

INCREASING THE MOTIVATION OF WORKERS IN INDUSTRIAL ENTERPRISES

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Abstract: This article thoroughly analyzes the theoretical and practical aspects of increasing employee motivation in industrial enterprises. Motivation mechanisms are considered as a decisive factor in ensuring labor productivity, developing innovative activity, and strengthening the competitiveness of enterprises. The author, on a scientific basis, analyzes the effectiveness of the main means of forming employee motivation - material incentives, moral recognition, opportunities for professional development, and social support systems.

Keywords: motivation, incentives, industrial enterprise, innovative activity, labor productivity, human resource potential.

In a market economy, the success of enterprises depends, first of all, on the effective use of human resources. The complexity of the production process at industrial enterprises, the speed of technological renewal, and increased competition require a high level of employee motivation. International experience shows that the attitude of employees towards work and their initiative determine the innovative potential and competitiveness of the enterprise. In the conditions of Uzbekistan, as a result of the modernization of the industrial sector and the introduction of new technologies, the need to strengthen the motivational factors of employees to increase labor productivity is increasing.

In the study, theoretical and empirical methods were used in combination. In the theoretical part, the formation of motivation mechanisms was studied based on the theories of Maslow, Herzberg, Wrum, and McClelland. Within the framework of the empirical analysis, the motivational needs of employees and forms of incentives at industrial enterprises of Uzbekistan were analyzed. With the help of statistical methods, the relationship between labor productivity indicators and motivation tools was assessed.

Motivation is a set of internal and external factors that determine the process of conscious involvement of employees in their activities and their striving towards the goal. In Maslow's (1943) theory of the hierarchy of needs, the satisfaction of material and spiritual needs is indicated as the main source of motivation. According to Herzberg's two-factor theory, high employee motivation is ensured when hygienic factors (salary, conditions, safety) and motivators (recognition, growth opportunities) are combined.

The motivation mechanisms used in industrial enterprises of Uzbekistan can be classified as follows. Firstly, the means of material incentives: wages, bonuses, and remuneration. Secondly, means of moral encouragement: recognition, honorary certificates, opportunities to participate in competitions. Thirdly, opportunities for professional development: advanced training courses, trainings, rotation. Fourthly, social support systems: healthcare services, social packages, housing and transport benefits.

All these mechanisms are aimed at increasing employee interest in work, stimulating initiative, and ensuring the overall effectiveness of the enterprise.

Many economists have studied the problems of motivation of production personnel in enterprises and organizations. Lawler, McClelland, and Herzberg formed the theoretical foundations of motivation and deeply studied the system of human needs as a primary element. In their opinion, the expected results can be achieved when these needs are influenced by motivational factors. Maslow - one of the famous scientists in the field of motivation and psychology - developed the theory of motivation management. Its concept is based on the following rules: people have many

needs that need to be met; some needs are extremely strong and can be grouped into separate groups; groups of needs are arranged hierarchically; unmet needs motivate people to take action. The Maslow hierarchy of needs is widely used in personnel management, but for the needs of production management, it is necessary to adapt it to the motivational factors of production personnel.

Kositski, Hladenko, and Honcharova analyzed the practical aspects of motivation in industrial enterprises and noted the specifics of applying motivational measures in Ukraine. These authors were among the first to determine the significance of motivational factors using expert methods, monitor the timely implementation of motivational measures, and develop diagrams. Doronina, Kobieliieva, Kolot, Makarova, Safakli, and Kosenko, focusing on the formation of financial and non-financial motivation systems, investigated the relationship between the level of motivational measures and the results of the production and commercial activities of industrial enterprises. Their scientific developments allow for a different classification of motivational measures, the formation of individual block-modules that influence work efficiency. At the same time, the above-mentioned authors have not sufficiently studied the issue of motivational management from the point of view of strategic management of the enterprise. Practical management requires flexibility and competitiveness in the development of industrial enterprises.

Thus, it can be said that the motivational approach to managing innovative development is becoming increasingly relevant at the present time, in particular, by increasing the pace of innovative development. After all, it is the motivation system that can motivate employees to intensify their work activities, inventions and innovations (mastering and modernizing new technologies in production processes, developing new types of equipment, creating new products and goods). This, in turn, ensures that the enterprise achieves the highest level of innovation activity.

Enterprises that constantly use innovations and actively engage in innovative activities have a significant advantage over competitors in market conditions. This advantage is manifested in the increased efficiency of the company's activities, since the introduction of innovations allows for a successful response to all challenges arising from the external environment. Also, active innovative activity helps the enterprise to increase demand indicators, improve competitiveness and product quality, image, labor productivity, increase profitability, and reduce production costs. In modern conditions, when enterprises constantly face challenges from the external environment and operate under conditions of limited resources, the development of a conceptually new motivational management system is an important factor for their development. In conditions of limited resources, the concept of motivational management implies the orientation of business processes towards maximum resource saving, reducing waste through reuse, modernization, reconstruction, processing, and other mechanisms. All of the above indicates the relevance and timeliness of considering the issue of forming and improving motivational management of the innovative development of an enterprise in conditions of limited resources.

The problem of managing innovative development at enterprises has been highlighted in the scientific works of Ukrainian and foreign scientists, as well as foreign researchers and others. These authors were engaged in revealing the concept of "innovation" at the micro- and macro levels. At the enterprise level, the main focus is on the formation of an innovative strategy and the search for mechanisms for the innovative development of the company. At the same time, the majority of researchers focused on the study of innovations at enterprises, striving to reveal their essence, content, and positive aspects of implementation.

Issues of motivational management are also covered in the works of many scientists, among whom one can note many other scientists. According to scientists, the motivational mechanism is

considered as a complex system of various methods of influencing the organization's employees. Some scientists believe that motivational management is focused only on employees, that is, it is aimed at forming their needs and interests. Employee motivation aims to create favorable conditions and incentives for them to work with greater dedication, focusing on quality and results.

Employees are an important component of an organization or enterprise, actively contributing to the organization's goals as individuals involved in planning, implementation, and control processes. In the context of organizational dynamics, employees play a decisive role in achieving organizational goals. Importantly, employees have their own thoughts, feelings, and aspirations, which undoubtedly shape their attitude towards the tasks and responsibilities assigned to them. The phenomenon of employees' attitude towards work is usually expressed by the concept of **work satisfaction**. Job satisfaction is determined by various factors, including the nature of the job, the quality of available equipment and resources, the work environment, and individual needs.

Job satisfaction means assessing the extent to which employees are satisfied with their job responsibilities. If employees are satisfied with their work, they usually demonstrate high morale and enthusiasm at the start of the work. Conversely, in cases where job dissatisfaction is not observed, employees may engage in behavior that tends to evade social interactions in the work environment. Such behavior includes actions aimed at resigning from the company, absenteeism, engaging in sabotage, making deliberate mistakes, disobeying the leader's instructions, participating in strikes, and avoiding other organizational activities. Therefore, the formation of positive relationships between employees is necessary to ensure their job satisfaction.

Pohorielov, Plotnikov, Poberezhna, and Sladkevich conducted a detailed analysis of the methodology of economic-mathematical modeling of employee motivation based on expert assessments. The proposed models are successfully used not only by industrial enterprises, but also by theorists studying personnel management issues.

As Colet notes, management through motivation can serve as a vivid example of organizing the management of production personnel in industrial enterprises based on social priorities. Within the framework of this scientific approach, Kolot, Poberezhna, and Kobieliyeva developed motivational models used in practice at machine-building enterprises, the effectiveness of which has been proven to a certain extent. However, in the context of the ongoing economic crisis, it is necessary to expand the scope of motivational management. This requires the development and implementation of a system of employee motivation, including highly flexible motivational measures.

Analysis shows that it is necessary to comprehensively apply mechanisms for increasing employee motivation at industrial enterprises. In this regard, it is important to harmonize material and moral incentives, support employee initiatives, expand opportunities for professional development, and establish a fair evaluation and reward system. These measures will serve to ensure the competitiveness of industrial enterprises, increase labor productivity, and develop innovative activity.

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