

Improving impact of motivational methods for employees and consumers of light industry enterprises

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Abstract. *Motivation has been of interest to researchers and academics, in management and other disciplines of economy, for some years, and published papers focus on definitions, the role of motivational methods in industrial enterprises, and various empirical investigations. The main goal of the paper is the discussion of motivation methods in light industry enterprises and consumers of production on light industry enterprises. Here, we analyze the impact of motivational methods in light industry, in conditions of economic modernization. Motivation methods analyze the impact of imposing employees of light industry enterprises and consumers. Recommendations of increasing the impact of motivation methods for employees and consumers are considered.*

Key words: motivation, motivational methods, motivational method based on care.

JEL Codes: M10, M30, L60.

1. Introduction

Every industry enterprise has general resources that are material, financial and human. The most critical one is no doubt the human resource of an enterprise. They are the humans who can either accelerate the process of organizational development or can demolish the organizational progress. This is another fact that as human resource proves to be the nucleus of organizational resources, motivation is the central and vital component which is the key contributor in the job satisfaction of an employee. Motivating employees has become one of the most significant and most demanding activities in any organization. Organizations invest in effectual strategies to get motivated workforce to compete on the market. Salary alone does not prove to be the vital motivator for everyone in an organization. Various factors motivate people differently depending upon the nature of an organization.

No organization can sustain without increased workers' motivation that is inevitable in the current scenario of hyper-competition in the corporate world. Motivation is the willingness of employees to perform excellent work efficiently and this willingness only comes when they perceive that their effort would result in their need satisfaction.

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Employee's motivation can only be attained by realizing that his/her individual needs or goals are aligned to the organizational goals or achievement. Organizations need to extract various internal and external motivators for its workers and production consumers so that they might increase their motivation in order to get long run success. If you want to motivate someone you have to find out what he or she wants and put that thing as a reward for him, as a result that person will be behaving in the desired way. However, finding what your employee and consumer want and then alignment of individual and organizational needs can be complex at some stages. Motivating workers to implement elevated performance work systems is one of the basic aims of management principles that a successful business can have.

Motivation, and its methods, means, mechanisms are studied in modern science – modern economy, management, marketing, psychology and sociology, as one of the main directions. Modern foreign scientists M.Albert, Grayson J., K. Dale Carnegie D., K. Killen, Max J., M.Meskon, F-L.Servan-Schreiber, F.Hedouri² in their scientific literature have produced scientific researches on the system of motivation, this methods and mechanisms convention events.

Uzbek scientists as Q.H. Abdurahmonov, F.W. Mamarasulov, D.N. Rakhimova, Z.R. Khudayberdiyeva³ also produce effective research work on individual areas of motivation methods in subjects of economics, management, marketing, psychology and sociology.

The experience of the world's famous companies that achieved success, shows that modern systems and ways of motivation are organized with application of stimulation of such aspects as manufacture of goods necessary for a consumer taking into account the requirements of a society; research of the social and ecological consequences related to a consumer, satisfaction of requirements by means of supervision over the target market, manufacture of goods taking into account the study of behavioral models of consumers, competitors and partners in business, creative products in integration with consumers. So it is necessary to draw a conclusion that motivation meeting modern requirements, should stimulate first of all manufacture of goods and services considering the interests of consumers. Considering the above-stated, we consider, **Motivation is a system for stimulating and promoting the achievement of organizational purposes, taking into account the interests of not only workers, but also consumers.**

Scientists in industry management and marketing methods by studying the effect of motivating people, almost all the researchers did not explain that one group of internal method will be predominant. Uzbek scientists' Zayniddinov Shermuhamedov, Murakaev methods influence on the part of the authorities to workers were divided into:

- Economic methods.
- Organizational and disposal methods.
- Social and psychological methods.⁴

²Meskon M. Albert M. Hedouri F. (1999). *Principles of Management*. M.: The Case of . K Grayson, D., K. O'Dell. (1991). American management in the XXI century.- M .: Economy. Carnegie D. (1989). How to Win Friends and Influence People. - M .: Economy. G. Cole G.A. (1996), "*Management: Theory and Practice*" –5th edition. -London.:Aldine place.

³Abdurakhmanov Q. , Mamarasulov F. (1996). Labour economy.- T.: TEU; Shodmonov Sh. Alimov R. Juraev T. (2002). Theory economy.-T.: Finance; Rakhimova D. (2000). *Management of development processes and the use of the labor potential of Uzbekistan in terms of the radical market reforms*. - T .: TGTU.

⁴Zayniddinov SH. Shermuhamedov A, Murakaev I. (2005). *Management. textbook*. T.: Uzbekistan.

Administrative influence on people in economic practice is a management method. Motivational methods are a complex of factors, means, key factors and stimulus promoting stimulation of separate persons or a group of persons to certain purposeful behavior. According to motivational purposes in management of workers' action goes on achievement of high results of work, qualitative, creative activity, intensity of work and other purposes. Motivation in marketing goes on stimulation of buyer to big and long purchases, preservation of its loyalty.

The organizational purposes makes it necessary to divide the methods of motivation, applied to bring changes in the actions of people under motivational influence, in two big groups:

The first group of motivational methods is a complex of stimulating factors, means, key factors and stimulus promoting a better and effective work of enterprise personnel.

1. psychologically-creative
2. based on care
3. behavioural
4. by participating in management
5. material
6. by personal and professional development (career)
7. administrative

The 2nd-group methods of motivation is the complex of factors, means, key factors and the stimulus stimulating buyers to get more and with loyalty of goods on the enterprise. The organizations are completely dependent on world around - from an environment - both concerning the resources, and concerning consumers, users their results which they aspire to reach.

1. psychological and behavioural
2. by organizing the commercial space (sales)
3. by participating in management at decision-making
4. material
5. by personal and communication development
6. administrative

Application of social interrogations at studying the degree of an effective utilization of motivation methods in light industry enterprises in Bukhara region, Uzbekistan. There is a set of techniques of the social researches applied at studying the efficiency of motivational methods at light industry enterprises. The most widespread of them are:

Rating scale. The rating scale is considered the most convenient way applied at an evaluation of problems of the various maintenance. Here it is required to designate thought or feeling on one indicator.

*R.Laykerta's scale*⁵. One of the most widespread techniques of measurement of the relation has been provided by Rensis Laykert in 1932. At this technique the relation of people are defined by means of certain opinions and estimations.

⁵ [Likert, Rensis](#) (1932). "A Technique for the Measurement of Attitudes". *Archives of Psychology* **140**: 1-55.

Semantic segmentation on C.E.Osgood. This technique has been developed by C.E.Osgood and P.Tannenbaubi⁶. Here the antonyms separated from each other by seven levels are given, the respondent shows the attitude by means of signs. By means of semantic segmentation of respondents it is possible to distinguish and break into groups.

I.Krespi's scale. I.Krespi's scale represents the simplified kind of semantic segmentation, is applied when respondents have no enough data, or in interrogations by phone. The scale consists from positive and the negative numbers characterizing any property of the goods, the respondent expresses the relation, leading round comprehensible to it in a circle.

With a view of studying of efficiency of application of methods of motivation at industrial enterprises we had been made the questionnaire. The questionnaire has improved techniques of semantic segmentation the developed C.Osgood (*Osgood C.*) and P.Tannenbaubi (*Tannenbaubi P.*). Here antonyms divided on 5 levels are given, participating in interrogation shows the attitude a sign. The level of answers to each question is designated from one to five. That is the respondent answering a certain question, if the given situation at the enterprise, where he works (or whose production consumes) is in very heavy position he marks "a = 1" if the situation in excellent position marks "e = 5". Answers received from simplification respondents, arithmetic-mean value which shows level of use of methods of motivation of each group is summarized, deduced.

The questionnaire for the individual persons was written on paper version. We had 800 respondents (400 respondents are workers, 400 respondents are consumers).

Table 1. The structure of questionnaire of motivational methods according to employees and consumers of light industrial enterprise.

Question	Method of motivation				
	Points received				
	a=1	b=2	c=3	d=4	e=5
Question 1					
Question 2					
Question 3					
Question 4					
Question 5					
Question 6					
Question 7					
Question 8					
Question 9					
Question 10					
Question 11					

⁶ Osgood, C. E., G. J. Suci, and P. H. Tannenbaubi. (1957). The measurement of meaning. Urbana, Illinois, University of Illinois Press.

Question 12					
Question 13					
Question 14					
Question 15					
Total	A= quen of "a"	B= quen of "b"	C= quen of "c"	D= quen of "d"	E= quen of "e"

At the same time we need to summarize all the results of the motivational methods.

Table 2. Efficiency methods of motivation on the light industrial enterprise

Motivation methods	Points received					Average
	A= quen of "a"	B= quen of "b"	C= quen of "c"	D= quen of "d"	E= quen of "e"	
1. Psychologically-creative (15 questions)						
2. Based on care (15 questions)						
3. Behavioural (15 questions)						
4. By participating in management (12 questions)						
5. Material (15 questions)						
6. By personal and professional development (career) (15 questions)						
7. Administrative (15 questions)						

For computing the average impact motivational methods we have used the following formula:

$$\text{Average impact of motivational method} = \frac{(A*1 + B*2 + C*3 + D*4 + E*5)}{((\text{number of questions}) * (\text{Number of respondent}))}$$

Further you will familiarize with results of evaluation of efficiency of motivational methods of applied to workers of the enterprise (the table - 3 and figure. 1). Results of the interrogation spent for the purpose of studying of methods of motivation at the light industry enterprises, functioning in Bukhara region, have led to following conclusions:

- almost all workers underlining the high importance of material method of motivation (5.7), assert, that the management of the enterprises in small degree is improved by these methods (2.64).
- A psychologically-creative motivational method is estimated level of application of these method at the enterprises where they work as satisfactory (3.43);

Table 3. Efficiency methods of motivation applied to the workers of the light industry enterprises

Motivation methods	Points received					Average
	A= quen of "a"	B= quen of "b"	C= quen of "c"	D= quen of "d"	E= quen of "e"	
1. Psychologically-creative (15 questions)	610	750	1540	1650	1450	3.43
2. Based on care (15 questions)	1020	580	1270	1300	1830	3.39
3. Behavioral (15 questions)	490	570	1250	1720	1970	3.68
4. By participating in management (12 questions)	640	630	880	1490	1160	3,4
5. Material (15 questions)	1800	1290	1150	1070	690	2.64
6. By personal and professional development (career) (15 questions)	870	1070	1290	1370	1400	3.23
7. Administrative (15 questions)	540	980	1190	1230	2060	3.55

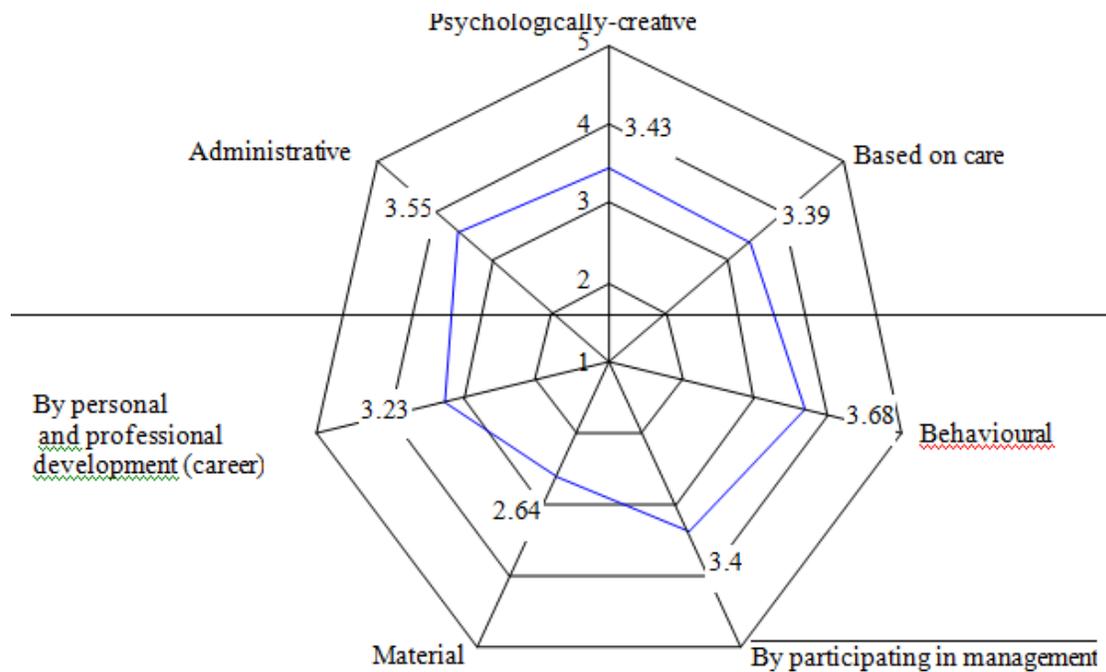


Fig 1: Results of definition of efficiency methods of motivation in interrogation means

- according to workers, motivational method based on care the attention in that degree as which they consider normal (3.39) is paid;
- A behavioural method of motivation from results of interrogation it becomes obvious, that chiefs of the enterprises use these methods in wide to a measure, than it is necessary (3.68);

- they have estimated level of use an administrative method in the organization have given an appreciation of degree of use of these methods (3.55), however, according to workers, does not follow will pay excessive attention to use of these methods.

The problems of our researches also include studying of a condition of influence on consumers of an administrative motivational method. Therefore we had been spent interrogation by the technique set forth above and opinions, estimations and offers of consumers concerning this sphere are studied. On presented table 4 and figure 2.

The results of the interrogation displaying the relation of consumers of light industry production to motivational method, applied by the enterprises making this production, will lead to the following results having the scientific and practical importance:

- almost all consumers have highly appreciated improvement of methods by organizing the commercial space (sales) (3.27), however a primary part of consumers have noticed, that get these products not at the enterprise, and at wholesale or retail intermediaries. The conclusion from this follows, that the appreciation given to methods by organizing the commercial space (sales), concerns not manufacturers, and to intermediaries;

Table 4: Efficiency of methods of the motivation applied to consumers of production of the enterprise

Motivational methods	Points received					Average
	A= quen of "a"	B= quen of "b"	C= quen of "c"	D= quen of "d"	E= quen of "e"	
1. Psychological and behavioral (15 questions)	780	840	2530	960	890	3.06
2. by organizing the commercial space (sales) (15 questions)	130	1040	2970	820	1040	3.27
3. By participating in management at decision-making (15 questions)	1680	1330	1990	550	450	2.46
4. Material (15 questions)	1660	1830	1610	560	340	2.35
5. By personal and communication development (15 questions)	1050	2110	1580	710	550	2.6
6. Administrative (15 questions)	690	1890	1710	950	760	2.87

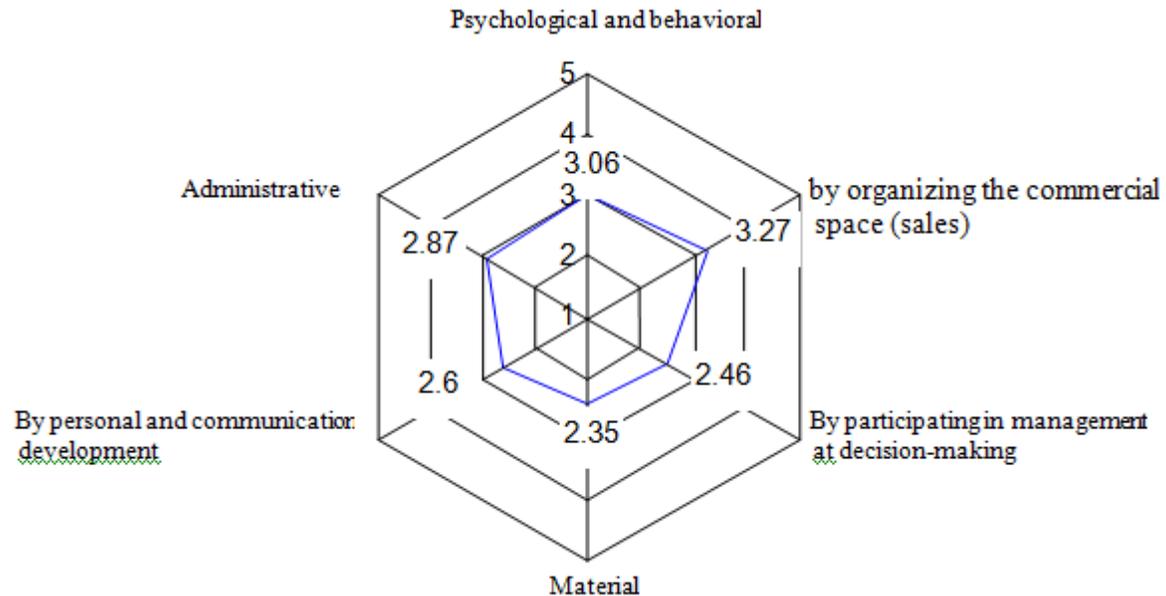


Fig 2: Results of definition of efficiency of motivational method by means of interrogation

- consumers have stated a positive estimation also to psychological and behavioral method of motivation (3.06). The same as in a case with motivational method by organizing the commercial space (sales), these positive estimations concern manufacturers to a lesser degree;
- at the same time, it is necessary to note, the motivational method of personal and communication development has made upon consumers a positive impression (2.6). This certificate of the enterprises are in a course of events and have the full and detailed information therefore the steady effect of influence is reached. However consumers have estimated the importance of motivational method of personal and communication development much lower (2.5);
- influence on purchasing of consumers by an administrative method of motivation rather strong (2.87). One of the principal causes of high values of an indicator is the execution of requirements of the Law «About protection of the rights of the consumer», the second reason consists in making available the administrative obstacles established before consumers of some industrial enterprises. A main cause of the attraction of the motivational method of participating in management at decision-making gives small effect, consists that the enterprises of light industry functioning in the branch, have not established direct contacts to the consumers;
- efficiency of material method of motivation of consumers has been estimated below only (2.35). Here the first and solving reason is that the enterprises give not enough attention to measures on attraction of consumers by a material method of motivation, on stimulation to big and more long purchases, besides, the basic part of not numerous developed measures on material stimulation is mastered by intermediaries.

2. Conclusion

The organization's commitment to equal opportunity is important to create a sense of fairness among employees. Promotion through the ranks, rather than external appointments should be the preferred method of recruitment. Employees should be prepared for the next level through ongoing training and development and mentorship programs. Future expansion plans within the organization should be communicated to employees to prevent employees from being de-motivated by their lack of awareness of future opportunities. Employees should also be allowed to apply for positions that arise in related party ventures.

One way to encourage desired behavior is to recognize and praise those achievements that result from the behaviors that are desired. Research revealed that the need for achievement can successfully be promoted through adequate recognition and praise of employee achievements. Recognition and appreciation of achievements is an esteem need, according to Maslow's hierarchy of needs. It is important that the organization ensures that recognition is fair and equitable. It needs to be remembered that the perception of team members of what is regarded as fair treatment is based on the comparison they make on how they are treated relative to other team members. A standard recognition and praise process should be developed in the organization. Consistent application is vital to prevent a feeling of inequity. Recognition can either be intrinsic or extrinsic. It is the responsibility of the managers and supervisors to be aware of what form of recognition is valued by the team members. Achievements could be classified into different categories based on the overall value add aspect attached to each achievement e.g. a letter from a SP to thank an employee for spectacular customer service, could be a "category one" achievement that is recognized by awarding a certificate. Reduction in a SP's debtor's days could be categorized as a "category two" achievement, that could be recognized via a profit-share reward or bonus related to the rand value saving resulting from such a reduction. It is important that all achievements are immediately recognized by seniors to ensure maximum employee satisfaction, while the feeling of achievement is still fresh in the mind of the employee. Achievements should also be recognized throughout the organization. This could be achieved via a monthly or quarterly achievement awards ceremony where exceptional achievements and performances are recognized and individuals are presented with special awards that could be in the form of an "employee" of the month award.

The organization should consider appropriate programs for employee development which is important to unlock employee potential. The organization's current study fund only allows for a total annual benefit of twelve thousand rand, which is distributed to employees on a *first come first served* basis. With the current staff compliment of close to one hundred and eighty, this is extremely inadequate and the organization should possibly consider increasing the total benefit of the study fund and encourage more employees to study to further their careers and enhance their skills and abilities. The benefits of developing individuals, in order to work smarter rather than harder, far outweigh the costs of training and development. Enhancing employees' skills will greatly enhance the employees' expectation that their effort will lead to desirable performance. This is an important element of the Porter and Lawler model of motivation. Effort cannot lead to performance if the skills and ability to transfer input into valuable output is absent. To enhance on-the-job training, the organization also needs to consider the appointment of a

dedicated full time training officer. It is vital that employees should be continuously developed in all areas of their jobs. Employees should be monitored to identify areas where improvement is required and appropriate training should be introduced to enhance their abilities, which will also enhance the possibility of future advancement within the organization. Employees also need to attend more SETA training seminars. HR should determine which SETA seminars are suitable and ensure employees attend these seminars as often as possible. These seminars could also be attended by the training officer who in turn could include material from SETA seminars in future in-house training. Appropriate learner-ship programs should also be considered. The training officer can also be responsible for creating e-training. This could consist of exercises, aimed at enhancing skills, which employees can complete on the organization's intranet. Employee scores can be made available to the rest of the organization and it could be promoted as an internal competition. A job rotation program, which involves moving employees from one job to another, should also be considered. The advantages related to job rotation include increased worker flexibility and easier scheduling due to the fact that employees are cross-trained to perform different jobs within the organization. This will also ensure that employees gain a broader perspective of the organization. Employees should also be engaged to establish their training needs. Employees use a variety of computer software programs. Their abilities should be measured and training should be provided if required. This will not only enhance the skills of the employee, but could enhance the quality of their work and could improve productivity if they are trained to use these software packages more effectively.

From the relation of the personnel of the enterprise and consumers to the methods of motivation applied by the enterprises of food-processing industry, defined by means of sociological interrogation, it is possible to draw the following general conclusion: **almost all industrial enterprises have improved the measures, the systems of motivation directed simplification in the enterprise, however external motivation, that is measures on stimulation of consumers to the big and long purchases, is improved insufficiently.**

Perspective. We believe that this is an emerging research topic that will gain more interest for workers of light industry enterprises and its production's consumers.

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