



THE MOTIVATIONAL MECHANISM OF EFFECTIVE USE OF HUMAN RESOURCES

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motive, motivation, need, labor, employees, human resources, need satisfaction.

ANNOTATION

Effective management of human resources provides any organization with advantages such as competitive superiority, optimization of production or service processes, and the overall achievement of success. The article highlights the impact of motivation on the effective use of human resources. Classical theories of motivation have been analyzed. During the analysis process, various literature sources were reviewed, and relevant conclusions and recommendations were developed.

Introduction: It is widely known that maintaining a high level of employee motivation is challenging for many leaders, as there are numerous factors influencing employee motivation. Just as motivation plays a significant role in the effective use of human resources, studying motivational mechanisms, particularly its classical theories and various models, is also of great importance.

The history of human resource management from 1950 to the present is considered the modern development period. This is the era of the civil labor concept, during which employees have the right to consult on the laws and regulations under which they work.

When the factory system was introduced into production, many workers started working together. This led to the realization of the need for a person responsible for hiring, developing, and ensuring the well-being of these workers. For this purpose, a production relations department, primarily related to workers, was established in many large organizations.

However, over time, the complexity of human resource management in large business organizations increased. The scope of the production relations department expanded to include not only supervisory employees but also managerial staff. Subsequently, the industrial relations department was renamed the personnel department.

The main indicator of the efficiency of human resource utilization is labor productivity, measured by the production volume per worker in terms of value. Labor productivity is calculated as the ratio of income to the number of employees. Productivity can be measured hourly, per shift, monthly, quarterly, or yearly. Another important factor in the effective use of human resources is motivation.

Motivation is the process of encouraging a person to engage in activities to achieve a goal. The impact of motivation on human behavior depends on many factors, and it can change due to individual circumstances, motives, and feedback from others. A motive is an internal or external driving force that pushes a person to engage in specific actions. The motivation process can be divided into four main stages: The emergence of a need (hunger, thirst, desire for social interaction, desire for knowledge, etc.). Developing strategies and finding ways to satisfy the need (buying a burger or having lunch at a restaurant, meeting someone of interest or managing emotions, enrolling in higher education or pursuing self-study). Determining the tactics of activity and implementing actions step by step (moving quickly or slowly, finding resources, determining paths, evaluating opportunities, making decisions, etc.). Satisfying the need and receiving material or spiritual rewards.

Needs are the essential factors required for the survival and development of an organism, individual, or social group. Incentives play a crucial role in satisfying needs.

Incentives are understood as the factors that encourage a person to act or explain their behavior.

Literature Review: Classical theories of motivation primarily attempt to identify the needs that drive individuals to action when determining the scope and content of work. The works of Abraham Maslow, Frederick Herzberg, and David McClelland play a significant role in shaping the foundations of modern concepts of motivation. Additionally, process theories such as Douglas McGregor's Theory X and Theory Y, expectancy theory, and equity theory are crucial for the effective use of human resources, proper employee management, and motivation.

Graph 1. Classical theories of motivation ¹

CONTENT THEORIES		PROCESS THEORIES	
THEORIES	Foundations	Theories	Foundations
MASLOW'S THEORY	Physiological needs Safety needs Social needs Esteem needs Self-actualization needs	Douglas McGregor's X and Y Theory	Y - Desire to work X - Desire to avoid work
CLAYTON ALDERFER'S ERG THEORY	Existence needs Relatedness needs Growth needs	Expectancy Theory	Expectation of a certain reward, the degree of satisfaction and dissatisfaction.
MCCLELLAND'S NEED THEORY	Involvement needs Success needs Power needs	Equity Theory	Expectation of a reward Comparing with the rewards of others
HERZBERG'S TWO- FACTOR THEORY	Hygienic factors Motivational factors	Porter Louler modeli	The relationship between results and the efforts of the employee.

¹ Теоретические основы менеджмента персонала. Учебное пособие. Под ред. Абдурахманова К.Х. М.: РЗА, 2000.

Methods. In conducting the research, classical theories of motivation were analyzed, and methods of comparison, contrasting, and comparative analysis were widely used. The results section of the article was formed through the study of these classical theories. During the research process, it was found that many entrepreneurs encounter difficulties due to ignoring or being unaware of hygienic and motivational factors according to Herzberg's theory, using survey and observation methods.

Results. Maslow's hierarchy of needs theory describes human needs as an interrelated structure of levels. According to this theory, a person focuses on higher needs only after satisfying a series of basic needs. This hierarchy of needs is illustrated in the form of a pyramid and consists of the following levels: physiological, safety-related, social, esteem, and self-actualization needs.

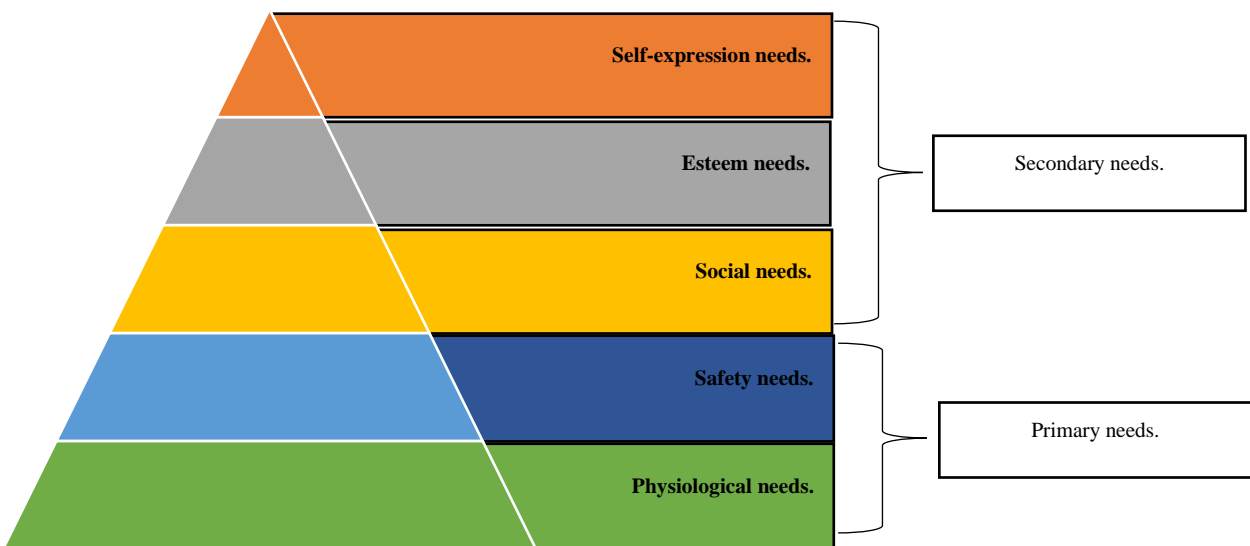
At the base of the pyramid are physiological needs. These are the most basic needs, including factors necessary for a person's survival: food, water, sleep, breathing, and so on. When these needs are unmet, a person cannot think about other needs. The second level consists of safety-related needs. At this stage, a person strives to feel safe and secure. This includes factors such as physical safety, financial stability, health care, and housing. Once a person achieves a sense of security, they begin to focus on other needs.

In the middle point of hierarchy, in the third level, are social needs (love and belonging). This refers to a person's need to find their place in society and to interact with family, friends, and loved ones. Social connections play a significant role in fulfilling emotional needs. The next level comprises esteem and recognition needs. At this stage, a person feels the need for self-esteem, recognition by society, and respect. There arises a desire for self-respect and to be valued by others. When these needs are met, a person feels successful and fulfilled.

At the very top of the pyramid is the need for self-actualization. This level encompasses the need for a person to fully realize their potential, express their abilities, and achieve personal goals. At this stage, a person seeks to live a fulfilling life, engage in creativity, and pursue their objectives. Maslow's theory is considered a vital tool in understanding motivation, as it allows for a systematic exploration of human needs. This approach takes into account the diversity of needs among individuals and provides opportunities for personal development.

However, this theory also faces some criticisms. Maslow's hierarchy is based on strict levels, but in some cases, a person may experience multiple needs simultaneously. Additionally, due to cultural differences, people may prioritize their needs differently.

Figure 1. Maslow's hierarchy of needs.²



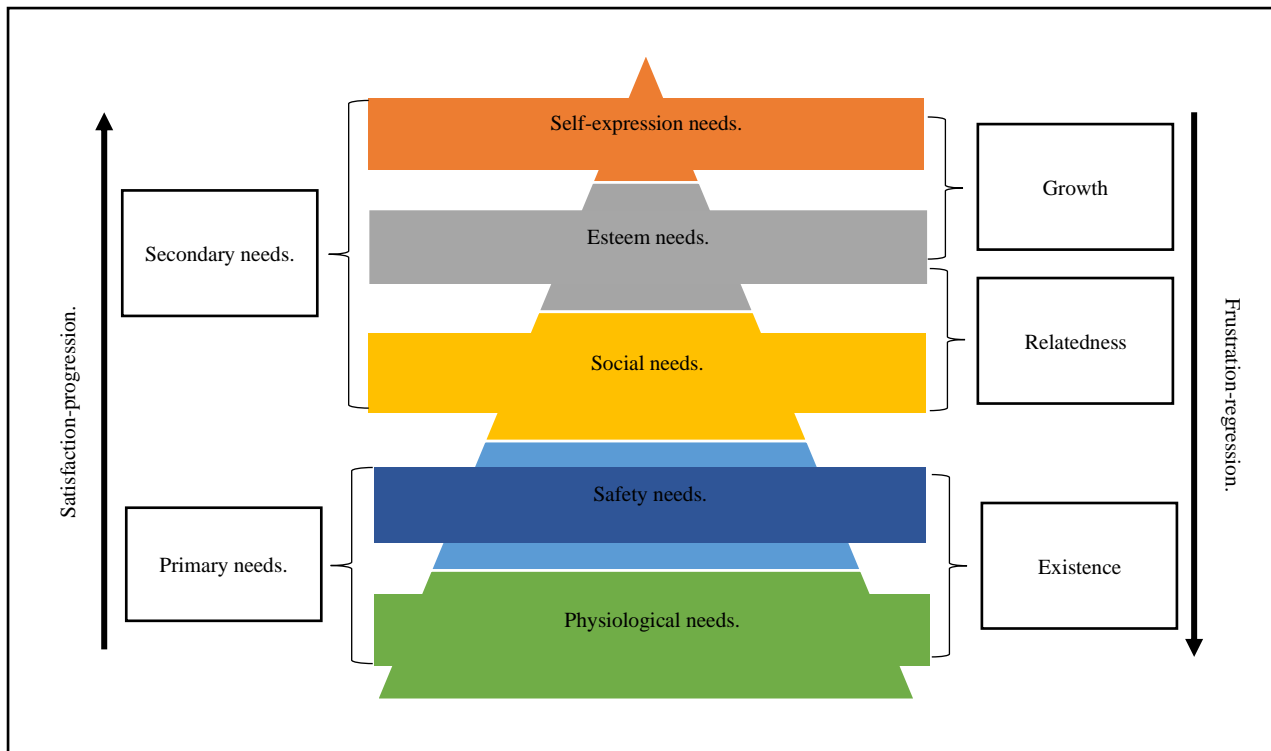
Clayton Alderfer's ERG (Existence, Relatedness, Growth) theory is a modification of Maslow's hierarchy of needs. Instead of the five needs organized hierarchically, Alderfer proposed that a person's core needs can be divided into three categories: existence, relatedness, and growth. Existence corresponds to Maslow's physiological and safety needs, relatedness aligns with social needs, and growth represents Maslow's esteem and self-actualization.

The main advantage of Alderfer's ERG theory is that it is more flexible and dynamic compared to Maslow's theory. While needs in Maslow's hierarchy are based on strict stages, in ERG theory, needs can move in a connected manner. That is, a person can experience and satisfy multiple needs simultaneously.

The middle and main aspect of the ERG theory is the satisfaction-progression mechanism, which allows for a deeper understanding of human motivational processes. One of the key features of Alderfer's theory is the frustration-regression mechanism. If a person is unable to satisfy their higher-level needs, they tend to focus more on lower-level needs. For example, when an individual encounters difficulties in developing social connections, they may pay more attention to material security or physiological needs. This approach, unlike Maslow's theory, allows for the possibility of fulfilling needs not only in a sequential order but also in an interrelated manner.

² Analysis of Economic Literature as Author's Development

Figure 2. Clayton Alderfer's ERG theory.³



The next theory is McClelland's theory of needs. This theory encompasses views on human motivation and the classification of needs that lead to success. The founder of this theory is the American psychologist David McClelland, who developed the theory of needs motivation in the 1950s. Although McClelland's theory of needs shares some similarities with Maslow's hierarchy of needs, it classifies human needs in a more precise and comprehensive manner.

McClelland identifies three types of basic needs that govern and motivate people's behavior. The first is the need for achievement. Individuals with this need constantly seek to test themselves, achieve high results, and solve complex problems. They motivate themselves by tackling challenging tasks and want to measure their successes. According to McClelland's research, those who strive for achievement are often entrepreneurs and leaders who have clear goals and constantly seek improvement.

The second type of need identified by the scholar is the need for power. Individuals with this need desire to influence, control, or affect the decisions of others. The need for power can be of two types. The first is personal power, where individuals wish to influence others for their own benefit. This is generally viewed negatively, as it can lead to harm to others. The second is social power, where individuals wish to influence others towards common goals. This type of power is positive and is achieved by motivating people and guiding them towards their objectives.

The third type of need emphasized by McClelland is the need for affiliation. Individuals with this need want to establish social connections with others, support friendly relationships, and feel part of a community. They enhance their motivation through cooperation, collaboration, and constant communication. They typically prefer teamwork and strive to establish good relationships with others.

In the small business economy and management field, this theory is significant for understanding employee motivation and providing appropriate leadership. Leaders should identify the needs of their employees and apply suitable motivational methods. For example, providing complex and interesting tasks for those who strive for achievement, creating leadership opportunities for those who seek power, and offering opportunities for active participation in social projects and teamwork for those with a high need for affiliation are considered appropriate strategies.

The next classical theory is Frederick Herzberg's two-factor theory of motivation, which provides a deep understanding of what motivates and satisfies individuals at work. Developed in 1959, this theory is also known as the "hygiene and motivation factors theory" and is used to analyze the level of job satisfaction among the workforce. Herzberg developed this theory by conducting interviews with workers to study the reasons for their job satisfaction and dissatisfaction. He concluded that job satisfaction and dissatisfaction are governed by two separate factors that are not related to each other.

Herzberg's theory is based on two main factors: hygiene factors and motivational factors. These two factors analyze different aspects of behavior and satisfaction at work.

Hygiene factors are those necessary to prevent job dissatisfaction. While these factors do not increase job satisfaction, if they are not adequately provided, they can lead to employee dissatisfaction. Hygiene factors include salary and compensation, working conditions, organizational policies, safety, and relationships with colleagues. When hygiene factors are not provided, dissatisfaction arises among employees. However, even when these factors are present, they do not automatically lead to high levels of motivation and satisfaction. That is, they do not cause employees to enjoy their work but prevent dissatisfaction.

Motivational factors (internal factors) are those that enhance an employee's sense of internal satisfaction. These factors ensure that employees enjoy their work and encourage them to be more effective. Motivational factors include achievements, recognition and acknowledgment, responsibility, opportunities for growth and development, and the interest of the work itself. If motivational factors are provided to employees in every small business entity, they will enjoy their work and achieve high results in their activities.

The practical significance of Herzberg's two-factor theory is that leaders must understand the necessity of meeting employees' motivational needs, not just focusing on salary or working conditions to ensure their satisfaction. For example, if employees have fair wages and good working conditions, this will only save them from dissatisfaction. However, if they are provided with opportunities for growth, independence, and influence over their work, they will become more effective and motivated.

Today, it is well known how important small businesses and small entrepreneurial entities are for the development of the country and the

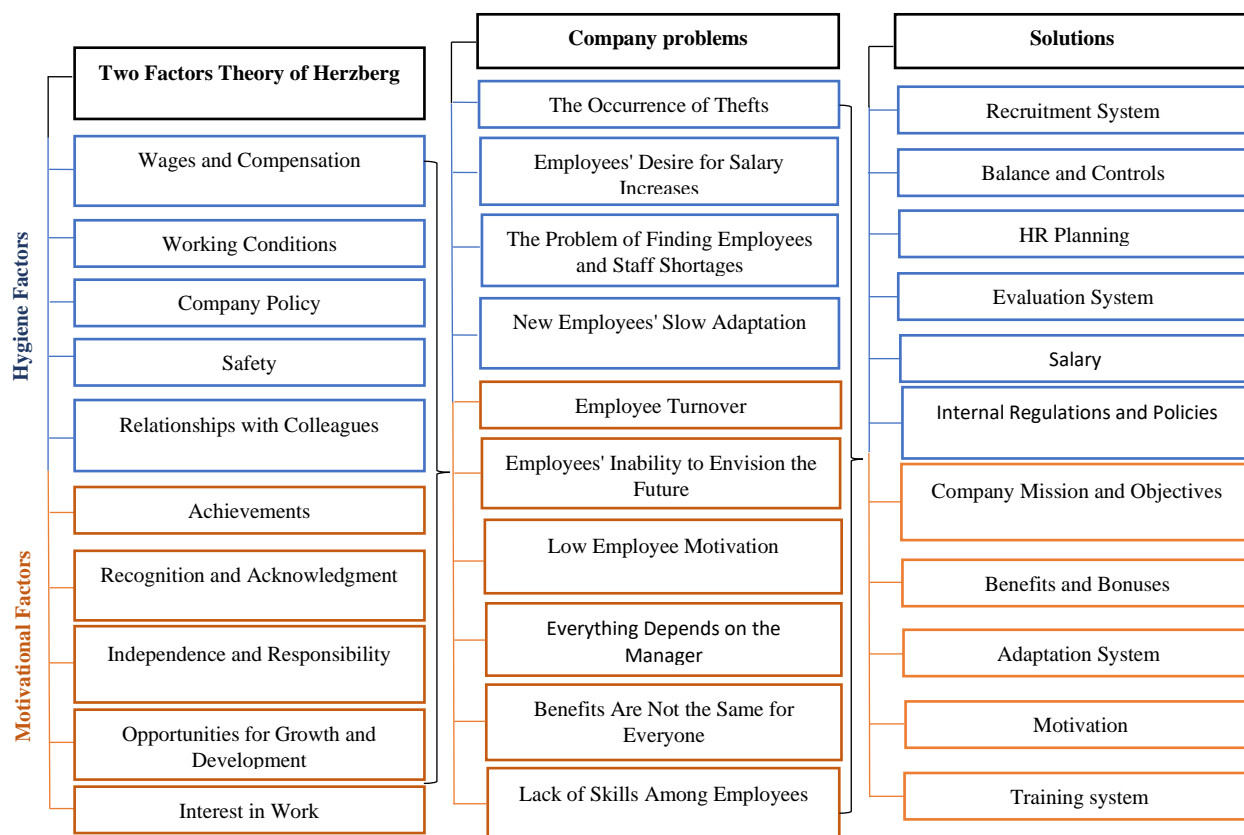
³ Analysis of Economic Literature as Author's Development

progress of its economy, especially in developing countries like Uzbekistan. Improving the mechanism for the effective use of human resources in small business entities is equally essential.

However, today, not only in Uzbekistan but also worldwide, small business owners face challenges related to the effective management of human resources, such as a lack of resources for managing these

aspects, and often, a single owner handling many employees' work. Problems related to the ongoing and systematic motivation of employees are also frequently encountered. Many small business owners in Uzbekistan are either unaware of Herzberg's two-factor theory or misapply it. Specifically, there are many instances of confusing hygiene factors with motivational factors.

Graph 2. The Impact of Herzberg's Two-Factor Theory on Organizational Problems and Solutions⁴



If we take a look at various job search electronic platforms or social media groups in the country, the advantages provided by organizations often include timely payment of salaries, good working conditions, and a friendly team environment. According to Herzberg's theory, these mentioned advantages are considered hygiene factors that prevent dissatisfaction. This means that the likelihood of motivation to apply for a job at an organization that lists these benefits is low. Consequently, this does not indicate effective utilization of human resources within the organization.

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In conclusion, it is important to note that when developing the motivational mechanism for effective use of human resources, it is beneficial to consider and widely apply Maslow's hierarchy of needs, Clayton Alderfer's ERG theory, and Herzberg's two-factor theory. Utilizing these theories is crucial for entrepreneurs not only in management processes but also in human resource planning or recruitment processes.

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⁴ Analysis of Economic Literature as Author's Development