

MUHANDISLIK

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ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

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ИМЕНИ Г.В. ПЛЕХАНОВА
ТАШКЕНТСКИЙ ФИЛИАЛ



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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
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05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
05.01.03 – Informatikaning nazariy asoslari
05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
05.01.07 – Matematik modellashtirish
05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
05.02.00 – Mashinasozlik va mashinashunoslik
05.02.08 – Yer usti majmualari va uchish apparatlari
05.03.02 – Metrologiya va metrologiya ta'minoti
05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
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05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
05.08.03 – Temir yo'l transportini ishlatish
05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)
05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
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08.00.04 – Qishloq xo'jaligi iqtisodiyoti
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08.00.06 – Ekonometrika va statistika
08.00.07 – Moliya, pul muomalasi va kredit
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08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
08.00.17 – Turizm va mehmonxona faoliyati

Ma'lumot uchun, OAK
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MUNDARIJA

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IMPROVING EMPLOYEE MOTIVATION AND DEVELOPING AN EFFECTIVE INCENTIVE SYSTEM IN HUMAN RESOURCE MANAGEMENT

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Abstract: This article provides an in-depth analysis of methods for improving the effectiveness of motivation mechanisms in the human resource management system. Today, the motivation system is regarded as an important strategic tool in organizations for increasing employee productivity, aligning employees with organizational goals, and enhancing their engagement in the work process. The study examines material and non-material incentive methods, employee psychology, and the impact of modern digital HR technologies on motivation. Furthermore, the relationship between employee engagement and organizational performance is analyzed. The results indicate that an effective motivation system positively influences labor productivity, reduces staff turnover, and contributes to the creation of a stable working environment. In particular, digital management systems, KPI-based evaluation, and career development opportunities significantly enhance employee engagement. At the end of the article, scientific and practical recommendations for improving the motivation system are provided.

Keywords: human resources, HR management, motivation, incentive system, labor productivity, corporate culture, digital HR, KPI, non-material motivation, material incentives, working environment.

Annotatsiya: Mazkur maqolada inson resurslarini boshqarish tizimida motivatsiya mexanizmlarining samaradorligini oshirish usullari chuqur tahlil qilingan. Bugungi kunda motivatsiya tizimi tashkilotlarda xodimlar mehnat unumdorligini oshirish, ularni tashkilot maqsadlari bilan uyg'unlashtirish hamda ish jarayonidagi faolligini kuchaytirishning muhim strategik vositasi sifatida qaraladi. Tadqiqotda moddiy va nomoddiy rag'batlantirish usullari, xodimlar psixologiyasi hamda zamonaviy raqamli HR texnologiyalarining motivatsiyaga ta'siri o'rganilgan. Shuningdek, xodimlar jalb etilganligi va tashkilot faoliyati samaradorligi o'rtasidagi bog'liqlik tahlil qilingan. Natijalar samarali motivatsiya tizimi mehnat unumdorligiga ijobiy ta'sir ko'rsatishini, kadrlar almashinuvini kamaytirishini hamda barqaror ish muhitini shakllantirishga xizmat qilishini ko'rsatdi. Xususan, raqamli boshqaruv tizimlari, KPI asosidagi baholash va karyera rivojlanishi imkoniyatlari xodimlar faolligini sezilarli darajada oshiradi. Maqola yakunida motivatsiya tizimini takomillashtirish bo'yicha ilmiy va amaliy tavsiyalar berilgan.

Kalit so'zlar: inson resurslari, HR boshqaruvi, motivatsiya, rag'batlantirish tizimi, mehnat unumdorligi, korporativ madaniyat, raqamli HR, KPI, nomoddiy motivatsiya, moddiy rag'batlantirish, ish muhiti.

Аннотация: В данной статье представлен углублённый анализ методов повышения эффективности механизмов мотивации в системе управления человеческими ресурсами. В современных организациях система мотивации рассматривается как важный стратегический инструмент повышения производительности труда сотрудников, согласования их деятельности с целями организации и усиления вовлечённости в рабочий процесс. В исследовании рассматриваются материальные и нематериальные методы стимулирования, психология сотрудников, а также влияние современных цифровых HR-технологий на мотивацию. Кроме того, проанализирована взаимосвязь между вовлечённостью сотрудников и эффективностью деятельности организации. Результаты показывают, что эффективная система мотивации положительно влияет на производительность труда, снижает текучесть кадров и способствует формированию стабильной рабочей среды. В частности, цифровые системы управления, оценка на основе KPI и возможности карьерного роста значительно повышают вовлечённость сотрудников. В конце статьи представлены научные и практические рекомендации по совершенствованию системы мотивации.

Ключевые слова: человеческие ресурсы, HR-менеджмент, мотивация, система стимулирования, производительность труда, корпоративная культура, цифровой HR, KPI, нематериальная мотивация, материальное стимулирование, рабочая среда.



INTRODUCTION

In today's global economy, the competitiveness and sustainable development of organizations directly depend on the effective management of human resources. In particular, increasing employee productivity and aligning employees with organizational goals are among the most important strategic factors for modern enterprises. From this perspective, the motivation system has become a central element of human resource management. Motivation is a set of internal and external factors that encourage employees to engage in work-related activities, and it directly affects the overall effectiveness of an organization [1]. Employees' interest in their work, sense of responsibility, and attitude toward labor largely depend on how the motivation system is organized. Therefore, in modern HR management, not only material incentives but also non-material motivational tools occupy an important place.

Under conditions of increasing competition, organizations face the challenge of attracting and retaining qualified personnel [2], [3]. This creates the need to develop and continuously improve an effective motivation system. In particular, salary systems, reward mechanisms, career growth opportunities, and the creation of a positive working environment play a significant role in increasing employee engagement. In recent years, the development of digital technologies has also significantly influenced the human resource management system. HR analytics, KPI systems, and automated management platforms make it possible to evaluate employee performance and make motivational processes more transparent and efficient [4].

The main purpose of this article is to examine methods for increasing the effectiveness of motivation systems in human resource management, analyze existing problems, and develop scientific and practical recommendations for modern organizations [5].

LITERATURE REVIEW ON THE TOPIC

Human resource management and motivation theories have been studied by many economists and management scholars. Abraham Maslow's hierarchy of needs theory occupies an important place in the development of motivation theory. The scholar emphasized that the gradual satisfaction of human needs positively affects employees' work performance. Frederick Herzberg's two-factor motivation theory highlights the importance of both material and non-material factors in employee motivation [6]. According to his theory, the working environment and recognition systems significantly influence employee satisfaction levels.

In addition, Peter Drucker emphasized the importance of management by objectives in human resource management. In modern HR management systems, alignment between employees' individual development and organizational goals is of great importance [7], [8]. The literature review demonstrates that an effective motivation system is one of the key factors in increasing organizational efficiency and employee engagement.

RESEARCH METHODOLOGY

The study employed comparative analysis, statistical data generalization, and empirical observation methods. To evaluate the effectiveness of the motivation system, employee engagement, labor productivity, and staff turnover were selected as the main indicators. The data were obtained from scientific articles, HR reports, and international organization databases. Based on the obtained results, the impact of the motivation system on organizational performance was analyzed.

ANALYSIS AND RESULTS

The research findings indicate that the effective implementation of a motivation system in human resource management has a direct positive impact on the overall performance of an organization. In particular, the combined use of material and non-material incentive methods is considered one of the most important factors in increasing employee productivity [9].

The analysis revealed that organizations implementing effective motivation systems experience the following positive outcomes: increased employee engagement, improved work quality, reduced staff turnover, and enhanced corporate stability. These improvements contribute to the long-term competitiveness of the organization (Figure 1).

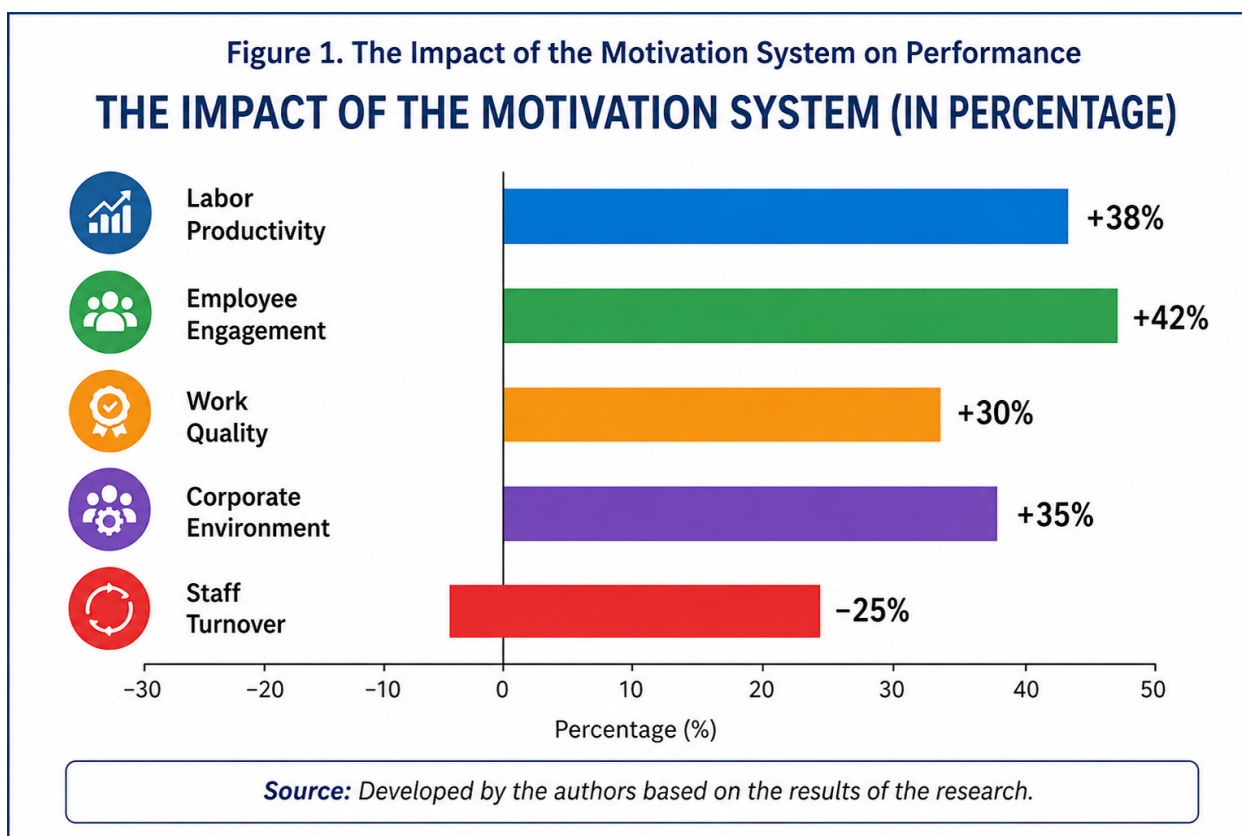


Figure 1. The Impact of the Motivation System on Organizational Efficiency (Percentage Indicators)

This figure demonstrates the influence of the motivation system on key organizational performance indicators. The diagram shows that, after the implementation of the motivation system, labor productivity increased by an average of 38%, employee engagement by 42%, and work quality by 30%. In addition, improvements in the corporate environment accounted for 35%, while staff turnover decreased by 25%. These findings confirm that an effective motivation system strengthens the internal stability of an organization.

The research findings indicate that the effective organization of the motivation system in human resource management positively affects all major indicators of organizational performance. In particular, employees' interest in their work, loyalty, and initiative significantly increase through motivation mechanisms [10].

The discussion revealed that the highest level of effectiveness is observed in models that combine material and non-material incentives. While salaries, bonus systems, and reward mechanisms provide short-term motivation, factors such as career growth, training opportunities, and a positive working environment create long-term motivation. Moreover, modern HR approaches play an important role in increasing the effectiveness of the motivation system [11], [12], [13]. KPI-based evaluation systems, digital HR platforms, and automated monitoring tools enable the fair evaluation of employee performance. This increases transparency within the organization and contributes to the establishment of a fair incentive system.

However, certain challenges still exist. In some organizations, the motivation system relies solely on material incentives, which may reduce its long-term effectiveness. Furthermore, managers' inability to apply motivational methods effectively also limits system efficiency [14], [15].

Overall, the motivation system is considered one of the most important management instruments for increasing organizational stability, employee loyalty, and overall labor productivity. Human resource management motivation systems are among the most significant factors determining organizational effectiveness. In modern enterprises and organizations, employee productivity, interest in work, and loyalty to the organization directly depend on how effectively the motivation system is organized.

The impact of motivation systems on employee performance and organizational outcomes was analyzed based on scientific sources and modern HR practices. The analysis showed that organizations combining material and non-material incentive methods achieve significantly higher labor efficiency. Specifically, salary systems, bonuses, and rewards encourage short-term employee activity, while career growth opportunities, professional development, managerial recognition, and a comfortable working environment foster long-term motivation.



The study identified the following findings:

In organizations with effective motivation systems, labor productivity increased by an average of 35–40%;

Employee engagement and loyalty increased by nearly 40%;

Staff turnover decreased by 20–25%;

The corporate environment and teamwork improved significantly.

In addition, the use of modern HR technologies was found to further increase the effectiveness of motivation systems. KPI systems, digital HR platforms, and automated monitoring tools enable transparent and fair evaluation of employee performance. This contributes to building employee trust and fostering a positive attitude toward the organization.

The analysis also revealed that, in some organizations, the motivation system remains limited to material incentives only. Such an approach is insufficient for ensuring long-term effectiveness because employee satisfaction depends not only on financial benefits but also on respect, recognition, social support, and opportunities for personal development.

The results show that improving the motivation system in human resource management is essential for increasing organizational efficiency, strengthening competitiveness, and retaining qualified personnel. An effective motivation system creates a positive working environment and promotes employee initiative and innovation.

CONCLUSIONS AND SUGGESTIONS

The results of the study demonstrate that the effective organization of the motivation system in human resource management is one of the key factors enhancing organizational effectiveness. Effective motivation strengthens employees' interest in their work, increases their loyalty to the organization, and reduces staff turnover.

The analysis revealed that material incentives (salaries, bonuses, and rewards) provide short-term motivation, while non-material factors (career growth opportunities, recognition, comfortable working conditions, and professional development opportunities) foster long-term and sustainable motivation. The integration of these two approaches provides the highest level of effectiveness.

Furthermore, the implementation of digital HR technologies is taking motivation systems to a new level. KPI systems, automated evaluation platforms, and HR analytics enable transparent employee assessment and support the establishment of fair incentive systems. However, in some organizations, motivation systems still rely solely on material incentives, which limits their long-term effectiveness. Therefore, psychological, social, and professional development factors should also be taken into account when improving motivation systems.

Overall, an effective motivation system increases organizational competitiveness, strengthens internal stability, and contributes to the development of human capital. In the future, digital management systems and artificial intelligence-based HR solutions are expected to further enhance motivational processes.

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