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A ROLE OF MOTIVATIONAL METHODS IN THE MANAGEMENT SISTEM IN INDUSTRY

Theoretical
article

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Abstract

The main goal of the paper, to discuss motivational methods in industry enterprises and consumers of production of industrial enterprises. Motivational methods will divide two big groups. Each of big groups include different motivational methods. The first group of motivational methods is complex of stimulating factors, means, key factors and stimulus promoting a better and effective work of enterprise working person. the 2nd-group methods of motivation is complex of factors, means, key factors and the stimulus stimulating consumers of production of food industrial enterprises.

In the conditions modernization of economy, the main manifestation of its (radical) change in economic motions, managerial influence in the behavior of people by the most avant-garde and productively motivational methods for quality raising even higher level by circumstance.

Nowadays meaning, mechanisms, concepts, key factors, funds and specific motivation develops in the impact of changing, new social - economical relations.

Including in industry in the implementation of structural change, modernization of it, diversifying study the properties of motivation application and identify the need for the introduction into the life of their results.

Determination of the main direction of the use of methods of motivation in industrial practice, today one of the practical problems that waits its decision.

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. Hedouri (Meskon M. Albert M. Hedouri F. *Principles of Management*. M.: The Case of 1999.K. Grayson, D., K. O'Dell American management in the XXI century.- M.: Economy, 1991. Carnegie D. How to Win Friends and Influence People. M., 1989., G. Cole G.A.(1996), “*Management:Theory and Practice*” –5th edition. -London.:Aldine place. pg.461.) 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, R.A. Ubaidullaeva, Z.R. Khudayberdiyeva (Abdurakhmanov Q. , Mamarasulov F. *Labour economy*.- T.: TEU, 1996;Shodmonov Sh. Alimov R. Juraev T.*Theory economy*.-T.: Finance, 2002; Rakhimova D.*Management of development processes and the use of the labor potential of Uzbekistan in terms of the radical market reforms*. - T.: TGTU, 2000.; Ubaydullaeva R.*Labour resources and used their efficient*.- T.: Uzbekistan. 1979; Khusanov R. *Agricultural Reform: Theory, Practice, Problems*. - T.: Uzbekistan, 1994.) also produce effective research work on individual areas of motivation methods in subjects of economics, management, marketing, psychology and sociology.

However, in industry questions of application of motivation methods are unstudied as a separate, scientific object in this area is not carried out full-scale scientific scrutiny. In terms of motivation characteristics influence on consumers considered too little for studied question. In view of the need to develop scientific - founded proposal

and recommendations for improving the use of methods to motivate enterprises in the industry was the basis to define the purpose and tasks of the research.

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, **the Motivation is a system of the stimulation, promoting achievement of purposes of the organization with the account of interests of not only workers, but also consumers.**

Uzbek scientists Zayniddinov Shermuhamedov, Murakaev methods influence on the part of the authorities to workers were divided into:

A. Economical methods.

B. Organizational and disposal methods.

C. Social and psychological methods (Zayniddinov SH. Shermuhamedov A, Murakaev I. *Management*.textbook. : Uzbekistan, 2005.)

Famous scientists M. Sharifxujayev, YO.Abdullaev on their textbook of "Management" maintained that "the methods of control is the impact of methods workers is mostly of society manufacturers, these methods in achieving the goal of activity includes adapted these employees and the community." Studying the use of methods in the implementation of the control function, the authors divided the methods of motivation in the following:

- Salary;
- System (location) of encouragement;
- Participation in income distribution
- Moral (location) of encouragement;
- Appointment of a high position
- Education courses (like)

(SHarifxujayev M., AbdullayevYO. (2001), *Management*. Textbook. ashkent.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. The motivation in marketing goes on stimulation of buyer to big and long purchases, preservation of its loyalty.

In our opinion, the organizational purposes is necessary to divide the methods of motivation applied to introduction of necessary changes in actions of people under motivational influence, the adaptation of these actions on two big groups:

The FIRST GROUP of MOTIVATIONAL METHODS is complex of stimulating factors, means, key factors and stimulus promoting a better and effective work of enterprise personnel.

The 1st-group of motivational methods (factors, means, key factors, the stimulus applied to the personnel of the enterprise)

1. A psychologically-creative method of motivation. This motivational method include suggestion, trust, a personal example, influence by participation; praises, compliments, councils, requests, an appeal, an example, insistence and prohibitions, imitation, hint, distracting expectations, the work maintenance, prestigiousness of work, creative aspect of work, complexity of work, possibility to be independent in work, distribution of memorable gifts for days of birth, anniversaries at achievement of high results of work and other significant dates, erection on a podium, gratitude expression.

2. Motivational method of care. This motivational method include Workplace illumination; temperature of air at a workplace; relative humidity of air at a workplace; level of naving in a workplace; absence of noise on a workplace; absence of waves on a workplace; security habitation; sending in travel; solemn carrying out of holidays and evenings; public catering point; the organization of transport for participation of workers; actions for protection and recovery of health of workers; the information given for performance of assigned duties; periodicity and term of reception of the information; respect for a management; authority of a management; the account of m a n a g i n g requirement.

3. A behavioural method of motivation. This motivational method include Orientation to total rganized to the purposes; joining of the purposes of workers with the organisation purposes; organisation, activity of workers; mutual cooperation of workers; friendliness between workers; aspiration of workers to productivity increase; purely warm work of workers; level of support by workers friendly; aspirations of workers; firm determination; not change a workplace; influence of relations in collective on private life of workers;

optimum scheduling; the good organizing of work; unity of collective.

4. Motivational method of participating in management. This motivational method include Level of necessity for collective of heads; making of the decision and workers only performing work and on the contrary; meeting of workers; decision-making with the account of opinion of workers; joint search of anexit from developed situations of workers; acceptance in attention of offers; nfluence possibilities for work; participation in selection of workers; presence of possibility of planning; possibilities of participation in the enterprise property; full application of your knowledge and experience; possibilities of participation in enterprise profit.

5. A material method of motivation. This motivational method include Conformity of the basic wages with a post; conformity of the basic wages with qualification degree; dependence of the basic wages on a work uninterrupted length of service; conformity of the basic wages to wages volume; conformity of the basic wages to quality of the spent work; conformity of the basic wages complexity of the spent work; conformity additional earnings to the saved up experience; conformity additional earnings to professional skill; reflexion of performance of harmful and heavy work in paid additional earnings; conformity additional labour productivity earnings; conformity additional earnings of degree of the importance of work; the account at charge of additional earnings of regional features; intend scale and complexity of work at charge of additional earnings; Conformity of extra charges to officials of sphere of management of degree of responsibility assigned to them; delivery of the awards connected with successful end of year; level of payment of extra charges for work in night shifts, in days off and holidays.

6. Motivational method of personal and professional development (career). This motivational method include Interest of heads in a professional knowledge of workers; the relation of heads to innovative activity of workers; the relation of management to self-development; the management relation of reception of additional data by you for increase of its professional skill; possibilities of demonstration is professional skill; aspiration stimulation to office advancement; the relation of management to training of workers by professionals knowing and well performing work; use of method of training a tincrease of workers activity; use of methods of training: conferences and seminars; a system effectiveness "instructor-assistent"; use of a method of remote training for increase of workers activity; sending for increase qualification in the

same local and foreign enterprises; sufficiency of knowledge and experience for performance of the assigned duties from the point of view of chiefs; possibilities of professional growth; training initiatives to necessary trades from enterprise

7. An administrative method of motivation. This motivational method include stream lining of labour activity by orders; motivation by means of instructions; streamlining of activity of workers by means of instructions; influence of instructions on motivation; use of a method of mobilization; perfection of the monitoring system for using; use of rational method of work; prevention use; a method of the announcement of reprimand; a method of increase or fall in a post on an office ladder; a policy of dismissal of workers; influence by target planning; use of moral and material punishment; public alienation; comparison of the reached results to object in view

The 2nd-GROUP METHODS of MOTIVATION is complex of factors, means, key factors and the stimulus stimulating buyers to get more and with loyalty of goods on the enterprise. One of the most significant characteristics of the organization is its interrelation with an environment. Any organization cannot be «island in itself». 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 behavioral method of motivation. This motivational method include image of the manufacturer and its production; influence of sponsor's activity; care of that production always remains in memory; loyalty of the trade mark; a fashion; regional convenience of placing of trade places; light exposure of sale places ;air exchange in sale places; culture of the reference of sellers; appearance of sellers; peed of servicing by sellers; skill of these ller in trade sphere; features of representation of recommendations sellers; test possibility; after selling service (granting of service services);the guarantee of production; a convenient arrangement of the goods on show-window.

2. Motivational method of organizing sale. This motivational method include Cleanliness of places of sale; a coziness and convenience of selling places; originality of goods, transparency the got goods (not forge); appeal of the got goods; out of danger and cleanliness of the got goods; a gratefulness of the got goods; convenience exploitation of the got goods; ecological cleanliness of the got goods; an a esthetic kind of the goods got by you; harmlessness of the got goods; efficiency of application of the got goods; high quality of the got goods.

3. Motivational method of participating in management at decision-making. This motivational method include condition of action of system of reception and registration of orders; speed of work on orders; observance of conditions of delivery of orders; system of reception of complaints concerning quality of a product; system of reception of complaints on the trade organisation; system of reception of complaints to goods deliveries; system of reception of offers by kinds and production assortment; acceptance of offers concerning payment forms; acceptance of offers on reduction of time of performance of the order; acceptance of offers on the sale organisation; recommendations about application, studying results of application; encouragement of actions under the purchase recommendation to other consumers; preservation of continuous communications with the enterprises; selection of data on demand and requirement for sale places.

4. A material method of motivation. This motivational method include The prices with grants; interesting actions; selection carrying out between buyers; measures on sale stimulation; a method of coupons; additional services in the course of sale; a method of granting of samples for sale acceleration; possibility of change of forms of payment; use lottery to interest for purchase; continuous programs for the buyer; additional quantities for the consumer; gifts by mail to the consumer; a method of monetary compensations for increase in purchases of the consumer; the price of the complementary goods; the price of the interchangeable goods.

5. Motivational method of personal and communication development. This motivational method includepossibilitiesofreceptionoftheinformationont hegoods;increase of experience of the consumer in the period of use of the goods; support by given (knowledge); publicity in mass-media; the advertising companies on TV; the advertising companies on radio; the external advertising company; the advertising company on the Internet; data on properties of the goods on a label; reception of data from trading workers; maintenance with the information on goods characteristics; rules of using goods; a statement of advantages and goods lacks; comparison characteristics of two and more goods; data of the seller on goods assortment.

6. An administrative method of motivation. This motivational method include the limited sales volumes; the limited prices of realisation; presence of the hygienic certificate of the goods; working life of the got goods; toksikolog-hygienic examination of the goods; struggle against a fake of own production;

certification of the goods; the state supervision over manufacturers; the requirement to safety of the got goods (service); conditions of irreproachable manufacture; goods warranty period; replacement of there turned goods by another; there fund for there turned goods; with drawals from the reference of the unsuitable goods.

In my opinion, motivation-the phenomen on extremely difficult for researches as it is shown in actions and act sof the people not always reflecting the true incentive reasons of behaviour. Business becomes complicated that it is impossible to measure motivation of the worker or the consumer. Motives of the person are shown in its behaviour, there for eat motivation research resort to the methods, allowing to estimate the consequences of those or other actions expressed in results of activity, to understand character of the relation of the person to those or other processes occurring in its environment (supervision, sociological interrogation) and also to define force and the orientation of its behavior which is a consequence of action both internal, and external motivator.

The relation of enterprise working person and consumers to the methods of motivation applied by industry enterprises. 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.

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