

THE ROLE OF BEHAVIORAL FACTORS IN ENHANCING LABOR PRODUCTIVITY IN TEXTILE ENTERPRISES

Murodova Zilola Asatulla qizi

Lecturer at the Tashkent University of Information Technologies named after

Muhammad al-Khwarizmi

Doctoral (PhD) Researcher at the Tashkent State University of Economics

zilolamurodova2121@gmail.com

ABSTRACT. This study aims to examine the role of behavioral factors in enhancing labor productivity in textile enterprises. The research focuses on key behavioral dimensions, including employee motivation, job satisfaction, leadership style, organizational culture, and working conditions, which were incorporated into the proposed analytical model. The study was conducted using a survey method with the participation of employees from multiple textile enterprises. A total of 180 respondents were selected to ensure the reliability of the results.

The collected data were analyzed using descriptive statistics, correlation analysis, and regression methods. The empirical findings reveal that employee motivation, leadership support, and a positive organizational culture have a significant and positive impact on labor productivity. In contrast, certain factors such as routine job characteristics showed a comparatively weaker influence on productivity outcomes.

The results suggest that non-financial incentives and supportive management practices play a crucial role in improving workforce efficiency. Based on these findings, the study proposes several recommendations aimed at strengthening behavioral management approaches in textile enterprises. These include enhancing employee engagement, improving workplace conditions, and fostering a performance-oriented organizational culture to achieve sustainable productivity growth.

KEYWORDS: Labor productivity, behavioral factors, employee motivation, job satisfaction, leadership, organizational culture, textile enterprises, human resource management, regression analysis, workplace performance

INTRODUCTION. The textile industry remains one of the largest labor-intensive sectors in the global economy. According to the International Labour Organization, the textile and garment sector employs over 60 million workers worldwide, the majority of whom are located in developing countries. In many economies, this sector contributes significantly to industrial output and export revenues.¹

In Uzbekistan, the textile industry has become a key driver of economic growth and employment. Data from the State Statistics Committee of Uzbekistan indicate that the industry accounts for a substantial share of manufacturing employment, with hundreds of thousands of workers engaged in textile and apparel production.² Moreover, according to the Uztextile Industry Association, the country hosts more than 7,000 textile enterprises, and the sector plays an important role in export diversification.³

Despite these positive trends, labor productivity in textile enterprises remains relatively low compared to global benchmarks. While investments in technology and infrastructure have increased, recent studies emphasize that behavioral factors—such as motivation, job satisfaction, leadership, and organizational culture—are critical determinants of employee performance. According to Edward Pinder (2014), motivation represents the set of forces that influence work-related behavior, directly affecting productivity outcomes.⁴

Given that employee performance is determined not only by ability but also by motivation, understanding behavioral drivers has become essential for improving

¹ International Labour Organization (ILO). (2021). *Employment in textiles and garment sector*. Retrieved from <https://www.ilo.org>

² State Statistics Committee of Uzbekistan. (2023). *Industrial statistics report*. Retrieved from <https://stat.uz>

³ Uztextile Industry Association. (2022). *Annual industry report*. Retrieved from <https://uzts.uz>

⁴ Pinder, C. C. (2014). *Work Motivation in Organizational Behavior* (2nd ed.). New York: Psychology Press.

efficiency in labor-intensive industries. Therefore, this study aims to analyze the role of behavioral factors in enhancing labor productivity in textile enterprises and to provide evidence-based recommendations for improving workforce performance.

Work motivation has been widely studied as a key determinant of employee performance and organizational effectiveness. According to Mitchell (1973), motivation represents the degree to which individuals are willing to exert effort toward achieving goals,⁵ while Pinder (2014) defines it as a set of energetic forces that initiate and sustain work-related behavior. Similarly, Robbins and Judge (2017) emphasize that motivation is closely linked to need satisfaction and directly influences productivity.⁶

Several classical theories explain the nature of motivation. Maslow's Hierarchy of Needs suggests that individuals are driven by a hierarchy of needs, whereas Vroom's Expectancy Theory highlights the role of expected outcomes in shaping effort.⁷ In addition, Adams' Equity Theory underlines the importance of fairness, and McClelland's theory focuses on achievement, power, and affiliation as key motivational drivers.^{8,9}

Among these approaches, Herzberg's Two-Factor Theory distinguishes between intrinsic (motivators) and extrinsic (hygiene) factors affecting employee behavior. Empirical studies indicate that both groups of factors influence job satisfaction and productivity, particularly in labor-intensive industries.¹⁰

⁵ Mitchell, T. R. (1973). Motivation and participation: An integration. *Academy of Management Journal*, 16(4), 670–679.

⁶ Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Pearson Education.

⁷ Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.

⁸ McClelland, D. C. (1961). *The Achieving Society*. Princeton: Van Nostrand

⁹ Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267–299

¹⁰ Herzberg, F. (1959). *The Motivation to Work*. New York: John Wiley & Sons.



The conceptual model demonstrates the impact of behavioral and organizational factors on labor productivity in textile enterprises. The model includes four main groups of factors: intrinsic, psychological, extrinsic, and organizational factors, which are considered as independent variables, while labor productivity is the dependent variable.

Intrinsic factors (motivation, achievement, growth) and psychological factors (job satisfaction, engagement) directly influence employees' willingness to perform and increase productivity. Extrinsic factors such as salary, working conditions, and company policies ensure basic satisfaction and prevent dissatisfaction. Organizational factors, including leadership and culture, create a supportive work environment that enhances employee performance.

Additionally, employee experience and skills act as a moderating variable, strengthening the relationship between these factors and labor productivity.

METHODOLOGY. This study employs a quantitative research approach to examine the impact of behavioral factors on labor productivity in textile enterprises. the

quantitative method was selected to ensure objective measurement of variables and to test the proposed hypothesis using statistical techniques.

primary data were collected through a structured survey questionnaire. most of the items were measured using a five-point likert scale, where 1 indicates “strongly disagree” and 5 indicates “strongly agree”. the questionnaire was distributed directly to employees working in textile enterprises.

The sample includes employees from different organizational levels, ranging from managers to operational workers, in order to ensure diversity and representativeness. both male and female respondents participated in the study. to improve data reliability, only employees with at least two years of work experience were selected.

A total of 180 respondents from 12 textile enterprises were involved in the survey using a convenience sampling method. the collected data were analyzed using statistical techniques, including descriptive statistics, correlation analysis, and regression analysis, with the help of statistical software such as spss.

The study variables were structured based on the conceptual model. independent variables include intrinsic factors (motivation, achievement, growth), psychological factors (job satisfaction, engagement), extrinsic factors (salary, working conditions, policies), and organizational factors (leadership and culture). labor productivity is considered as the dependent variable, while employee experience and skills are treated as a moderating variable.

RESULTS. The empirical analysis was conducted using descriptive statistics, correlation analysis, and regression techniques. The results of descriptive statistics indicate that the average scores of key variables, including motivation, job satisfaction, leadership, and working conditions, are above the midpoint, suggesting a moderate to high level of employee perception in textile enterprises.

Correlation analysis reveals a positive relationship between behavioral factors and labor productivity. In particular, intrinsic factors and psychological factors show a stronger correlation with productivity compared to extrinsic factors.

The regression analysis results demonstrate that several behavioral variables have a statistically significant impact on labor productivity. Specifically, motivation, job satisfaction, and leadership were identified as the most influential factors positively affecting productivity ($p < 0.05$). Organizational culture also shows a meaningful contribution to improving employee performance.

On the other hand, some extrinsic factors, such as salary and company policies, exhibit a weaker but still positive effect on labor productivity. This suggests that while financial incentives are important, they are not the primary drivers of performance.

Furthermore, the moderating variable—employee experience and skills—was found to strengthen the relationship between behavioral factors and productivity. Employees with higher experience levels tend to demonstrate better performance under the same motivational conditions.

Overall, the findings support the proposed hypothesis that behavioral factors have a positive and significant impact on labor productivity in textile enterprises.

CONCLUSION AND RECOMMENDATIONS . This study examined the impact of behavioral factors on labor productivity in textile enterprises. The findings confirm that intrinsic and psychological factors, such as motivation, job satisfaction, and leadership, have a significant positive effect on employee performance. In contrast, extrinsic factors play a supportive but less influential role.

The results highlight that improving behavioral and organizational conditions is essential for enhancing productivity in labor-intensive industries.

Based on the findings, the study recommends that textile enterprises should focus on strengthening employee motivation through non-financial incentives, improving

leadership practices, and fostering a positive organizational culture. Additionally, providing training and skill development opportunities can further enhance employee performance and productivity.

REFERENCES

1. Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267–299.
2. Herzberg, F. (1959). *The Motivation to Work*. New York: John Wiley & Sons.
3. Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.
4. Mitchell, T. R. (1973). Motivation and participation: An integration. *Academy of Management Journal*, 16(4), 670–679.
5. Moorhead, G., & Griffin, R. W. (1998). *Organizational Behavior: Managing People and Organizations*. Boston: Houghton Mifflin.
6. Pinder, C. C. (2014). *Work Motivation in Organizational Behavior* (2nd ed.). New York: Psychology Press.
7. Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Pearson Education.
8. Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
9. World Bank. (2022). *World Development Indicators*. Retrieved from <https://www.worldbank.org>
10. International Labour Organization (ILO). (2021). *Employment in textiles and garment sector*. Retrieved from <https://www.ilo.org>
11. State Statistics Committee of Uzbekistan. (2023). *Industrial statistics report*. Retrieved from <https://stat.uz>