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THE ROLE OF MOTIVATION IN THE MANAGEMENT PROCESS IN EFFECTIVELY ORGANIZING THE PRODUCTION PROCESS

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Abstract:

This article examines the significant role of motivation in the management process for effectively organizing production processes. It analyzes the impact of motivation on employees’ performance, its place in the management process, and the motivation strategies applied in production processes. Additionally, the influence of motivation methods on productivity, quality, and overall efficiency in production processes is explored based on modern research and practical examples. The article serves as a valuable resource for specialists, managers, and researchers in the production sector.

Keywords: motivation, production process, management, efficiency, employees, productivity, recognition, responsibility, motivation strategies, motivational environment, reward system, material and non-material motivation, team motivation, gamification, organizational management.

Motivation is the internal force or external stimulus that drives a person to act, strive for a goal, or perform a task. Simply put, motivation is the reason why we act. In the conditions of the modern economy, the efficiency of production processes is one of the key factors determining an enterprise’s competitiveness and sustainable development. Effectively organizing the production process depends not only on technological resources and organizational structures but also requires significant attention to the human factor. In this process, employee motivation plays a crucial role, serving as a decisive factor in enhancing their performance, creativity, and



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initiative. Motivation ensures employees' commitment to their duties, positively impacting the overall quality and productivity of the production process. The term "motivation" originates from the Latin word "movere" (to move) and refers to the process of stimulating goal-oriented activity. From a management perspective, motivation improves employee performance by activating their internal and external incentives. In the production process, motivation affects not only individual employee performance but also teamwork, innovative approaches, and process optimization. For example, well-motivated employees contribute more to reducing errors in production, proposing new ideas, and accelerating processes.

Modern management theories offer various models and approaches to motivation. For instance, Maslow's hierarchy of needs (1943) classifies human needs from physiological to self-actualization. In the production sector, this model indicates that once employees' basic needs (e.g., fair wages, safe working conditions) are met, higher-level needs (e.g., recognition, career growth) can be used as motivational tools. Similarly, Herzberg's two-factor theory (1959) distinguishes between motivators (e.g., recognition, responsibility) and hygiene factors (e.g., wages, working conditions). In the production process, inadequate hygiene factors increase employee dissatisfaction, but improving them only creates minimal motivation. True motivation is achieved when employees feel valued in the work process and achieve results.

To understand the importance of motivation in the production process, referencing modern research is beneficial. According to a study by McKinsey & Company (2021), highly motivated employees demonstrate 20-30% higher productivity in production processes. Furthermore, a 2023 Gallup report states that highly motivated employees reduce production errors by 40% and contribute 15% more to innovative activities within the enterprise. These figures highlight the significance of motivation at both individual and organizational levels.

Motivation in the production process manifests in various forms. For instance, material motivation (bonuses, rewards) stimulates short-term employee activity, while non-material motivation (recognition, career growth opportunities, flexible work schedules) ensures long-term loyalty. In modern production enterprises, such as Toyota or General Electric, a motivational environment is created by valuing each



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employee's suggestions and involving them in processes based on the "Kaizen" philosophy (continuous improvement). This not only enhances employees' performance but also leads to the overall optimization of production processes.

The role of motivation in the management process consists of several key aspects. First, motivation increases employees' commitment to organizational goals. Vroom's expectancy theory (1964) describes motivation as a model combining employees' belief in achieving success through their efforts (expectancy), the value of the outcomes (valence), and confidence that their efforts will lead to results (instrumentality). In the production process, this theory helps managers boost motivation by setting clear goals, rewarding efforts, and ensuring opportunities for achieving results. For example, providing bonuses or recognition to employees who meet specific production targets on a production line increases their enthusiasm for work.

Second, motivation plays a vital role in encouraging employees' initiative and creativity in the management process. In modern production enterprises, such as those based on "Lean" (efficient production) or "Six Sigma" methodologies, employees are encouraged to propose improvements to processes. Managers must create an open communication environment and value employees' contributions to support their innovative ideas. According to a McKinsey & Company study (2022), process optimization based on employee suggestions can reduce organizational operating costs by 10-15%. This underscores the importance of motivation in enhancing not only individual but also organizational efficiency in the management process.

Third, motivation strengthens employees' loyalty to the organization by increasing their job satisfaction. In the management process, factors such as working conditions, career growth opportunities, and a fair reward system are key to motivation. According to a 2024 report by SHRM (Society for Human Resource Management), enterprises with high employee job satisfaction experience a 25% reduction in turnover rates. This is particularly important in the production sector, as the loss of experienced employees can lead to disruptions in production processes and a decline in quality. For instance, Germany's Siemens has successfully increased employee loyalty by supporting career development and introducing flexible work



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schedules, ensuring stability in production lines. To successfully apply motivation in the management process, managers must consider employees' individual needs. Adams' equity theory (1963) emphasizes the balance between employees' efforts and the rewards they receive. If employees feel unfairly evaluated, their motivation decreases. This is particularly significant in the production sector, where employees often work in teams and expect their contributions to be fairly assessed. Therefore, managers should implement a transparent reward system and support open communication among employees. In modern management practices, motivation is often managed using digital tools and analytical methods. For example, human resource management systems like SAP SuccessFactors analyze employee performance and offer personalized approaches to enhance motivation. In production enterprises, such systems enable real-time monitoring of employee performance and the application of tailored incentives. For instance, South Korea's Hyundai Motor Company has increased production process efficiency by 12% by evaluating employee performance through digital analytics and offering personalized rewards (Forbes, 2023). Cultural factors also play a significant role in applying motivation in the management process. Employees' approaches to motivation may vary across different countries. For example, in Japan, collective success and group loyalty are highly valued, so companies like Toyota focus on team-based motivation strategies. In developing markets like Uzbekistan, material incentives and career growth opportunities may hold greater importance. Managers must consider these cultural differences and adapt motivation strategies to local conditions.

The application of motivation in production processes is crucial for improving employee performance, enhancing production quality, and achieving organizational goals. Motivation methods include both material and non-material incentives and require the use of modern technologies and innovative approaches. This section analyzes the main motivation methods used in the production sector, their characteristics, and practical examples.

Material motivation is the most common form of encouraging employee performance, encompassing wages, bonuses, rewards, and other financial benefits. In production processes, material incentives are often tied to specific production



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targets. For example, employees may receive additional bonuses for producing a certain quantity of products or adhering to quality standards. According to a 2023 Deloitte study, material motivation can increase short-term productivity in the production sector by 15-20%. As a practical example, China's Foxconn offers monthly bonuses to employees who demonstrate high productivity on production lines based on output volume. This method has helped increase production speed, though it has limitations in ensuring long-term loyalty. Therefore, material motivation is more effective when combined with other methods.

Non-material motivation focuses on meeting employees' internal needs and includes recognition, career growth, flexible work schedules, and a positive work environment. In the production sector, non-material motivation plays a key role in strengthening employees' loyalty to the organization and fostering long-term enthusiasm for work. For instance, the "recognition" method boosts employees' confidence by publicly acknowledging their achievements. In production enterprises, this is implemented through programs like "employee of the month." According to a 2024 SHRM report, companies using non-material motivation tools increased employee job satisfaction by 30%. As an example, India's Tata Steel holds annual award ceremonies to recognize employees' contributions to production processes, enhancing their loyalty to the organization. Career growth opportunities are also a significant form of non-material motivation. In the production sector, employees often seek training courses, opportunities to learn new technologies, or promotions to leadership roles. For example, General Motors (GM) organizes training on automated production systems, supporting employees' skill development and career growth. This method enables employees to apply new skills to production processes.

In modern production enterprises, innovative methods such as team motivation and gamification are gaining popularity. Team motivation encourages collaboration among employees and helps achieve collective goals in production processes. For example, competitions among teams on production lines to produce high-quality products or reduce errors can be organized. According to a 2023 Gartner analysis, team motivation programs increase employee engagement in production by 25%. Gamification enhances employees' interest by incorporating game elements into



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production processes. For instance, employees can earn points for meeting specific production targets and exchange them for gifts or additional days off. Bosch has implemented a gamification system in its factories, increasing employee engagement in production processes by 18% (Industry Week, 2024). This method is particularly effective among younger employees, who are more interested in digital and interactive approaches.

Digital technologies play a significant role in applying motivation in modern production. For example, Manufacturing Execution Systems (MES) and human resource management platforms enable real-time monitoring of employee performance and the application of tailored incentives. Systems like SAP or Oracle analyze employee performance and offer personalized motivation strategies. For instance, the U.S.-based Caterpillar uses digital analytics tools to evaluate employee production performance and provide tailored rewards, increasing production efficiency by 10% (Bloomberg, 2023).

Local culture and social factors are crucial in applying motivation methods. In developing markets like Uzbekistan, employees often value family-oriented principles and collective success. Therefore, social benefits covering employees' families (e.g., health insurance, educational grants for children) can serve as motivational tools in production enterprises. For example, Uzbekistan's "Artel" company has increased employee loyalty by providing social benefit packages.

Motivation strategies significantly impact the productivity, quality, and employee job satisfaction in production processes. Statistical data indicate that effective motivation programs optimize production costs and enhance enterprise competitiveness. According to a 2024 Harvard Business Review study, production enterprises implementing motivation strategies increased productivity by an average of 22% while reducing product quality-related errors by 35%. For example, Japan's Mitsubishi Heavy Industries optimized production processes through an employee suggestion-based motivation system, reducing annual operating costs by 8%. Motivation strategies also strengthen employee loyalty by increasing job satisfaction. According to a 2023 PwC report, enterprises prioritizing motivation reduced employee turnover by 20%, ensuring the retention of experienced staff in production. Additionally, motivation encourages innovative approaches. For



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instance, Tesla's support for employee suggestions to improve processes increased production line efficiency by 15% (Reuters, 2024).

In the future, motivation strategies will further integrate with technologies such as artificial intelligence (AI) and automation. AI-based analytical tools will enable personalized evaluation of employee performance and offer tailored motivation measures. Meanwhile, automation will free employees from repetitive tasks, allowing them to focus on creative and strategic responsibilities. In developing markets like Uzbekistan, motivation strategies tailored to local social and economic conditions, such as social benefits and skill development programs, can become even more effective.

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