example, if an employee maintains regular attendance and fulfills the monthly plan, they may be eligible for salary bonuses. At the same time, encouraging punctuality and consistent compliance with established procedures contributes to strengthening employee responsibility and labor discipline.

Methods of ensuring labor discipline include organizational and legal measures aimed at promoting disciplined, responsible, and efficient employee performance. From this perspective, these methods include the following:

Organizational and managerial methods - involve managing employees' activities through internal regulations, job descriptions, and work schedules. Instructions and orders issued by managers play a key role in the formation and maintenance of labor discipline.

Legal methods of influence involve strengthening compliance with legal and disciplinary requirements, promoting production discipline, and applying appropriate measures in accordance with established procedures. These methods are based on the Labor Code and internal labor regulations.

Socio-psychological methods - encourage employees to observe discipline by developing team spirit, improving the working environment, and enhancing labor culture.

Economic methods - contribute to strengthening discipline through material measures of influence, such as rewards, bonuses, incentives, and financial assistance.

Means of ensuring labor discipline are practical tools used in the implementation of these methods. They include the following:

Internal labor regulations - determine the rights and obligations of employees, the start and end times of the working day, and the procedures for work and rest.

Job descriptions - provide opportunities for monitoring and evaluation by clearly defining the duties and responsibilities of each employee.

Disciplinary measures contribute to maintaining labor discipline by encouraging employees to comply consistently with established requirements and legal procedures.

Reward systems - provide positive examples for other employees by encouraging those who work in a disciplined and efficient manner.

Labor discipline has the following distinctive features:

Compulsory nature - labor discipline is mandatory for every employee and is reflected in the employment contract.

Regulatory function - discipline performs the function of regulating employees' activities on the basis of established norms.

Legal and social nature - labor discipline is based on legal foundations and is also closely related to moral and cultural relations within the team.

Impact on organizational culture - a high level of discipline has a positive effect on the overall culture and image of the organization.

The specific national and institutional features of ensuring labor discipline in Uzbekistan are as follows:

● **strong regulation based on legislation.** Labor relations in the Republic of Uzbekistan are regulated by the Labor Code, the Law "On Labor Protection," and other regulatory documents. The provisions of the Labor Code clearly define the norms of labor discipline, thereby strengthening the legal basis for ensuring discipline;

● **the importance of formal organizational procedures in state organizations.** In many state organizations, discipline is maintained on the basis of official orders and control mechanisms. Labor discipline is often ensured by following the instructions of senior managers. At the same time, the further integration of flexible and innovative approaches can contribute to improving the effectiveness of labor discipline management;

● **a tendency to ensure discipline in a social spirit.** In Uzbekistan, national values such as mutual respect within the team, respect for senior colleagues, and adherence to ethical standards in the workplace also play an important role in maintaining labor discipline. In a team environment, discipline may be formed on the basis of "teacher-student" relationships and respect for the experience of the older generation;

● **changes in the developing private sector.** In organizations with private and foreign investment, labor discipline is ensured on the basis of modern standards, KPIs, incentive systems, and internal corporate rules. In these organizations, the approach to discipline is linked to market mechanisms and efficiency;

● **the influence of proximity to the place of residence and the family environment.** In Uzbekistan, employees' labor discipline may also be influenced by their local environment, family, and social surroundings. This demonstrates the importance of moral and humane forms of influence;

● **the gradual development of corporate culture.** In many organizations, corporate culture and internal incentive systems continue to develop, creating opportunities to further strengthen employees' active participation and internal motivation.

An employee has the right to apply directly to the court for the resolution of labor disputes at their own discretion. Employees are guaranteed the opportunity to exercise their right to protect their labor rights in accordance with established legal procedures.

The following labor disputes are considered directly by the court[9]:

● if a labor dispute commission has not been established at the employee's workplace;

● disputes concerning reinstatement at the workplace, regardless of the grounds for termination of the employment contract;

● disputes concerning the protection of employees' rights to appropriate compensation in cases related to occupational health, workplace safety, or their property;

● disputes concerning the protection of individuals' rights in the employment process;

● disputes concerning issues previously resolved by the employer in agreement with the trade union committee;

● disputes concerning the promotion and protection of equal opportunities in employment and professional activities.

The period for filing a claim with the court for the consideration of labor disputes is 6 months from the date on which the employee knew or should have known that their rights had been violated. For disputes concerning reinstatement at the workplace, the period is 3 months from the date on which the employee was provided with a copy of the order terminating the employment contract[10].

Employees are more likely to follow established rules when they observe consistent and constructive responses from management. This includes the following measures:

● **proper organization of work** - workplaces are equipped with the necessary equipment and materials, while computers, machinery, and other technical resources are maintained in proper working condition;

● **creation of growth potential** - production facilities are continuously updated and improved, and a fair system of remuneration based on achieved results is introduced;

● **consideration of employees' requests** - management takes employees' wishes into account, provides rest or days off for family reasons where appropriate, grants leave on time, and creates comfortable working conditions;

● **compliance with labor legislation** - employees work within the 40-hour working week established by the Labor Code, and appropriate measures are taken to ensure occupational safety;

● **consideration of work results** - the employer should not only monitor task performance but also recognize achievements such as the successful completion of projects, fulfillment of plans, and employee initiatives.

Effective management of labor discipline also requires the appropriate use of technical means. For example, timekeeping devices can record employees' arrival and departure times and account for the number of breaks and the duration of lunch breaks.

There are the following means of managing labor discipline:

company managers or HR specialists use various means to manage and improve employee discipline. One of the main approaches is the regulation of workplace behavior. To establish and consolidate relevant norms, organizations use employment contracts, corporate codes of ethics, and internal labor regulations. These documents clearly define the rights and obligations of participants in labor relations, working conditions, and the consequences of non-compliance with established rules.

In addition to bonuses or awards, as well as non-material incentives, the following measures are used:

● **Training** - the team periodically participates in training on corporate culture, time-management courses, and lectures on the proper organization of work processes.

● **Communication** - regular offline or online meetings are held to discuss issues related to work procedures and to remind employees of current regulations and recent changes.

● **Analysis** - various KPIs are used to ensure a fair assessment of employees. For example, indicators may include punctuality, regular attendance, and labor productivity. Collecting these data makes it possible to identify opportunities for further improvement and subsequently develop appropriate measures to enhance organizational performance.

9 Labor Code of the Republic of Uzbekistan. - T., "Mehnat" publishing house, 2022. - Article 547.

10 Labor Code of the Republic of Uzbekistan. - T., "Mehnat" publishing house, 2022. - Article 556.

To monitor employee labor discipline, software tools are used that can record the beginning and end of the working day and the number of tasks completed. In the simplest case, Bitrix24, Asana, or another CRM system can be used. For a comprehensive approach, 1C: ZUP or its analogues may be suitable.

In this process, particular attention should be paid to ensuring the accuracy of data entry. It is important that the collected data correspond to actual circumstances and remain objective. For this purpose, technical methods of monitoring and control are used.

An example of a simple timekeeping system with data-processing capabilities is BOSS Control. It consists of data-entry terminals and a cloud data center where the data are collected and processed.

It works as follows:

- The employee registers their arrival or departure at the terminal using biometric data.
- The terminal records these data and wirelessly transmits them to the cloud data center.
- The company manager, HR department, accounting department, or other employees with appropriate access can view these data online. The system automatically generates the necessary reports.

The main advantage of this solution is the speed of its implementation. There is no need to purchase separate components of the access control system (ACS) and integrate them individually into the company's infrastructure. The entire implementation process takes 1-2 days, and within a month, it becomes possible to assess the economic effect of its implementation.

Ways to improve employee labor discipline are as follows:

To improve employee labor discipline, it is necessary to introduce simple and clear rules that all employees can understand and follow. The introduction of a personal responsibility system is important in this regard. The performance and conduct of each employee are assessed using KPIs, and based on these results, appropriate incentives or accountability measures are applied. Each employee should receive feedback from the manager or HR specialist. Employees are informed about their strengths and areas for further improvement, enabling them to adjust their actions accordingly.

When introducing new control measures, constructive cooperation and mutual understanding can be strengthened in the following ways:

- analyzing the level of compliance with established requirements and identifying opportunities for its further improvement;
- preparing a plan of measures aimed at further improving labor discipline, for example, by introducing automated timekeeping;
- explaining to employees the need for new measures and highlighting benefits such as rewards and incentives for arriving at work on time;
- explaining the rules of conduct to employees and providing appropriate guidance on new control methods;
- systematically analyzing the results of innovations and improving control methods where necessary.

Incorporating basic rules into the company's corporate culture and values helps maintain discipline at the enterprise. The employer can systematize training and adjust it on the basis of employee feedback.

An important factor is maintaining a balance between the proportionality of disciplinary measures and the flexibility of rules and incentives. When holding employees accountable, it is necessary to take personal circumstances into consideration and apply an objective and individualized approach. It is equally important to recognize employees' achievements. Such recognition does not necessarily have to be limited to financial incentives. Managers can acknowledge employees' achievements at meetings, award certificates or souvenirs, and thereby provide additional motivation for other members of the team.

CONCLUSION AND SUGGESTIONS

Compliance with labor discipline by employees has a positive effect on the company's financial performance, contributes to the prevention of workplace injuries, and increases employee motivation. However, it is important to ensure that monitoring and evaluation are objective and that both employees' compliance with established requirements and their achievements are properly recorded.

Automated accounting systems, such as BOSS Control or its analogues, can contribute to this process. With such systems, labor discipline can be monitored with less effort and fewer resources. In addition, the use of technology can contribute to greater objectivity and transparency in assessing employee performance and determining appropriate disciplinary measures or rewards.

Ensuring labor discipline is one of the necessary conditions for the stable and effective functioning of any organization. A disciplined working environment strengthens the principles of responsibility, mutual respect, and professional ethics among employees. The analysis shows that ensuring labor discipline requires not only the appropriate application of disciplinary measures but also the effective use of incentives, socio-psychological approaches, and material support.

At the same time, each organization should adapt its methods of ensuring labor discipline to the needs of its employees, internal environment, and sectoral characteristics. This approach contributes to increasing labor productivity, ensuring workforce stability, and achieving overall organizational efficiency.

In conclusion, ensuring labor discipline is not merely a legal obligation but also a comprehensive and necessary process aimed at effective management, personnel development, and the creation of a healthy working environment within the organization.

Although the legal foundations for ensuring labor discipline in Uzbekistan have been established, their effective implementation is also closely associated with national values, the professional competence of managers, corporate culture, and the collective working environment. Therefore, combining national characteristics with modern management methods can contribute to the development of a more effective system of labor discipline.

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