



## THE IMPORTANCE OF MANAGEMENT PRINCIPLES IN IMPROVING THE EFFICIENCY OF ENTERPRISES IN UZBEKISTAN

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### Abstract

The article examines the importance of management principles in improving the efficiency of enterprises in Uzbekistan. It emphasizes that in the context of a dynamically developing global economy, effective management is a key factor in the competitiveness and sustainable development of organizations. The relevance of the topic is due to economic reforms in Uzbekistan aimed at liberalizing trade, attracting foreign investment and developing the private sector. The article discusses how the application of these principles allows Uzbek companies to optimize internal processes, increase labor productivity, improve the quality of products and services, and enhance adaptability to changes in the external environment. An integrated approach that combines government support, human development and the introduction of modern management methods contributes to the sustainable growth and prosperity of organizations in the republic.

**Keywords:** Management principles, effective management, motivation, enterprise, efficiency, manager, factors.

### Introduction

In the modern conditions of a dynamically developing global economy, the efficiency of enterprise management is becoming one of the key factors of competitiveness and sustainable development. Management principles are the foundation on which the organization's management system is built. For Uzbekistan, which is at the stage of active economic reforms and integration into global markets, the use of effective management practices is becoming especially relevant. The President of Uzbekistan Shavkat Mirziyoyev has repeatedly emphasized the importance of effective management in various spheres of the economy and public administration. His statements and initiatives indicate a desire to modernize management, introduce modern methods and improve the qualifications of personnel to ensure the sustainable development of the country: "We must radically revise approaches to public administration, introduce modern management methods that allow us to quickly and effectively solve pressing problems of the population" [1, p. 29].





## **Relevance of the Topic**

The economy of Uzbekistan is undergoing significant changes associated with trade liberalization, attracting foreign investment and developing the private sector. In these conditions, enterprises are faced with the need to improve the efficiency of their activities to meet the growing demands of the market and consumers. The introduction of modern management principles allows:

- Optimizing internal processes and reducing costs.
- Improving labor productivity and the quality of products or services.
- Strengthening adaptability to changes in the external environment.
- Developing human capital, which is one of the most important resources in the knowledge economy.

## **Basic principles of management and their importance.**

### **1. The principle of goal setting and planning**

Effective management begins with a clear definition of goals and the development of an action plan to achieve them. For Uzbek enterprises, this means the need for a strategic approach to development that takes into account both internal capabilities and external factors [5, p. 155].

#### **Planning helps:**

- Concentrating resources on priority areas.
- Anticipating possible risks and preparing measures to minimize them.
- Assessing the effectiveness of decisions made.

### **2. The principle of division of labor and specialization**

A clear distribution of responsibilities and specialization of employees increase the efficiency of task execution. This contributes to:

- Increasing productivity through the development of skills and expertise.
- Reduction of errors and duplication of functions.
- Improvement of coordination and responsibility in the team.

### **3. The principle of one-man management and hierarchy**

The presence of a single leader and a clear hierarchical structure ensures clarity in subordination and speeds up the decision-making process. For enterprises in Uzbekistan, especially large industrial complexes, this is important for maintaining order and efficiency of management.



#### **4. The principle of personnel motivation**

Employee motivation is a key factor in increasing efficiency. The use of modern methods of labor stimulation, including material and non-material incentives, leads to:

- Increased interest of employees in the results of their work.
- Reduction of staff turnover and retention of valuable specialists.
- Development of corporate culture and improvement of the working climate.

#### **5. The principle of control and feedback**

Regular monitoring of task performance and receiving feedback allow you to promptly identify deviations and correct actions [6, p. 196]. This ensures:

- Maintenance of specified quality standards.
- Increased responsibility of employees for the results of their work. - Ability to quickly respond to changes and improve processes.

#### **6. The principle of innovation and continuous development.**

In the modern world, enterprises must constantly innovate and improve their activities. This is especially relevant for Uzbekistan, which seeks to increase its share in international markets. An innovative approach contributes to:

- Increasing the competitiveness of products or services.
- Expanding sales markets and attracting new customers.
- Improving the efficiency of resource use.

### **Application of management principles in the context of Uzbekistan**

#### **1. Government support and reforms**

The Government of Uzbekistan is actively promoting reforms aimed at improving the business environment and supporting entrepreneurship. This includes:

- Simplifying administrative procedures for registering and running a business.
- Reducing the tax burden and providing benefits for priority industries.
- Developing infrastructure and creating free economic zones.

#### **2. Training and personnel development**

Educational institutions and corporate training programs play an important role in preparing qualified specialists. The introduction of management principles into curricula contributes to the formation of a new generation of managers capable of effectively managing enterprises in modern conditions.



### 3. Management culture and mentality

Traditions and cultural characteristics influence the management style in Uzbekistan. Combining national values with modern management principles allows us to create a unique approach to management that takes into account the specifics of the local context [4, p. 102].

### Examples of successful application of management principles:

#### 1. Manufacturing companies

Enterprises that have implemented lean manufacturing and process optimization systems, such as «UzSamung So», have been able to significantly improve productivity and product quality.

#### 2. Services and trade

Organizations that pay attention to staff training and improving service quality, such as the «Korzinka» retail chain, have won the trust of customers and strengthened their positions in the market.

#### - IT and innovative companies

Startups and technology companies that use flexible management methods and encourage innovation are actively developing and entering the international market. As a result of the analysis of the importance of management principles in increasing the efficiency of enterprises in Uzbekistan, the following conclusions can be made (Table 1)

Table 1

### The importance of management principles in increasing the efficiency of enterprises in Uzbekistan

No	Factors	Meaning
1.	The Key Role of Effective Management	The application of the basic principles of management is the foundation for increasing the competitiveness and sustainable development of enterprises. Without clear management and strategic planning, organizations will not be able to function effectively in a dynamically changing economic environment.
2.	Adaptation to Economic Reforms	In the context of active economic transformations in Uzbekistan, enterprises that implement modern management methods are better able to adapt to new market conditions, customer requirements and international standards.



3.	Improving Productivity and Quality	Management principles help optimize internal processes, which leads to lower costs, higher productivity and improved quality of products or services.
4.	Developing Human Capital	Personnel motivation, investment in training and development of employees are key factors for success. Qualified and motivated personnel ensure innovation and the company's ability to respond to market challenges.
5.	Innovation as a Competitive Advantage	Constant striving for innovation and improvement allows enterprises to remain competitive in the international market and open up new opportunities for growth.
6.	Government Support Enhances the Effect	Reforms and initiatives of the Government of Uzbekistan to improve the business environment, support entrepreneurship and develop infrastructure create favorable conditions for the effective application of management principles in enterprises.

**Based on the conducted research, the following is recommended:**

**1. For enterprises:**

- Develop strategic development plans with clearly defined goals and objectives that take into account both internal resources and external factors.
- Invest in personnel training and development, creating advanced training programs and motivating employees for professional growth.
- Implement modern management techniques, such as lean manufacturing, quality management and others, adapted to the specifics of the enterprise.
- Strengthen the personnel motivation system, combining material and non-material incentives to increase employee interest and loyalty.
- Encourage innovation and creativity, creating internal conditions for generating new ideas and implementing them.

**2. For the government and regulatory bodies:**

- Continue to implement economic reforms aimed at improving the business climate, reducing bureaucratic barriers and supporting the private sector.
- Promote the development of education, especially in the field of management and entrepreneurship, by updating curricula and supporting educational institutions.
- Provide access to financing for small and medium-sized enterprises implementing effective management practices.
- Organize platforms for exchanging experiences between enterprises that have successfully applied management principles and those who are just starting out [2, p. 12].





### **3. For educational institutions and organizations:**

- Include modern management principles and methods in curricula, taking into account international experience and best practices.
- Conduct trainings and seminars for current managers and entrepreneurs, updating their knowledge and skills.
- Promote research in the field of management focused on the specifics of Uzbek enterprises and the economy.

### **4. For the business community:**

- Create associations and clubs of interest where you can exchange experiences, discuss problems and jointly seek solutions.
- Use the opportunities of digitalization and information technology to improve management efficiency and optimize processes.
- Support corporate social responsibility, taking into account the impact of business on society and the environment [4, p.145].

**In conclusion**, it can be said that the application of management principles is an integral part of the success of enterprises in Uzbekistan in modern conditions. An integrated approach, including the active participation of the government, enterprises, educational institutions and the whole society, is necessary to create a sustainable and competitive economy. Following the recommendations will allow enterprises to improve efficiency, adapt to changes and make a significant contribution to the development of the republic. In the context of economic reforms and integration into the world community, it is especially important for Uzbekistan to develop management competencies and implement modern management methods. An integrated approach combining state support, human capital development and the application of management principles will become the basis for sustainable growth and prosperity of enterprises in the republic.

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