

Methods of Employee Work Evaluation in Industrial Enterprises

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ABSTRACT

In the article, in recent years, in Uzbekistan, in addition to the use of innovative methods in the effective management of personnel, extensive research is being carried out on the improvement of these methods based on modern requirements. As part of the ongoing research, the organization of high-tech production that meets the requirements of world standards and ensures the production of exportable products, the development of the production infrastructure of enterprises and the introduction of innovative technologies, the creation of the scientific basis for the introduction of large-scale production of high-tech, competitive products in world markets is required. Therefore, research in areas such as improvement of personnel management based on the effective use of modern concepts of management is gaining importance.

Enter

In the reforms carried out in Uzbekistan in recent years, special attention is paid to increasing the competitiveness of business enterprises, stimulating the production of exportable products that meet market requirements. tasks such as defining and implementing the factors and directions that motivate their development, taking into account their resources and "relative advantages". In the performance of these tasks, including the development of human capital, the methodology of rating the competitiveness of employees, and the improvement of the management efficiency assessment, giving priority to such indicators as the levels of innovation financing, the innovation potential of employees, the results obtained from innovations, the optimal determination of the limits of the evaluation of the performance of the leading employees of textile enterprises, capital investments and it is desirable to further deepen scientific research on the justification of forecast indicators on the basis of the ratio of management activities.

Analysis of literature on the topic

Research issues of innovative management of employees in companies B. Triker, M. Weber, I. Ansoff, P. Doyle, D. Collis, S. Montgomery, L. Edwinson, S. Malone, R. Kaplan, D. Norton, D. It has been deeply studied in the scientific works of foreign economists such as Johnson and K. Sholes

Formation of innovative management in industrial enterprises, features, economic and legal issues of personnel management in enterprises by CIS economists V.V. Avdeev, A.M. Babashkina, Yu.T. Bazarov, L.V. Volkov, P.V. Zhuravlev, L V. Kartashova, I.A. Kokorev, V.M. Kolpakov, E.B. Morgunov, I.I. Mazur, D.M. Mikhailov, I.N. Gerchikova, M.D. Kruk, M.V. It was studied to a certain extent in the scientific research of Dokuchaev and others.

Analysis and results

Specialization, integration, centralization, democratization and time laws of management in the processes of managing employees through innovative methods, as well as individualism and collegiality in management, scientificity, planning, improvement of management forms and methods, selection and placement of personnel, personal initiative of personnel and responsibility and risk. principles apply in general, these laws and principles differ from the situation in other industries based on the characteristics of the organization of activities in textile industry enterprises.

Local economist academician K.Kh.Abdurakhmanov emphasized that personnel management is a system of organizational, socio-economic, psychological, ethical and legal relations aimed at effective use of human potential in order to ensure the interests of individual employees and the enterprise as a whole.

In our opinion, personnel management is the interrelated techniques, forms, and methods of organizing work with personnel. It is desirable to understand it in the sense of increasing the efficiency and competitiveness of the enterprise through the effective use of physical and intellectual capabilities.

Purposeful management of the company's employees ensures the formation of its precise management efficiency. When using the purposeful management methodology, it is necessary to pay attention to the following:

- compliance of the company's employees with the standards of supply and demand for the provision of services that are clearly performed in the areas of specialization;
- that the management personnel evaluating the labor activities of the service personnel have complete information on their labor activities;
- the results of the evaluation of the service activities of the company's employees should be communicated to them and the management staff.

Determining the efficiency of enterprise personnel management is important both theoretically and practically, and increasing their efficiency depends on the level of reduction of costs associated with their activities.

Table- 1. An innovative way of managing employees in enterprises

Иновацион самарадорлик шартлари	Кутилаётган натижалар
Корхона мақсадларининг ташқи муҳит билан ўзаро муносабатларга бўйсунishi	Корхона ходимлари фаолияти натижаларининг истеъмолчилар томонидан тан оlinishi
Бошқарувнинг кишиларнинг дифференциялашган эҳтиёжларидан келиб чиққан ҳолда такомиллашиши	Функционал яқдиллик, яъни барча органлар ягона организм сифатида ишлаши
Корхонага мақсадлар, стратегиялар, структура ва бошқа бирликлар, турли бўлинмалар эҳтиёжларини инобатга олувчи ўзаро муносабатлар мажмуи сифатида қаралиши	Корхона ходимлари ва бўлинмалар муаммоларининг корхона томонидан ҳал этилиши
Ишлаб чиқариш ва ходимларни бошқариш масалаларида инновацияларни жорий этишни кенг қўллаб-қуватлаш	Ходимларнинг инновацион фаолиятини рағбатлантириш, ижодкорлик учун қулай шароит яратиш
Ички ва ўзаро ташкилий муносабатларга эътиборнинг кучайтирилиши	Ижобий муҳит яратилади, зиддиятли ҳолатлар камаёди, кадрлар қўнимсизлиги кўрсаткичи пасаяди

Ходимларнинг ишлаб чиқариш жараёнида иштирокини тартибга солувчи турли норма ва қоидалар мавжудлиги	Ишлаб чиқариш жараёнининг барча жиҳатларини қамраб олувчи ходимларни бошқаришнинг мослашувчанлик тизими шаклланади
Кучли мосланувчанлик, ташкилий маданият	Ишлаб чиқариш ва бошқарув ўзгаришларига ходимлар, бўлинмалар, умуман, корхонанинг тез мослашуви
Ходимларнинг корпорациядаги асосий капитал сифатида тан олинishi	Корхона ходимларида мотивациянинг кучайishi
Корхона фойдасини тақсимлашда ходимлар иштирокини таъминловчи инновацион механизмларнинг жорий этилиши	Корхонадаги стратегик мақсадларнинг амалга ошиши самарадорлиги ошишига олиб келади

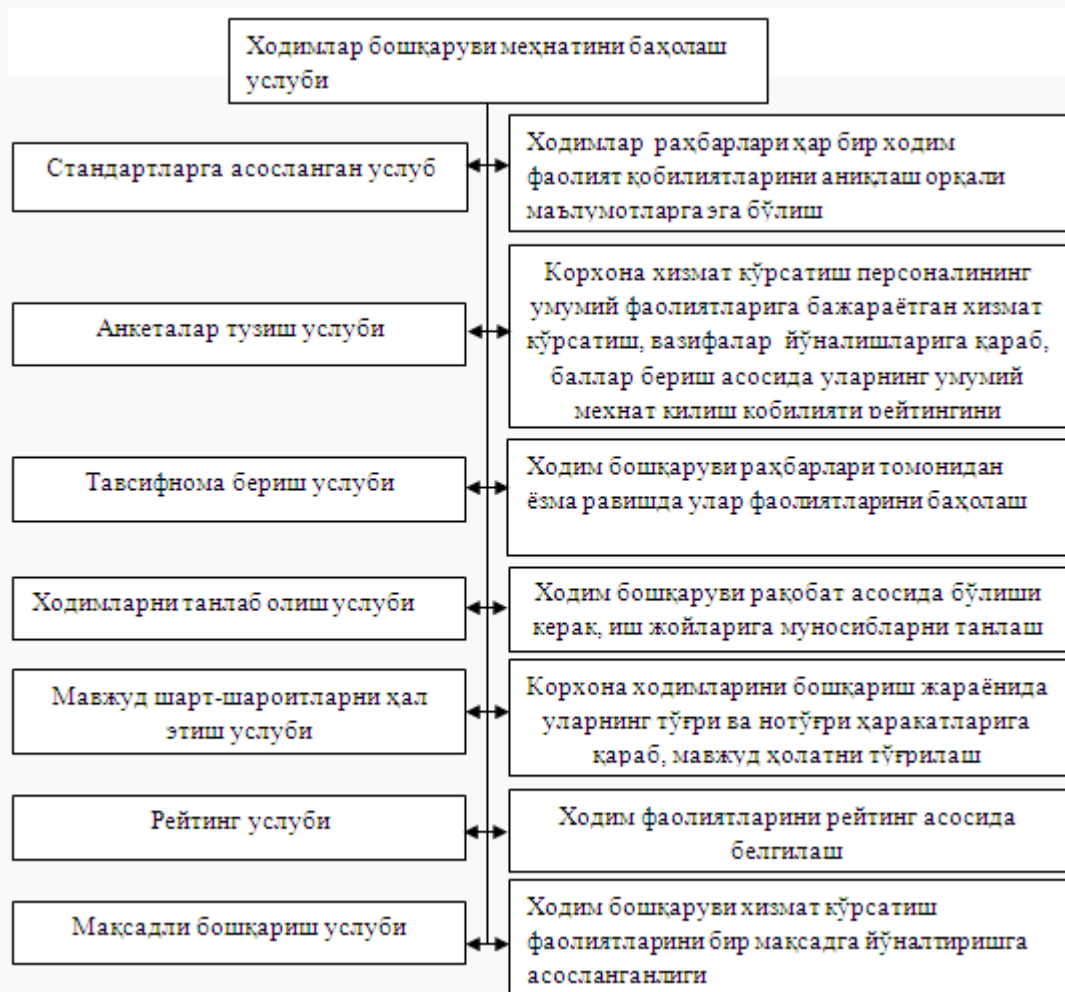


Figure 1. The method of evaluating the work of personnel management

Ensuring the efficiency of the enterprise's personnel management is primarily related to the determination of the requirements for employees to organize labor activities.

$$Psb = Mx \div Px \quad (1)$$

Here, Psb is the efficiency of personnel management; Mx is the volume of general services provided; Px is personnel expenses.

The effective use of the means of production necessary for the sustainable development of the production process in enterprises depends on the basis of high-level production technologies and the increase in the level of capitalization through the introduction of innovative methods in the

management of employees in the production of high-quality, cheap goods that meet the requirements of the consumer market.

$$U(\alpha_i) = \sum P_{ij} \cdot u_{ij}, i = 1, 2, \dots, m, \quad j = 1, 2, \dots, n$$

$$U^0 = \max_{\alpha_i} \{U(\alpha_i)\}$$

$U(\alpha_i)$ is the mathematical expectation of u_{ij} results utility in choosing α_i strategy, taking into account the situation;

$U^0 = \max_{\alpha_i} \{U(\alpha_i)\}$ is a condition for choosing a rational decision, that is, maximizing the mathematical expectation of utility.

Buerda:

u_{ij} – the utility of the i – start in the state of j external environment;

P_{ij} – the probability of the start i in the state of the external environment j ;

v_{ij} is the product of P_{i1} and v_{i1} .

Based on the approach developed in the research process, the complex methodology of selection and adoption of management decisions on the development of the personnel management system in the enterprise allows obtaining in-depth knowledge and information on the following:

according to the research objective;

- ✓ on the structure of relations between the personnel management system and the socio-economic system of the enterprise;
- ✓ about the problems and causes of the problems encountered in the enterprise's activity;
- ✓ on the influences that allow turning the situation in the necessary direction;
- ✓ on making rational management decisions;

The research shows that the factors affecting the efficiency of the enterprises were determined in 4 groups for the implementation of the SWOT analysis in the enterprises. The level of influence of the influencing factor in each group of factors on the activity of enterprises was determined.

The level of influence of the factors combined into 4 groups by experts was determined on the basis of a level of 1-3 based on the SWOT analysis methodology. The level of influence of the factors expresses the following characteristics of each level: 1-the level of influence of the factor is low, any change of the factor has almost no effect on the state of textile industry enterprises; Only a significant change in factor 2 has an impact on the activity of textile industry enterprises; The level of influence of factor 3 is high, any fluctuation of the factor indicator will have its effect on the state of enterprises of the sector.

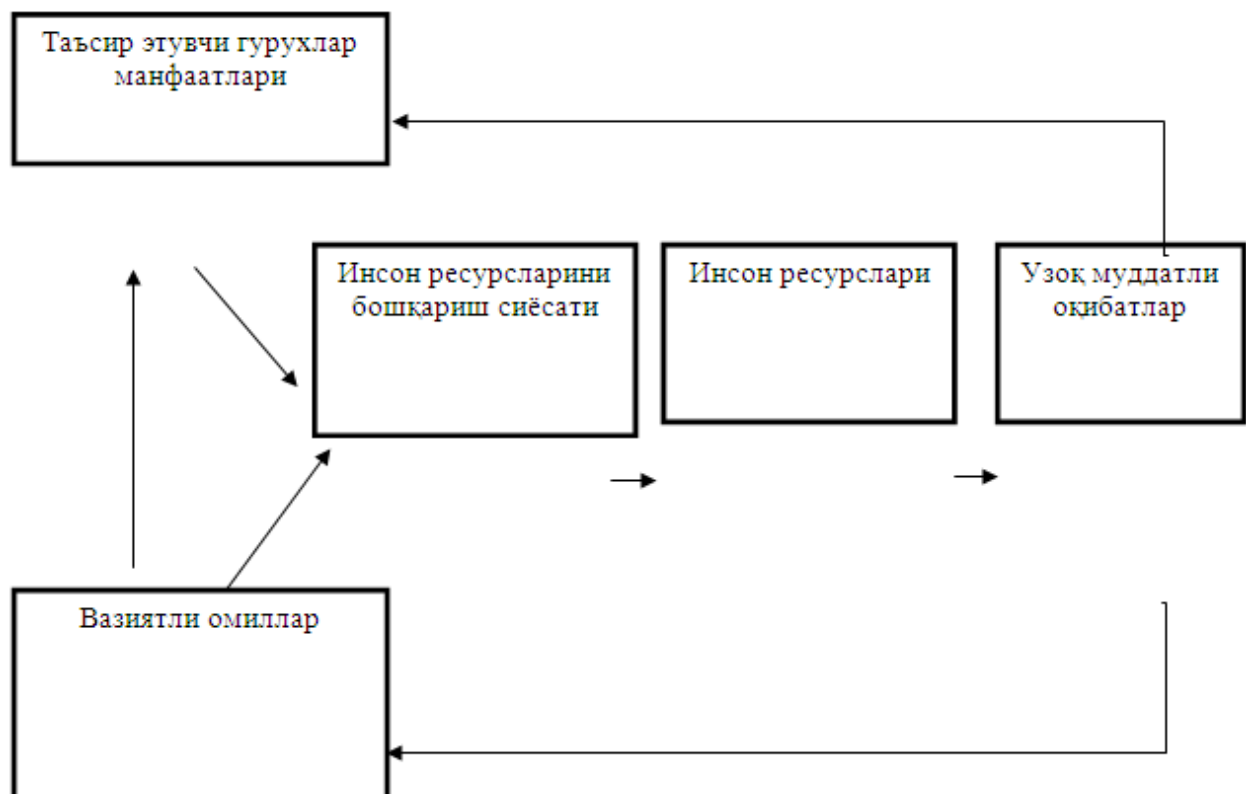
According to the results of the analysis of the questionnaire, the importance of the factors influencing the organization of management processes based on the SWOT analysis of the factors affecting the management of employees through innovative methods in textile industry enterprises is "very low"- (0-1,8), "low" (1,9-2,8), "medium" (2,9-3,9) and "high" (4,0-5,0) levels.

Based on the SWOT analysis carried out in the research work and the analysis of the results of the survey conducted among the leading employees within the framework of selected enterprises in the textile industry, we believe that the following should be implemented in the future in order to develop the activity of the textile industry in our country and increase the efficiency of the management processes of the industry:

- step-by-step development of the necessary infrastructure systems for the development of the industry based on the factor analysis of the potential of enterprises;
- training of qualified personnel for enterprises;
- to ensure the effectiveness of interrelationship of internal and external environmental elements through coordination of management processes between enterprises;

The full implementation of the proposed priorities in the future will allow the business entity to develop the processes of organization and management of activities, manage and coordinate factors affecting the effectiveness of activities, and reduce the level of possible risks. The concept of innovative potential in an enterprise is the number of enterprises that carry out various developments and researches, their productivity, efficiency, intellectual property objects, the number of experts, scientists, personnel in the field of innovation, financing and material production base, scientific information, innovation and innovation in the country and abroad. serves as a resource for innovative activities, including activity information, scientific schools and their role in national and world science.

In our opinion, the model of personnel management through innovative methods initially has the following characteristics: middle managers are charged as an important condition of responsibility for ensuring the implementation of an effective personnel policy in the enterprise; The principles developed to ensure the development of human resources should be applied in a way that mutually reinforces both levels of the management system. This model is focused on strategic choices in personnel management and is important in showing the active influence of the external and internal environment of the enterprise on the management decision-making process, including strategic decisions.



2- Picture. An innovative model of personnel management in the enterprise

On the basis of the selected strategy, the stages of implementation of management processes of textile enterprises in the region and the duration of the measures to be carried out at these stages, the amount of resources to be included, and the employees who will implement it will be created.

As a result of the development and implementation of the innovative management mechanism in the direction and sequence, the proposed employees will be able to develop quickly and efficiently based on the dominance of textile enterprises with high potential.

Based on the above, the classification of innovation potential factors according to the level of management is the most important in considering the issues of expanding and evaluating the level of innovative potential of the enterprise, and also the factors affecting the innovation potential are systematized according to the level of management as follows. In the research work, the importance of taking into account internal and external factors as means of effective management of innovative processes in ensuring adaptation to market conditions in the management of employees in enterprises is scientifically substantiated.

Summary

The use of innovative methods in the management of employees in enterprises and approaches to its evaluation, socio-economic research on the evaluation of the innovative potential of industrial enterprises, as well as a number of scientific developments in the management of employees, it is appropriate to base the process approach on the management of business processes, in particular, management. In our opinion, the innovative method of managing employees is the optimal form of the economy at the stage of modern social and economic development and the formation of a socially oriented digital economy in Uzbekistan. In order to introduce strategic management of innovative activities of enterprises, first of all, it is necessary to increase the knowledge and skills of management personnel, to reduce the level of centralization and to introduce new information technologies into the system of information exchange between stages, to increase the interest of management employees in innovation, to develop a system of incentives, to assign tasks to each manager. ensuring clear and complete understanding and timely execution of them serves to reduce the level of informal communication.

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