



Increasing Business Activity By Improving Employee Incentive System In Industrial Enterprises

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ABSTRACT

In order to ensure adaptability to market changes in the textile industry, the article examines the issue of improving the financial incentive system of employees, taking into account their potential opportunities, to increase the activity of work.

Keywords:

Work activity, activity, motivation, material incentive, system.

Introduction

The role of the textile industry in further increasing the economic potential of the new Uzbekistan is incomparable. Our republic has a rich history of experience in the development of this industry, and there are sufficient conditions, a raw material base, and labor resources. In the new development strategy of Uzbekistan for 2022-2026, the task "to double the production volume of textile industry products" is defined [1]. Ensuring the effective performance of these tasks requires finding opportunities to increase economic efficiency of republican sewing and knitting enterprises based on alternative business processes.

Analysis Of Literature On The Subject.

Business activity is considered one of the important categories in increasing the economic potential of industrial enterprises, and various approaches have been implemented by the authors to reveal its essence. At the same time, the study of the development of the market system shows that labor activity has changed qualitatively in the course of the development of the human society and the world economy, and continues to play one of the important roles in its

development. It should be noted that employment activity is one of the active driving forces of market economy development. In order to form effective market relations, it is necessary to develop employment activity at a high level in important sectors of the economy, in particular, in the light industry sector.

Initially, the concept of business activity was used to describe economic phenomena at the macro level and was directed to the study of wave phenomena in the cycle of the economy. Experts distinguish the following types of economic cycles: N. Kondratev's "long waves" (50-65 years), S. Kuznets' "construction waves" (15-25 years), K. Juglyar's cycles in the banking system and lending (10 years), Dj. Kitchin cycles (3 years and 4 months) [2].

The term "business activity" was used by foreign researchers several hundred years ago (from English "business activity"). In the dictionary of foreign terms, the term "business" is noted as the manifestation of activity in a commercial field [3].

Business dictionaries have the following definitions of business activity:

1. Business activity is economic activity in the defined form of production of one or another good or service. This approach is based

on the international standard of classification of economic sectors (International Standard Industrial Classification of all Economic Activities) [4].

2. Business activity company (business activity company) is an analysis of the company's potential (see Analysis of enterprise potential), the company's development opportunities and structural changes. In this analysis, the content elements are listed as follows:

- produced goods or services;
- Prospective developments, marketing research, funding sources, future partners.

Business activity allows the company-competitor to evaluate its capabilities and to summarize once again its opportunities for future development [5].

3. Business activity is a necessary condition for successful business activity. It can be viewed as follows:

economic activity in the organization and development of production or service provision;

characteristics of a person's entrepreneurship, initiative, activity, mobility [6].

4. Business activity is, firstly, the state of activity of commercial organizations in which the growth of economic indicators occurs, and secondly, the general rise of the economic life of the state [4].

The concept of business activity was originally used to describe economic phenomena at the macro level.

At the end of the 90s of the last century, many researchers in the field of management began to apply the macroeconomic concept of "business activity" at the micro level, that is, at the enterprise level. Today, in this field of research, one can see many approaches to determining the business activity of the enterprise.

V.V. Kovalev described business activity at the enterprise level relatively fully. According to him, indicators of labor activity describe "the result and efficiency of daily activities of basic production" [7].

Issues of employee motivation are also widely described in scientific literature [8,9].

As a result of studying the theories created in the field of motivation in psychological and organizational-economic direction, they can be divided into the following two groups:

meaningful theories of motivation (theories of A. Maslow, F. Herzberg, etc.) based on arousing the inner feelings (needs) of a person that force people not to act otherwise;

process theories of motivation are relatively modern, based on education and thinking, and theories based on how people behave (expectancy theory, justice theory, and Porter-Lawler's motivation model).

The research methodology is the dialectic method as a scientific research methodology, and methods such as statistical, selective observation, comparison, and expert evaluation were used in the research process.

Analysis and results.

In the conditions of the market economy, the stability of the financial situation of industrial enterprises is represented by its activity. Many production enterprises in our republic are not stable, their financial situation is fluctuating, which, in turn, has a negative impact on the country's economic situation. Therefore, an objective assessment of the enterprise's business activity through a comprehensive study is considered one of the important factors to further improve the economic status of the enterprise.

In our republic, an important task facing the management is to implement business management that ensures long-term stable development of the economy. In order to ensure sustainable development, it will be necessary to completely change the economic and business activities, to introduce sufficient changes in the management of enterprises.

In today's world practice, in the conditions of the globalization of the economy, ensuring a competitive edge depends not only on the size of available material resources, the modernity of technologies, but also on intangible assets, the level of intellectual potential, and the human factor.

People are one of the important resources of the business sector, and the

effectiveness of the use of other resources is determined by the qualifications and motivation of employees.

In our research, we relied on these theories to solve the problem of improving the motivation mechanism in the effective management of human resources, which ensures managerial activity in the management of labor activity in enterprises of the complex textile and sewing-knitting industries.

That's why we have developed a system of payment of wages to the employees of the textile enterprise, which includes the dependence on the final work result. The preparation, calculation and implementation of this system is carried out through the following steps:

1. Study and selection of evaluation indicators.
2. In order to determine the contribution of each specialist in the implementation of evaluation indicators describing some aspects of the activity of this department in the internal structural departments of the textile enterprise, organization of social surveys and analysis of the results.
3. To create an improved method of financial incentives for the work of employees based on determining the level of importance of each selected indicator in solving the problem.
4. Development of the Internal Regulations on Rewards, its testing and implementation.

In the process of forming sustainable development strategies by increasing the activity of textile and sewing-knitting industries, it is necessary to focus on the initiative and activity of all employees and workers, to create a single motivated team with the same thinking, making use of all opportunities. Such a procedure for managing the activity of employees includes the creation of a system of material and moral incentives.

Both social and non-economic incentives can be used to increase labor productivity in a textile enterprise.

In our opinion, in textile enterprises, they are listed as follows:

giving employees the opportunity to be a part of the beginning of important changes: creation of new types of textile products, opening the way for active participation in design, fashion, advertising processes;

awarding money according to the results of internal competitions;

organization of "quality" circles, in order to ensure the active participation of every worker in it, recognition of inventions and rationalization proposals and implementation of appropriate material incentives;

giving everyone broad independence in decision-making;

to ensure an increase in the amount of wages in accordance with the volume of the product and the amount of its sale;

implementing mutual personal incentives in the form of status and recognition, assigning an active employee to an attractive position;

job security;

the departments and shops of the textile enterprise form their goals in a similar way to the general goals of the enterprise, and then collectively evaluate its activities;

development and implementation of the system of electing the heads of the department by their own voting;

introduction of a brigade contract system at workplaces, organization of payment of wages based on the coefficient of contribution to labor results.

The list of evaluation criteria in the improved system of incentives, developed by us, taking into account the potential opportunities for increasing the business activity of the textile industry's inventive department, includes the following:

competence, breadth of professional knowledge, work experience, business acumen; responsibility, discipline and independence within the scope of one's competence;

communication skills, ability to work with customers, cooperation, communication skills;

initiative, loyalty, willingness to work hard, creativity;

ability to work with employees, communication skills, ability to form a team, diplomacy.

The process of developing a motivational assessment of an employee should be as follows:

determining the list of evaluation criteria and the importance of the evaluation;
forming a matpitsa for zapo taqqocq;
employee evaluation;
zapo taqqocq;
related to the material incentive of the obtained grade.

Thus, any employee can get a maximum of 200 points (2 coefficients) on 5 specified factors. In our opinion, the amount of the award given to each employee of the textile enterprise should be calculated according to the following formula based on the coefficient corresponding to the points he received:

$$M = \Pi_M^K * K_H^H \quad (1)$$

where, M - is the amount of the award, in value dimensions;

Π_M^K - the amount of the reward proportional to the salary, in value dimensions;

K_H^H – is a coefficient that takes into account the employee's potential.

The implementation of this reward system allows to motivate each employee by objectively evaluating his contribution to increasing productivity.

Conclusions and suggestions. Today, in the conditions of intensifying competition in the consumer market, the priority tasks of improving the organizational and economic mechanisms for increasing the activity of textile enterprises by producing a system that is adaptable to the influence of external factors and ensuring an advantage in competition should be:

in order to increase the production activity of the textile enterprises in operation, to increase the volume of exports and the level of filling the domestic market by making the rational use of existing raw material resources, using modern techniques and technologies, and establishing the production of competitive products with high added value;

to establish the production of components and fittings, the need of which is currently being met by import;

improvement of the incentive system of each employee taking into account the potential capabilities of each employee in order to increase labor activity;

direct attraction of foreign investments, construction of new textile enterprises, technical re-equipment and modernization of existing ones, further increasing the attractiveness of the investment environment in order to introduce modern technologies to production in order to ensure investment activity;

in order to increase marketing activity, regularly conduct marketing research in foreign and domestic markets, study the dynamics of demand for textile, knitting, sewing and china industry products and determine their prospects, organize effective marketing management, ensure the successful movement of textile products by searching for promising market segments; regular monitoring of the movement of funds to ensure financial activity, prevent bankruptcy.

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