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Labor Evaluation as a Motivation Factor in Garment Manufacturing Enterprises

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Abstract: In the context of globalization, enhancing motivation systems for garment manufacturing enterprises is increasingly critical. This study addresses the challenges these enterprises face in motivating their workforce and explores optimal solutions. A gap exists in the literature regarding effective motivational strategies tailored to this industry. The research aims to identify key motivation-related issues and propose a solution through the implementation of a system based on a balance of supply, demand, and Key Performance Indicators (KPIs). Using a combination of field analysis and data review, the study suggests practical improvements for fostering a more effective motivational environment, with implications for productivity and long-term sustainability.

Keywords: Personnel, Motivation, Motivation system, KPI, Work evaluation, P/PC Balance.

1. Introduction

In order to adapt to the conditions of globalization, garment manufacturing enterprises are also required to optimize their management process. In such conditions, the effective implementation of the motivational management system is the most important. The main element of the motivational system related to working personnel is the fair assessment of work. Today, adequate evaluation of work is one of the factors that have a high impact on the motivation of working personnel. In the conditions of intense competition, in order to effectively use the working personnel, a systematic evaluation of their performance is required. One of the most advanced methods in labor evaluation is KPI evaluation [1].

Currently, one of the biggest problems in garment manufacturing enterprises is the lack of sufficient internal and external motivation in the workforce. One of the main reasons for this is the imbalance between the enterprise and the worker. Efficiency is in the balance. Stephen R. Covey, the founder of "Franklin Covey" company, stated in his scientific research that the key to efficiency is to constantly balance P/PC, i.e. supply and means of supply, in material, financial and human relations. One of the best ways to strike this balance is to introduce a KPI evaluation system to industry enterprises [2].

A.Ya.Kibanov in his scientific works emphasized that assessment is the appropriate process of matching the ability, motivation and skills of employees to the requirements of the workplace. Vetlujskikh emphasizes that the assessment of work that causes motivation in enterprises should be carried out based on the strategy of the enterprise. B.M.Genkin in his scientific work emphasizes that the work efficiency of organizations constantly depends on personnel motivation. K.Blanshir and S.Johnson believe that it is necessary to

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organize targeted management and motivate the personnel who worked on the basis of a specific goal in order to increase the efficiency of work in enterprises. Researcher EM Rozhdestvenskaya revealed the main aspects of building a motivation system based on KPI. At the same time, he suggested that the KPI system should be integrated into the personnel management system of the enterprise [3].

R.Islam, D.Hossan studied the effect of internal and external motivation on the level of employee involvement and satisfaction in their scientific works and found that external motivation can have a higher effect on the level of satisfaction and involvement than internal motivation. So, motivation has a high impact on the level of satisfaction of working personnel. One of the external motivation factors in particular is the appropriate assessment of work [4].

As we can see, many scientists are working on the impact of KPI on employee motivation. However, there is not enough research in this direction in the field of sewing production. Especially in the conditions of Uzbekistan, most sewing production enterprises are still using the traditional method, that is, the time-based wage payment system. As a result, many problems arise. From this point of view, the research work is relevant [5].

Based on our research work, we identified the main problems in today's garment production enterprises and proposed the implementation of an industry-specific KPI system as a positive solution [6].

We took the following 3 sources as a basis for the formation of KPI indicators:

1. The goals of the enterprise. That is, quarterly, monthly, weekly and daily business goals based on the company's annual business plan. For example, if the enterprise aims to make a profit of 1 billion soums in the last month, it will determine the daily plan of the working personnel to achieve such a profit, and this plan will be taken as a KPI criterion.
2. Problems of the enterprise. For example, among the problems identified during our research, the lack of availability of working personnel, the increasing number of non-compliant products, the constant focus of workers on time, etc. It is to solve such problems that KPI criteria are formed that serve to eliminate them.
3. Success factors. In this case, we can set KPIs based on specific success factors for each position. It is this source that is used when setting KPIs for positions whose work cannot be accurately calculated. For example, the leadership ability of lower level managers can be assessed through questionnaires taken from various working personnel. For this, a questionnaire is created on the basis of points, and a specific point limit determines the goal. In addition, the level of dissatisfaction of certain shop workers, i.e. the level of dissatisfaction decreases from the set goal, the level of production of spare personnel from the shop workers will be a success factor of the shop production manager, and we can take them as KPI criteria.

The reason why KPIs have a high impact on motivation is that employees can see what is expected of them in clear numbers. As a result of the effective implementation of KPI, the mood of working on the basis of a specific goal appears in the working staff [7].

2. Materials and Methods

In this research work, first of all, online questionnaires were collected from the managers of garment production enterprises located in the Namangan region of the Republic of Uzbekistan. Direct questionnaires were conducted on the level of satisfaction, level of motivation, level of need, evaluation of motivational factors among the employees and production masters of the enterprises selected as the object of the research. In addition,

interviews were conducted with HR managers and employees of the enterprise. Based on the received questionnaires and interviews, the problems in the field of production of sewing clothes were determined. The degree of influence of motivational factors was studied based on such methods as social questionnaires, evaluation method, analysis, synthesis, comparative analysis [8].

3. Results and Discussion

4 enterprises A, B, C, D were selected as the research object from the garment manufacturing enterprises in Namangan region. First of all, the state of working personnel, the conditions created for them, material and moral incentives were studied in these enterprises [9].

We conducted a survey of the employees of A, B, C, D enterprises selected as the object of the study about the main motivation levels that motivate them to work well today. The opinions of 250 respondents were studied in the conducted survey and analytical results were obtained Figure 1.

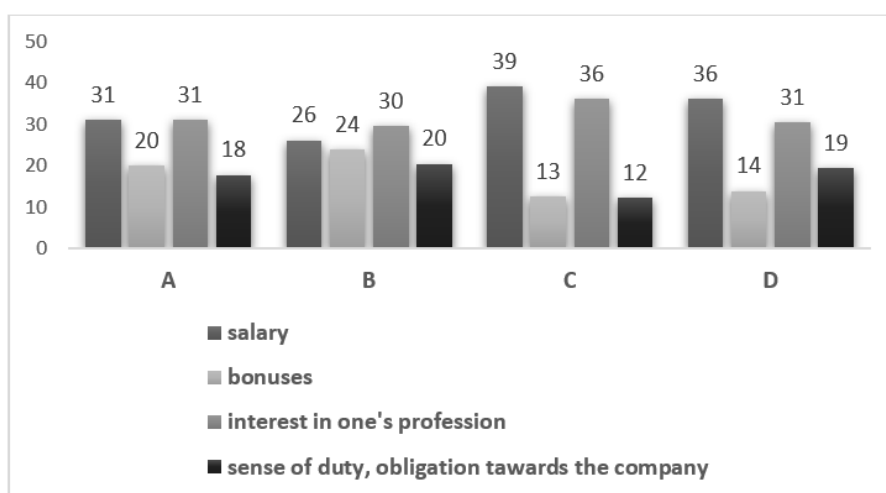


Figure 1. Analysis of the level of motivation of the working personnel in garment production enterprises (%).

According to the results of the analysis, 31.1% of the working personnel in "A" enterprise have monthly salary, 20.0% are bonuses, 31.1% are interested in their profession and 17.8% consider themselves indebted to the enterprise, in "B" enterprise 26,1% monthly salary, 23.9% bonuses, 29.5% interest in one's profession and 20.5% feeling indebted to the company, 39.1% monthly salary in "S" company, 12.6 %i awards, 36.1% interest in one's profession and 12.2% feeling indebted to the enterprise, in "D" enterprise 36.1% salary, 13.9% awards, 30.6% own interest in his profession and 19.4% thought that he is indebted to the company as his current high level of motivation.

Therefore, companies should be able to give the worker a motivation equal to the current level of motivation, having correctly understood the results of the analysis. If we pay attention to the results of the analysis, the main motive is the salary and rewards [10]. In order to check to what extent the opinion of the leaders corresponds to the opinion given by the employees, an online survey based on all the factors influencing the motivation of the employees was conducted with the participation of the leaders of 49 garment production enterprises in the Namangan region. As part of the questionnaire, the opinions of the managers were also studied regarding the level of motivation of the staff. Figure 2.

If we pay attention to the analysis, the leaders emphasize that 72% of the working personnel are motivated workers on the basis of salary. However, in the analysis of the

questionnaire from the working personnel, this figure is on average 33%. The difference in the middle is more than twice. This is the result of not fully studying the working personnel in enterprises and not paying attention to the supply and means of supply balance between the manager and the working personnel [11].

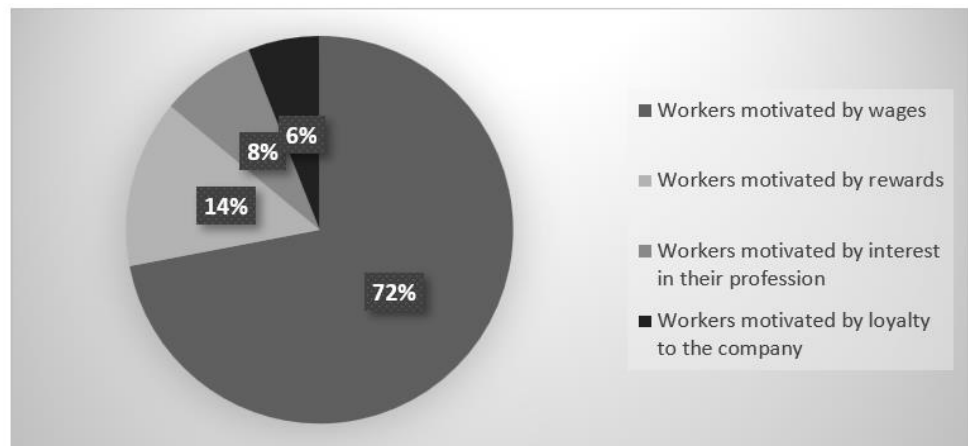


Figure 2. Analysis of the opinions of leaders of sewing production enterprises regarding the level of motivation of working personnel.

According to A. Maslow's theory of motivation, taking into account that the needs of a person act as a direct motive, a questionnaire was also conducted to determine the needs of the working personnel in the research facilities. Figure 3 shows the obtained results.

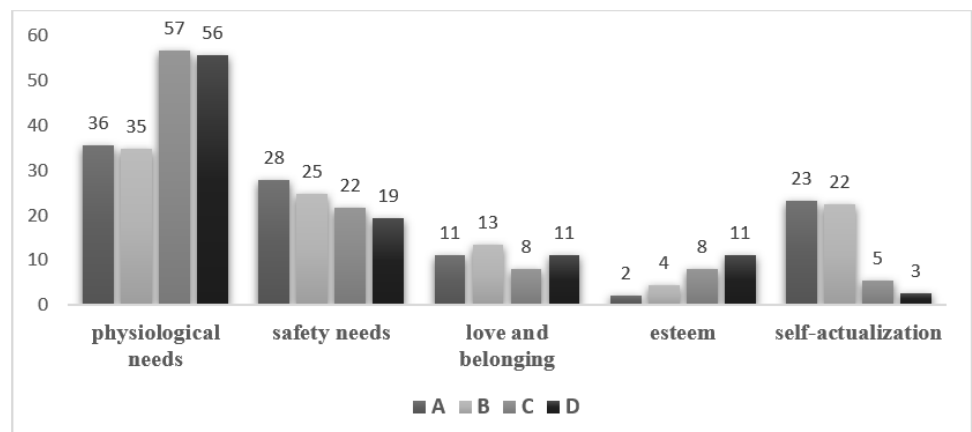


Figure 3. Analysis of high-level needs of working personnel (%).

A total of 252 respondents from A, B, C, D enterprises were included in this analysis. Here, too, the main need of the working personnel is physiological, that is, the need for money. From the above analysis, we can see that their level of need is directly proportional to the level of motivation. Therefore, a good payment system will give the workers adequate motivation. But when we carried out a complete analysis of the enterprises, it was found out that all of them were paid to the workers on time. From this point of view, the working staff is waiting for the end of time. As a result, the concentration decreases, and the number of non-conforming products in one production cycle in the enterprise increases [12].

All the above analyzes indicate that today there are enough problems related to the material and moral motivation of the workers of sewing production enterprises. As a result of the research, the following problems were identified in garment production enterprises:

1. Growing gap of dissatisfaction;

2. The employee's self-esteem is higher than the value they give to the enterprise;
3. Decreasing number of responsible workers;
4. Lack of internal motivation among working personnel;
5. Increasing number of bracks in production;
6. Lack of management and leadership skills in lower level production managers;
7. Decreasing number of skilled production masters and working personnel;
8. Non-digitalization of labor assessment.

The origin of the existing problems is entirely due to the lack of a systematic approach to motivation. It can be observed in the research process that the most necessary elements of motivation are neglected [13]. The most important element to focus on as part of the motivation system is evaluation. Today, the type of evaluation that causes high motivation of working personnel is KPI. KPI are the key performance indicators of the enterprise and are evaluation criteria designed to achieve the enterprise's goals.

The purpose of KPI is to increase the efficiency of working personnel by ensuring that financial incentives are dependent on the achieved results. KPIs are essentially just a tool for evaluation. First of all, KPI should be derived from the enterprise strategy. The goal here is to digitize what we want from the workforce and present it to the workforce. We should always use the following algorithm in KPI:

1. Planning
2. Organization and execution
3. Check
4. Readjustment.

We focus on SMART planning, which means we include criteria that are specific, measurable, attainable, and resourced. Only then will this plan serve as a motivation for the working staff. Today, the most important external motivation is to provide a decent salary to the working personnel. And if this is done through KPI assessment in place, it will increase efficiency even more. At present, most of the garment production enterprises are paid on a full-time basis [14]. As part of the online questionnaire received from the managers of garment production enterprises in Namangan region, their attitude to KPI was also evaluated. Figure 4.

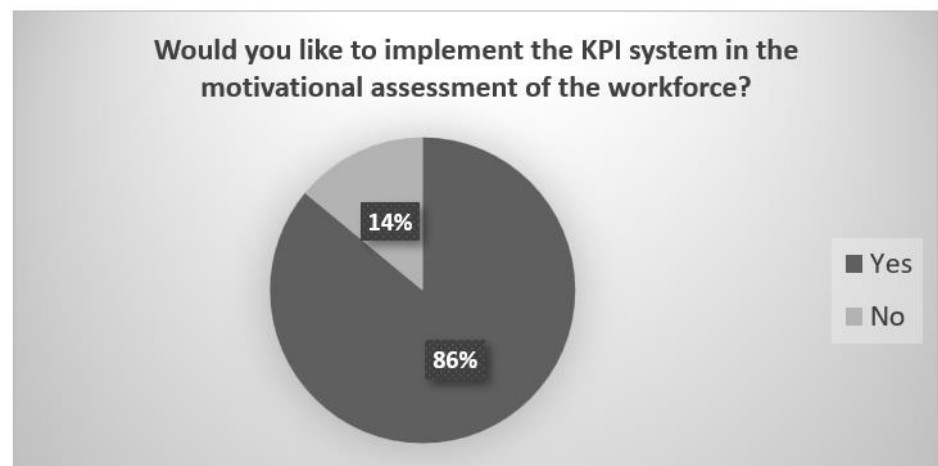


Figure 4. Analysis of the attitude of managers of garment manufacturing enterprises to KPI

49 of the most effective garment production enterprises in Namangan participated in the online survey. 86% of them are in favor of introducing the KPI system, wanting to evaluate the work of the working personnel and give them a decent salary. In general, the increasing number of problems related to the working personnel in the field today requires

the introduction of a modern system [15]. The system that provides the greatest help in solving all the above problems is an effective motivation system.

The first important element in the structure of the system is to achieve a balance of supply and means of supply. We should also pay close attention to ensuring the balance of P/PC, i.e. supply and means of supply, which Stephen R. Covey, the founder of "Franklin Covey" company, mentioned in his scientific research in the garment manufacturing enterprises. Today, both managers and staff are highly concerned with supply, but less attention is paid to the supply vehicle that delivers that supply. The P/PC balance for executives is given in Table 1.

Table 1. P/PC Balance Analysis for Business Owners and Managers

Supply	Balance	Means of supply
1. quality product with final value created by working personnel; 2. timely execution of orders and assignments; 3. compliance with the rules of the internal procedure 4. coming and going to work on time; 5. his interest in his work; 6. friendly with leaders and team 7. to be in a relationship and so on.	=	1. decent income; 2. creation of favorable working conditions; 3. studying the character and temperament of the working personnel; 4. interested in the needs of working personnel; 5. studying the family status of working personnel; 6. constant praise and recognition of work, etc.

If we pay attention, leaders are expected to treat employees with value corresponding to their value. It is as a result of this imbalance that the above problems arise. In the same way, the working personnel should pay more attention to the value they receive from the enterprise as well as the value they give. Table 2.

Table 2. P/PC balance analysis of working personnel

Supply	Balance	Means of supply
1. Receiving wages and rewards on time 2. favorable working conditions 3. adequate nutrition system 4. transportation to and from 5. recognition and praise care of leaders, sincere treatment, etc	=	1. to create a quality product that has a final value to the enterprise 2. timely execution of given plans 3. compliance with the rules of internal procedure 4. arriving and leaving work on time 5. interest in one's work 6. to have a sincere relationship with the leaders and the team 7. being loyal to the enterprise

the ac that e is money. One of the most important sources of this funding is the working personnel themselves. On the contrary, funds for working personnel are their wages, bonuses,

attention to them, working conditions. The source of funds is to give the enterprise a decent value, to create a quality product, to be interested in its work, etc. If both employees and managers work to ensure a constant balance of T/TV, the problems related to the working personnel in the enterprise will be solved by themselves.

The results obtained during the research require the introduction of the KPI system for effective motivation in industry enterprises. From this point of view, we have developed as a proposal the indicator suitable for the first stage of the KPI evaluation system for the production foremen and department workers of the trouser production workshop of enterprise A. Table 3 shows collective KPIs, i.e. KPIs corresponding to departments producing individual parts within the trouser shop. For this, today's production capacity and actual production quantities of enterprise A were taken as a sample Table 3.

Table 3. A KPI card developed for the sewing shop team in garment manufacturing enterprises

№	Indicators	Metric %	measure	Minimum for the month 85%	Monthly Goal 100%	Maximum for the month 106%	Fact	metric actual weight %
1	Labor productivity	35	pieces	14450	17000	18020	17000	35
2	Quantity of quality products in one cycle	25	pieces	12282	14450	15317	15000	26
3	The level of continuous work of department employees during the week	20	%	72%	85%	90%	80%	19
4	The level of discomfort of department employees	20	%	12%	10 %	9%	13%	0
ЖАМИ		100 %						80%

These KPI indicators were developed based on the production goals and existing problems of the garment manufacturing enterprise. That is, there are 4 sub-departments in the trouser production workshop of the selected enterprise, and these KPI indicators apply to all of them. Metrics are assigned a percentage based on the weight of the indicators. Indicator 1 is labor productivity, which is the percentage when the team produces more than the minimum of 14450 for the month. Indicator 2 is the volume of quality products produced in one cycle during the month, including the number of jobs that were not returned to the conveyor as nonconforming.

In this case, 85% of the target of 100% is considered as the percentage related to the indicator. In the 3rd indicator, the continuous performance levels of the employees of the department during the month are calculated and the corresponding percentage is calculated. Indicator 4 is one of the biggest challenges in the industry today, and it is an indicator that serves to reduce the level of dissatisfaction. In all criteria, the percentage is considered relevant only if the fact exceeds the minimum target. The production foremen of each department collect data on the above 4 indicators and at the end of the month fill out the KPI card and submit it to the relevant department. Based on the percentage accumulated in the column of the actual weight of the metric of the KPI card, enterprises determine the KPI bonus within their capabilities. In this way, it is possible to ensure balance and increase the motivation of workers by linking the salary to the result. The KPI card is reviewed and approved at the beginning of each year.

4. Conclusion

The purpose of this research work was to identify the problems that negatively affect the motivation of working personnel in garment manufacturing enterprises and to produce an effective solution to them. Based on this goal, as a result of the direct study of the enterprises, the imbalance between the manager and the working personnel and the fact that the work is not properly evaluated were chosen as the main hypothesis, and analyzes were conducted based on the relevant surveys. The hypothesis was accepted as a result of the analysis, and the suggestions presented above were developed. In our opinion, the reasons for achieving these results are as follows:

1. Direct study of enterprises;
2. Online surveys from managers;
3. Taking questionnaires based on all variable factors affecting motivation from working personnel;
4. Detailed study of the experiences of research scientists.

Scientific works close to our research have not focused on the aspects of setting KPIs for a team of working personnel of the existing industry. Especially in the conditions of Uzbekistan, a lot of scientific research is required in this field. Because tailoring is one of the most beloved professions of our people. It is necessary to increase the weight of scientific works related to KPI evaluation as an important motivational factor in future scientific works. In our current research work, we have taken the first step in studying the factors that have a high impact on employee motivation. In our further scientific work, we aim to study all the motivational factors step by step and develop suitable proposals for the enterprises of the sector.

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