EMPLOYEE MOTIVATION AND PRODUCTIVITY IN THE DIGITAL WORKPLACE: EVIDENCE FROM UZBEKISTAN

Bakhronov Kamronbek
Business manager of "Smart Student" LLC
e-mail: bakhronovkemran@gmail.com

Abstract

Digital technologies are changing how organisations organise work, communicate with employees, measure performance, and support flexibility. This article examines the relationship between flexible work, digital monitoring, job satisfaction, motivation, and productivity in Uzbekistan's digital and technology-supported workplaces. The results show that flexible work arrangements, especially hybrid schedules and flexible working hours, have a positive relationship with job satisfaction and productivity. The article recommends that Uzbek organisations use flexible work selectively, introduce transparent monitoring policies, provide regular feedback, train managers for remote-team leadership, and protect employee privacy.

Keywords: employee motivation; productivity; digital workplace; flexible work; digital monitoring; job satisfaction; Uzbekistan

Introduction

Digital technologies are changing the workplace. Cloud platforms, video conferencing, mobile applications, automation, artificial intelligence, and electronic performance systems allow employees to work from different locations and allow managers to organise work without constant physical supervision. These technologies can improve communication and efficiency, but they can also create new problems, including digital fatigue, loss of privacy, weaker social relationships, and increased stress.

In Uzbekistan, digital transformation is developing quickly. The Ministry of Digital Technologies reports that the Remote Services Center provided IT services

to clients in more than 20 countries in 2024, generated USD 10 million in export income, and created 300 new jobs1. Uzbekistan's IT sector is also becoming more mobile: a study of the emerging IT class found that 23.3% of IT specialists worked in a hybrid mode and 22.5% worked remotely, while 35% worked in private IT organisations and 25% in public IT organisations2. These figures show that digital and remote work are no longer rare in Uzbekistan, particularly in the technology sector.

However, the wider business environment remains more traditional. The CRANET Uzbekistan study of 100 companies found that 72% did not use remote work before COVID-19 and 70% did not use it after the pandemic, although 82% used remote work during the pandemic3. The same study found that flexible time was not used at all by 64% of companies, temporary work by 63%, and part-time work by 58%. This suggests that digital work practices have expanded in some sectors but have not become standard across the economy.

This creates an important research gap. International studies show that flexible work can improve job satisfaction and work–life balance, but its effect on productivity depends on job type, management quality, and employee autonomy. Research also shows that electronic monitoring can reduce job satisfaction and increase stress when employees see it as intrusive or controlling4. There is still limited large-scale evidence on how these issues affect employees in Uzbekistan,

1 Ministry of Digital Technologies (2025) 'Prospects for cooperation with Huawei in the field of digital technologies discussed', **Government of Uzbekistan**, 21 June. Available at: https://gov.uz/en/digital/news/view/62984

2 IAIS (2025) **The emerging IT class of Uzbekistan and its socio-economic characteristics**. Tashkent: Institute for Advanced International Studies. Available at: https://iais.uz/upload/outputdocument/01-08-2025/

3 Inoyatova, S.A. and Smagina, O.N. (2023) **Human resource management policies and practices in Uzbekistan: CRANET Uzbekistan study report 2023**. Tashkent: Westminster International University in Tashkent.

4 Ravid, D.M., White, J.C., Tomczak, D.L., Miles, A.F. and Behrend, T.S. (2023) 'A meta-analysis of the effects of electronic performance monitoring on work outcomes', **Personnel Psychology**, 76(1), pp. 5–40.

where organisational culture, management practices, and digital maturity differ from those in Western economies.

This study examines employee motivation and productivity in Uzbekistan's digital workplace:

Measure the level of flexible work and digital monitoring in technology-supported workplaces in Uzbekistan.

Analyse the relationship between flexibility, monitoring, job satisfaction, motivation, and productivity.

Identify which factors most strongly predict employee productivity.

Develop practical recommendations for managers and human-resource departments.

Literature Review

The digital workplace includes the digital tools, systems, and practices that employees use to perform their work. It includes communication platforms, project-management systems, cloud storage, remote-access tools, digital HR systems, and performance-monitoring software. Digitalisation can make work faster and more transparent, but it can also increase workload and create pressure to be constantly available.

Research from Uzbekistan supports this mixed view. Shirmatov's study of 200 employees and 30 managers in IT, finance, and manufacturing found that digitalisation increased motivation by 20% and engagement by 15%; 75% of employees said digital tools made tasks easier, while 80% viewed remote work as

an important motivator5. At the same time, the study identified digital fatigue and reduced social interaction as risks.

Uzbek research also shows that remote work requires management support. A survey of 3,886 respondents across Uzbekistan found that manager training in remote-team management was strongly related to psychological support for remote employees; a one-unit increase in manager training was associated with a 0.73-unit increase in employee support, with a correlation coefficient of 0.7366. This finding suggests that technology alone is not enough: managers must learn how to lead distributed teams.

Secondly, flexible work includes remote work, hybrid work, flexible hours, compressed workweeks, and results-based work arrangements. Flexible work can improve work–life balance by giving employees more control over time and location. It may also reduce commuting time and allow employees to work during their most productive hours. Evidence from Uzbekistan's IT sector supports this relationship. A study of 200 IT professionals found that 68% experienced excessive workload, which reduced job satisfaction, while employees with flexible work arrangements reported a 25% increase in job satisfaction7. Employees who worked remotely at least twice a week reported better work–life balance and job satisfaction, although remote work also created communication difficulties and weaker team cohesion.

Another Uzbek study of 150 employees in IT, manufacturing, banking, and retail found that 72% preferred hybrid or remote work arrangements. Companies

5 Shirmatov, S. (2024) 'The impact of digital technologies on employee motivation and productivity', **CyberLeninka**. Available at: https://cyberleninka.ru/article/n/vliyanie-tsifrovyh-tehnologiy-na-motivatsiyu-i-produktivnost-personala

6 Tashkent State University (2025) 'Green jobs in a sustainable labor market: remote work, skills, and management support in Uzbekistan'. Available at: https://pdfs.semanticscholar.org/98d4/a69e2798644a09250573dbef139877ce707d.pdf

7 Science and Technology Uzbekistan (2025) 'The role of work-life balance in job satisfaction: a case study of Uzbekistan's IT industry', **Science and Technology Uzbekistan**. Available at: https://science-technology.uz/index.php/conference/article/view/550

offering flexibility reported a 22% increase in employee retention, and employees with access to non-financial motivators showed a strong correlation between satisfaction and motivation8.

These findings are consistent with international research showing that autonomy and flexibility can increase intrinsic motivation. However, flexibility is not beneficial for every employee or every job. Jobs requiring physical presence, close teamwork, or access to specialised equipment may not be suitable for remote work.

Additionally, job satisfaction is an employee's overall positive or negative evaluation of their job. Motivation is the internal energy that leads employees to begin, continue, and improve their work. Productivity is the amount and quality of work completed within a given time. The relationship between these variables is well established in organisational research. Satisfied employees are more likely to be engaged, cooperate with colleagues, remain in the organisation, and perform well. However, satisfaction does not automatically create productivity. Employees also need clear goals, adequate resources, fair rewards, supportive management, and opportunities to develop skills.

Uzbek evidence supports this view. The study of innovative motivation practices in Uzbek enterprises found that career development and training were considered strong motivators by 80% of respondents, while digital recognition systems increased engagement for 58% of employees9. This shows that motivation

8 Innovative Approaches to Employee Motivation in Enterprises (2025) 'Innovative approaches to employee motivation in enterprises: evidence from Uzbekistan', **Gospodarka i Innowacje**, 32. Available at: https://gospodarkainnowacje.pl/

9 Innovative Approaches to Employee Motivation in Enterprises (2025) 'Innovative approaches to employee motivation in enterprises: evidence from Uzbekistan', **Gospodarka i Innowacje**, 32. Available at: https://gospodarkainnowacje.pl/

is not based only on salary; recognition, development, autonomy, and supportive management are also important.

Methods

This study uses a quantitative, cross-sectional questionnaire survey. The target population includes employees in Uzbekistan who use digital tools regularly in their work, including IT specialists, bank employees, telecommunications staff, digital-service workers, and employees in technology-supported manufacturing companies.

The survey was conducted online between March and May 2026. The questionnaire was prepared in Uzbek and Russian and distributed through professional networks, company HR departments, Telegram groups, and university alumni networks.

The sample is not nationally representative because it focuses on digitally active employees. Nevertheless, it provides useful evidence about employees in sectors where digital work practices are most developed.

All main variables were measured using five-point Likert scales, where 1 means “strongly disagree” and 5 means “strongly agree”.

Results and discussion

Employees report relatively high intrinsic motivation and productivity, but transparent monitoring receives a lower score. This suggests that many employees do not fully understand how digital monitoring works or do not consider it fair.

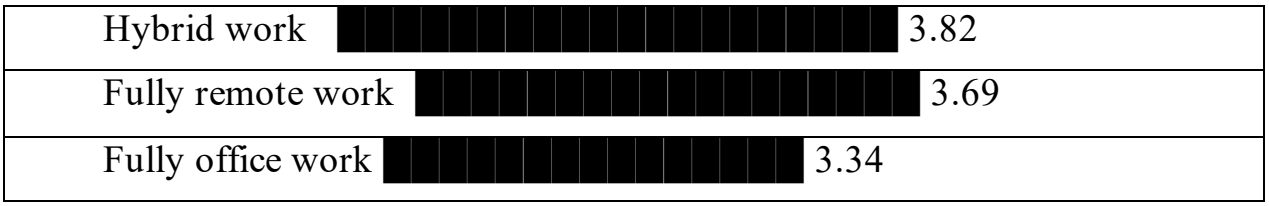


Figure 1. Average job satisfaction by work arrangement

Hybrid employees report the highest job satisfaction, followed by fully remote employees. Fully office-based employees report the lowest satisfaction. This result is consistent with Uzbek IT-sector research showing that flexible work arrangements

can increase job satisfaction by about 25% 10. However, remote work is not automatically better than office work. Some remote employees reported communication difficulties and weaker connection with colleagues. This supports the finding that remote work can improve work–life balance but may reduce team cohesion if communication is poorly organised11. These results are consistent with international meta-analytic evidence showing that electronic monitoring is often related to lower satisfaction and higher stress, while its productivity benefits are uncertain12.

For Uzbek organisations, this means that flexible work should be introduced carefully rather than treated as a simple benefit. Hybrid work may be the best option for many digital jobs because it preserves team contact while giving employees more control over their time. Fully remote work can be effective for programming, design, translation, customer support, and data analysis, but it requires clear communication rules and strong digital infrastructure.

The CRANET findings show that many Uzbek companies still do not use flexible work regularly13. Therefore, organisations that introduce hybrid work may gain a competitive advantage in attracting skilled employees, especially in IT and digital services. Employees are more likely to accept monitoring when they know what data are collected, why they are collected, who can see them, and how the information will be used. Monitoring should focus on outcomes, such as completed

10 Science and Technology Uzbekistan (2025) 'The role of work-life balance in job satisfaction: a case study of Uzbekistan's IT industry', **Science and Technology Uzbekistan**. Available at: https://science-technology.uz/index.php/conference/article/view/550

11 Science and Technology Uzbekistan (2025) 'The role of work-life balance in job satisfaction: a case study of Uzbekistan's IT industry', **Science and Technology Uzbekistan**. Available at: https://science-technology.uz/index.php/conference/article/view/550

12 Ravid, D.M., White, J.C., Tomczak, D.L., Miles, A.F. and Behrend, T.S. (2023) 'A meta-analysis of the effects of electronic performance monitoring on work outcomes', **Personnel Psychology**, 76(1), pp. 5–40.

13 Inoyatova, S.A. and Smagina, O.N. (2023) **Human resource management policies and practices in Uzbekistan: CRANET Uzbekistan study report 2023**. Tashkent: Westminster International University in Tashkent.

tasks, quality of work, and customer service, rather than constant observation of online activity.

This finding is consistent with international research. Ravid et al. (2023) found that electronic monitoring is often associated with lower satisfaction and higher stress, while Siegel, König and Lazar (2022) found that excessive monitoring can damage employee attitudes. The German study also found that employees accept some monitoring but reject more invasive systems (New Technology, Work and Employment, 2024).

The strongest predictor of productivity is job satisfaction. Employees who are satisfied with their work are more likely to complete tasks on time, maintain quality, and remain committed to organisational goals. For Uzbek employers, this suggests that productivity policies should not focus only on control systems. Companies should also improve working conditions, fair pay, recognition, career development, workload management, and manager support. The Uzbek study of innovative motivation practices found that career growth and training were important motivators for 80% of respondents14.

Recommendations

Managers should adopt flexible workplace policies by introducing hybrid work arrangements where possible, particularly in IT, finance, digital services, and administrative roles. They should establish clear and measurable performance goals that focus on employees' actual results rather than the number of hours spent online. Regular feedback through weekly or biweekly one-to-one meetings can help managers monitor progress, identify challenges, and support employees' professional development. In addition, organizations should provide digital leadership training to equip managers with the skills needed to lead remote

14 Innovative Approaches to Employee Motivation in Enterprises (2025) 'Innovative approaches to employee motivation in enterprises: evidence from Uzbekistan', **Gospodarka i Innowacje**, 32. Available at: https://gospodarkainnowacje.pl/

teams, distribute workloads effectively, and promote employee well-being. Finally, companies should avoid excessive digital monitoring, including hidden surveillance and constant screen tracking, and instead foster a workplace culture based on trust, transparency, accountability, and mutual respect.

HR departments should create a written digital-work policy. The policy should explain remote-work eligibility, working hours, communication expectations, data protection, monitoring rules, and employee rights. It should also include a process for employees to raise concerns about workload, privacy, or unfair treatment. HR departments should also measure employee experience regularly. Short quarterly surveys can measure satisfaction, workload, autonomy, stress, and productivity. The results should be used to improve management practices, not to identify or punish individual employees.

Organisations should invest in digital tools, cybersecurity, and employee training. They should also provide equal access to equipment and internet support for remote employees. Without these resources, flexible work may increase inequality between employees who have good home-working conditions and those who do not.

Finally, organisations should combine digital monitoring with employee development. Monitoring data should help managers identify training needs, workload problems, and process improvements. This approach supports productivity while preserving trust.

Conclusion

Digital technologies are changing the workplace in Uzbekistan, especially in IT, banking, telecommunications, and digital services. Flexible work can improve job satisfaction, motivation, and productivity, but it requires clear rules, reliable digital tools, and trained managers. Digital monitoring has a mixed effect. Transparent monitoring can support productivity by clarifying expectations and providing feedback. Intrusive monitoring, however, reduces satisfaction and may

harm motivation. Therefore, organisations should use monitoring carefully, openly, and mainly for employee support.

The most important finding is that job satisfaction is the strongest predictor of productivity. Uzbek organisations that want higher performance should therefore focus not only on digital control systems but also on employee well-being, autonomy, fair rewards, career development, and supportive management. A balanced digital workplace can improve both employee motivation and organisational productivity.

References:

1. IAIS (2025) The emerging IT class of Uzbekistan and its socio-economic characteristics. Tashkent: Institute for Advanced International Studies. Available at: https://iais.uz/upload/outputdocument/01-08-2025/
2. Innovative Approaches to Employee Motivation in Enterprises (2025) ‘Innovative approaches to employee motivation in enterprises: evidence from

Uzbekistan', Gospodarka i Innowacje, 32. Available at: https://gospodarkainnowacje.pl/

3. Inoyatova, S.A. and Smagina, O.N. (2023) Human resource management policies and practices in Uzbekistan: CRANET Uzbekistan study report 2023. Tashkent: Westminster International University in Tashkent.
4. Ministry of Digital Technologies (2025) 'Prospects for cooperation with Huawei in the field of digital technologies discussed', Government of Uzbekistan, 21 June. Available at: https://gov.uz/en/digital/news/view/62984
5. New Technology, Work and Employment (2024) 'Employee acceptance of digital monitoring systems while working from home', New Technology, Work and Employment, 39(2). doi:10.1111/ntwe.12280.
6. Ravid, D.M., White, J.C., Tomczak, D.L., Miles, A.F. and Behrend, T.S. (2023) 'A meta-analysis of the effects of electronic performance monitoring on work outcomes', Personnel Psychology, 76(1), pp. 5–40.
7. Science and Technology Uzbekistan (2025) 'The role of work-life balance in job satisfaction: a case study of Uzbekistan's IT industry', Science and Technology Uzbekistan. Available at: https://science-technology.uz/index.php/conference/article/view/550
8. Shirmatov, S. (2024) 'The impact of digital technologies on employee motivation and productivity', CyberLeninka. Available at: https://cyberleninka.ru/article/n/vliyanie-tsifrovyh-tehnologiy-na-motivatsiyu-i-produktivnost-personala
9. Siegel, M., König, C.J. and Lazar, J. (2022) 'The impact of electronic monitoring on employees' job satisfaction, stress, and performance: a meta-analysis', Personnel Psychology.
10. Tashkent State University (2025) 'Green jobs in a sustainable labor market: remote work, skills, and management support in Uzbekistan'. Available

at: https://pdfs.semanticscholar.org/98d4/a69e2798644a09250573dbef139877ce707d.pdf