



THE PHENOMENON OF NON-MONETARY MOTIVATION: FROM CLASSICAL THEORIES TO "TOM SAWYER MANAGEMENT" IN THE CONTEXT OF THE NEW ECONOMY

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Abstract

In the context of the transition from an industrial to a post-industrial and digital economy, there is a radical rethinking of the nature of labor and motivation. The article analyzes the evolution of management thought - from the classical theories of Henri Fayol and Frederick Herzberg to the modern concepts of Daniel Pink. Particular attention is paid to the phenomenon of non-monetary motivation, illustrated through the metaphor of "Tom Sawyer management", where labor becomes desirable due to social and psychological triggers. The author offers a comparative analysis of tangible and intangible incentives and demonstrates the application of these principles in the corporate practices of leading technology companies. The work is aimed at rethinking motivational strategies in the context of the creative economy and the formation of an environment conducive to employee engagement and development.

Keywords: Motivation, management, non-monetary incentives, social capital, engagement, creative economy, corporate practices, emotional intelligence.

Introduction

The modern world is experiencing a tectonic shift in the understanding of work and motivation. If in the industrial era the key factors of success were discipline, control and monetary incentives, today — in the post-industrial, digital and creative economy — intangible assets come to the fore: knowledge, creativity, emotional intelligence and social capital. In these conditions, the usual management tools — KPI, bonuses, penalties — are insufficient. There is a need for new approaches that can inspire, engage and retain talent.

Evolution of management thought: from Fayol to modern approaches. Henri Fayol (1841–1925), a French engineer and management theorist, is considered one of the founders of the classical school of management. In his work, "Administrative Management," he was the first to systematize management activity, identifying it as a special professional function distinct from technical or production. Fayol defined



management as a process that includes four interrelated functions: planning, organizing, leading (motivating), and controlling.

His approach became the basis of the administrative school of management, which emphasized structure, hierarchy, and formal procedures. Fayol argued that the principles of management are universal and applicable to any organization, from a factory to a government agency. He also formulated 14 principles of management, including unity of command, discipline, fairness, centralization, and subordination of interests. Comparison with other schools. Unlike the scientific school of management represented by Frederick Taylor, which focused on optimizing labor and productivity, Fayol viewed management as a social and organizational function that requires strategic thinking and interaction with people.

1-Table Compare schools

School of Management	Founder	Focus
Scientific	F. Taylor	Productivity, standards
Administrative	A. Fayol	Structure, functions, principles
Behavioral	M. Follett,	Motivation, human factor
Modern	E. Mayo	Values, innovation, involvement

The relevance of Fayol's ideas today

Despite the fact that his theory was developed more than a century ago, the functions of management according to Fayol remain relevant. However, their content has been transformed:

- Planning includes strategic thinking, employee experience design, and flexibility in the face of uncertainty.
- Organization involves the creation of adaptive, networked structures that facilitate collaboration.
- Motivation increasingly relies on intangible incentives such as recognition, development, and autonomy.
- Control gives way to trust, self-esteem, and digital analytics.

Thus, Fayol did not just lay the foundation — he created a framework that modern theorists and practitioners continue to fill with new content, adapting it to the challenges of the digital and creative economy.

In the 20th century, motivation was interpreted primarily as material incentives, from the carrot and stick theory to Vroom's expectations model. However, Herzberg showed that money is a hygiene factor: its absence causes discontent, but its presence



does not guarantee enthusiasm. Daniel Pink, in his book *Drive*, argues that true motivation comes from autonomy, mastery, and purpose.



1-figure. Abraham Maslow's pyramid of needs

The concept of "Tom Sawyer management"

The story of Tom Sawyer is not just a literary episode, but a brilliant example of the use of non-monetary motivation. Tom is faced with a task that no one wants to do - painting a fence. But instead of pressure, he uses psychological and social mechanisms.



He redefines labor as an art, creating a sense of exclusivity. He limits access, creating scarcity and excitement. He launches the effect of social proof, when the participation of one provokes the interest of others. And finally, he accepts payment in a form that is meaningful to his audience - barter, not money.



The story of Tom Sawyer is a brilliant example of an unconventional approach to motivation and management. This is not just an episode from classic literature, but a textbook case study in the psychology of influence, leadership and the creation of intangible value. Tom did not just avoid punishment, he turned it into an opportunity to demonstrate managerial skills, intuitively applying the principles that underlie creative management today.

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He managed to turn a routine task - painting a fence - into a desired privilege. He did not offer work directly, but demonstrated the pleasure of the process, turning it into an exclusive art, available only to a select few. This created a sense of value and excitement. Tom did not sell labor - he sold status, emotion, and the right to belong to the "select circle." This approach corresponds to the modern principle of intangible motivation, when people strive not for reward, but for recognition and participation. He also used the forbidden fruit effect, artificially limiting access to the task. Tom did not force participation, but on the contrary, he doubted whether someone was trustworthy. This created a deficit, which dramatically increased interest. A similar mechanism is used in luxury brands, where the limited supply increases desire.

By changing his role from a punished boy to an expert, Tom took the position of an access keeper. He became not a petitioner, but a guru who decides who to allow into the "great cause". This is a typical example of leadership through expert power, when people follow not a position, but authority and recognition.

As soon as the first participant - Ben Rogers - got access, the herd effect worked. The other children felt that they were missing out on a chance and began to strive to participate. Tom created word of mouth, where social proof became the main driver of interest. People tend to repeat the actions of others, especially if they are unsure of their own choice - and Tom used this perfectly.

Finally, he introduced a barter system of payments. Instead of money, he accepted the "treasures" of the children's world - apples, dead cats, pieces of chalk. It was a currency that was understandable and meaningful to his audience. Tom demonstrated flexibility and a deep understanding of his target group, which is the most important quality of an effective manager.



This is the level that modern companies strive for, creating not just demand but a culture, community and emotional attachment around their products. Tom Sawyer is not just a book hero, but an archetype of the manager of the future.

This approach demonstrates a deep understanding of motivational triggers: status, recognition, belonging, excitement. Tom does not manipulate - he creates an environment in which work becomes desirable.

2-Table **Material and non-material motivation**

Nº	Material motivation	Non-material motivation
1	Salary	Development
2	Bonuses	Recognition
3	Awards	Autonomy

Application in corporate practice. Many modern companies already use the principles of "Tom Sawyer management." Google offers employees 20% of their time for their own projects. Apple creates a brand cult and access to exclusive tasks. Valve eliminates hierarchy by allowing you to choose your projects. All of these practices are based on creating meaning, autonomy, and involvement. Below is an infographic demonstrating three striking examples of corporate practices that have become the hallmark of such giants as Google, Apple, and Valve:



2-figure. Infographics: corporate practices and elements of motivation



3-Table Examples of corporate practices of non-monetary motivation in technology companies

No	Company	Motivation Principle	Example of implementation
1.	Google	Gamification	System of points and achievements in training
2.	Apple	Recognition	Apple Fellows program
3.	Valve	Autonomy and Involvement	Free choice of projects, no managers

Google: Gamification as an Engagement Tool

Google is actively implementing game mechanics in its work processes, from internal competitions to training platforms. This is not just entertainment, but a way to stimulate initiative, creativity, and team dynamics.

Example: a system of points and achievements in training modules, where employees compete for virtual awards and recognition.

Apple: Recognition as part of the corporate culture

At Apple, the contribution of each employee is valued, and recognition is a key element of motivation. From internal awards to public mention of achievements, all this creates a culture of respect and support.

Example: the "Apple Fellows" program, where outstanding employees receive status and recognition at the company level.

Valve: Engagement through freedom of choice

Valve is known for its unique management model: employees themselves choose the projects they want to work on. This autonomy enhances the sense of responsibility and personal significance.

Example: the absence of formal managers and the ability to freely move between teams.

These practices demonstrate how elements of gamification, recognition, and engagement can become powerful drivers of motivation. Their adaptation in the educational environment is a promising path to the formation of conscious, proactive leaders.

Instead of control — trust. Instead of orders — a challenge. Instead of bonuses — recognition and development.



Discussion: Generation Y and Z

For new generations, not only money is important, but also a sense of the uniqueness and significance of their contribution, belonging to a professional community, working on tasks that are perceived as a challenge, flexibility, autonomy, access to training and technology

A manager of the XXI st century is not a supervisor, but an architect of the environment. His task is not to force, but to inspire. He must understand the underlying motives, create a symbolic value for work, and turn work into a space for self-realization.

Conclusion

The story of Tom Sawyer is not just a made-up story, but a management parable. It shows that efficiency is achieved not through pressure, but through the creation of meaning. As a result, Tom Sawyer intuitively built a motivation model based on self-realization, recognition and social status. He did not force - he created conditions under which people themselves strove to do his work, and even paid for the opportunity to do it. This is not a deception, but the highest level of managing attention, emotions and values. He did not take away resources, but exchanged them for a much more valuable asset - a sense of significance, excitement and belonging to the "club".

Classical management functions remain relevant, but are filled with new content. Planning is the design of experience. Organization is the creation of an environment. Motivation is the management of meanings. Control is trust.

The future of management is in the ability to see employees not as resources, but as individuals. And in the ability to turn work into a privilege, and a task into a challenge.

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