IMPROVING THE USE OF INNOVATIVE METHODS IN EMPLOYEE MANAGEMENT IN ENTERPRISES

Guzal Sh. Khankeldieva

ABSTRACT

Objectives: In this article, the primary focus revolves around understanding the process of reorganizing a company's employees and management within the context of economic globalization. This involves comprehensive examination across various phases of economic development, including production, distribution, exchange, and consumption.

Methods: The scientific concept employed for managing employees emphasizes innovation and represents a synthesis of the most effective methods utilized in enterprises. This approach incorporates elements from economic, social, and organizational perspectives. The distribution and exchange of employees within enterprises and organizations are explored as integral components of the reproduction process, occurring in the labor market during the second and third stages and concluding in the consumption stage through the utilization by production entities.

Results: At the present stage of personnel management system development, numerous methodologies, approaches, and innovations significantly contribute to the qualitative and operational study of any management system. From a systematic standpoint, the company's personnel management system is viewed as a complex structure comprising subsystems, components, elements, and a network of connections between them.

Conclusion: In conclusion, the personnel management system can be perceived both as an independent system and as an integration of multiple areas representing components of a smaller system. This article emphasizes the importance of adopting a systematic approach to study and understand the intricate dynamics of personnel management, paving the way for effective reorganization strategies in the face of economic globalization.

Keywords: innovation, management process, personnel management, structure, human capital, management, methods, production, textile industry, personnel evaluation methodology, evaluation criteria, performance indicators of personnel evaluation.

Received: 11/09/2023
Accepted: 11/12/2023
DOI: https://doi.org/10.55908/sdgs.v11i12.2666

* Doctor of Economic Sciences (DSc), Professor, Department of Management, Fergana Polytechnic Institute, Fergana, Uzbekistan, E-mail: honkeldieva@mail.ru, Orcid: https://orcid.org/0009-0008-8909-4926
MELHORANDO O USO DE MÉTODOS INOVADORES NA GESTÃO DE FUNCIONÁRIOS EM EMPRESAS

RESUMO

Objetivos: Neste artigo, o foco principal gira em torno da compreensão do processo de reorganização dos funcionários e da gestão de uma empresa no contexto da globalização econômica. Isso envolve uma análise abrangente em várias fases do desenvolvimento econômico, incluindo produção, distribuição, troca e consumo.

Métodos: O conceito científico empregado para a gestão de empregados enfatiza a inovação e representa uma síntese dos métodos mais eficazes utilizados nas empresas. Esta abordagem incorpora elementos de perspectivas econômicas, sociais e organizacionais. A distribuição e o intercâmbio de empregados dentro de empresas e organizações são explorados como componentes integrantes do processo de reprodução, ocorrendo no mercado de trabalho durante a segunda e terceira fases e concluindo na fase de consumo através da utilização por entidades de produção.

Resultados: Na fase atual de desenvolvimento do sistema de gestão de pessoal, numerosas metodologias, abordagens e inovações contribuem significativamente para o estudo qualitativo e operacional de qualquer sistema de gestão. Do ponto de vista sistemático, o sistema de gestão de pessoal da empresa é visto como uma estrutura complexa que compreende subsistemas, componentes, elementos e uma rede de conexões entre eles.

Conclusão: Em conclusão, o sistema de gestão de pessoal pode ser visto tanto como um sistema independente como uma integração de múltiplas áreas que representam componentes de um sistema menor. Este artigo enfatiza a importância de adotar uma abordagem sistemática para estudar e entender a intrincada dinâmica da gestão de pessoal, abrindo caminho para estratégias de reorganização eficazes diante da globalização econômica.

Palavras-chave: Inovação, processo de gestão, gestão de pessoal, estrutura, capital humano, gestão, métodos, produção, indústria têxtil, metodologia de avaliação de pessoal, critérios de avaliação, indicadores de desempenho de avaliação de pessoal.

1 INTRODUCTION

Over the last 15-20 years, significant changes have been observed in the development of the textile industry. In this regard, "the center of textile production has moved from Europe and the USA to the countries of the "third world", in particular, the countries of South-East, Central Asia, and South America." The textile enterprises of the developed countries are able to increase their competitiveness in the world market in the conditions of strong competition, based on the efficient use of modern management methods, as well as the diversification of production, the introduction of innovations. In this regard, the purposeful use of innovative methods in the effective management of employees in production enterprises in the world today remains one of the urgent problems.

Along with the use of innovative methods in the effective management of
personnel in the enterprises of the textile industry, 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 textile enterprises and the introduction of innovative technologies, the scientific basis of the introduction of large-scale production of high-tech, competitive products in world markets is required to create. Therefore, research in areas such as improvement of personnel management based on the effective use of modern concepts of management is gaining importance.

In the reforms implemented in Uzbekistan in recent years, special attention is being paid to increasing the competitiveness of textile industry enterprises, stimulating the production of export-oriented products in accordance with market requirements. "Development of indicators for preliminary assessment of the situation in the real sector of the economy and introduction of a system of effective use; ... tasks such as determining and implementing the factors and directions that encourage their development, taking into account the natural raw material and labor resources of the regions and their "relative advantages" are defined. 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 innovative 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.

The expenses directed to the employees of the enterprise in the conditions of the market economy, the efficiency of their management ensures the economic growth of profits, the social improvement of the workplace and living standards of the personnel employed in it [1, pp.34-36]. The efficiency of enterprise personnel management depends on both objective and subjective factors of production activity (Fig. 1). In addition to the main indicators listed above, there are also comparative indicators that affect their effective use when evaluating the service provided by the company's employees.

In particular, the unwillingness of the company's employees. This is mainly due to insufficient conditions for the service process, service places do not satisfy their...
requirements, the location of enterprises at a long distance from residential areas, transport services, low level of labor organization, unsatisfactory wages, labor safety and other reasons. It should be considered that these comparative indicators also depend on the level of organization of services of enterprise employees.

It is necessary to use comparative indicators in the assessment of service activities of personnel by the enterprise. These indicators are the dissatisfaction of the personnel, their non-observance of labor discipline, absence from work without reason, unsatisfactory service provision compared to the demand, dissatisfaction of the management of the company's employees to their work activities.

Therefore, the above-mentioned objective and subjective reasons should be used in calculating the value of the labor of the company's employees in providing services. However, the use of the indicators mentioned above in measuring the value of labor of the company's employees depends on the level of organization of personnel management. Creating special questionnaires for the effective management of the company's employees and communicating with the service personnel through them will have a positive, social and economic effect, which will improve the company's service process and increase its profit levels.

Personnel management in enterprise activity can be based on the following:

− the level of organization of personnel in enterprises, its main purpose, improvement of labor relations, which are the main tasks of the management of the enterprise's employees, and termination of situations that are contrary to its development in the process of service provision; organizational, socio-economic relations between personnel management and enterprise employees, involving them in enterprise management, encouraging them;
− to determine the cases affecting the labor activity of the enterprise's employees, to ensure personal labor safety;
− it is necessary to pay attention to providing them with information about the activities of the management of the company's employees.

In order to ensure the effectiveness of the enterprise's personnel management, it is necessary to develop plans for its future development and personnel requirements. It is expedient to determine the requirements of this perspective through the directions of service to the personnel, taking into account the requirements of market relations, which is related to the training of the employees of the enterprise and improvement of their
professional skills [4, p.124].

In the conditions of modern globalization, the effectiveness of the market economy depends, first of all, on the attention paid by the state and enterprises to the personnel management system, the search for innovative forms of personnel management, and the amount spent on investments in human capital.

Effective personnel management is based on the purposeful activity of the enterprise's management personnel, including the development of the concept and strategy of personnel policy, principles and methods of personnel management. It is for this reason that a number of our foreign and local economists conducted research on the issue of personnel management [2, p.40].

Russian economist Dresvyannikov V.A. by "Employee management is a management system of managers and employees using psychological, legal, economic and social methods of the management of the enterprise, a field of activity aimed at increasing the efficiency of the enterprise by increasing the efficiency of work with specialists" [3, p.65].

The local economist academician K. Kh. Abdurakhmanov emphasized that personnel management is a system of organizational, socio-economic, psychological, moral 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 [8, p.54].

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

In today's development of socio-economic systems, the textile industry, which is becoming one of the main sectors of the global and national economy, has been formed as an integrated system with deep connections between enterprises of the sector and other sectors. Today, it is desirable to widely use innovative methods in personnel management in the development and competitiveness of textile industry enterprises.

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, scientific, 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 sectors based on the characteristics of the organization of activities in textile industry enterprises (Table 1).

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

- that the employees of the enterprise comply 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 work activities of the service personnel have complete information on their work activities;
- the results of the evaluation of the service activities of the company's employees should be communicated to them and to the management staff.

2 LITERATURE ON THE TOPIC

In the conditions of modern globalization, the effectiveness of the market economy depends, first of all, on the attention paid by the state and enterprises to the personnel management system, the search for innovative forms of personnel management, and the amount spent on investments in human capital. In the reforms of recent years, special attention has been paid to the development of two main directions in personnel management: human resources and innovation. As confirmed in the history of economic development, it is impossible to ensure sustainable development of society without taking into account these two factors. The human factor is considered as the main object of investment and is even more important than the factory, equipment, technology and other production factors.

A unified definition of the theoretical development of human capital has not been formed among specialists. Certain natural resources and human beings do not give us economic benefits in their own right. In order for a person to benefit, it is necessary to ensure that he is trained or trained in a certain field. It is on this basis that by organizing human resources, and labor resources from it, this factor begins to benefit as physical capital in the production process.

Human capital was originally determined based on his academic title and ability to work. This is because human capital has for many years been viewed primarily as a social rather than an economic factor. Therefore, it is evaluated as a social factor.
and recognized only as a cost factor in the economic sphere. Only in the middle of the 20th century, the attitude towards human capital changed, and they began to look at it as an economic factor in developed countries. In the middle of the 20th century, the concept of human capital was first studied as an economic factor by American economists Theodore Schultz and Gary Becker.

The American economist G. Becker, based on the study of the development period of human capital, proved that it is the main factor in the production of "human capital". In his research, the scientist justified the human factor as a factor of production in the periods of "industrial" and "post-industrialized" economic development. According to G. Bekker, the results of investment funds spent on a person are necessary for the formation of a person's ability to work, and health care should ensure his effective functioning. To provide the production process with human capital, they justify the need to set a high salary for the highly progressive and efficient workers due to the decrease in their value and their departure from the production process [9, p.87].

In our opinion, it is necessary to consider human resources not as a necessary factor for production, but as the main resource of production. Because it expresses work, social attitude and worker status. Based on this, the human resource is first of all, it should be considered as the main factor affecting the general quality of a person, that is, knowledge, profession, health and the quality and results of his activity.

G. Becker evaluated investment costs related to human learning as a factor of economic efficiency. If this investment cost brings income to the worker who is engaged in production in the first place, the ratio of additional income is shown by the difference between the income of a highly educated worker and the income of an ordinary worker [9, p.105].

Among the economists of our republic, Q. Yu. Yuldoshev and Q. Muftaydinovs believe that "labor force is the sum of physical and spiritual capacities of the human organism, the ability to work, usually they are the personal factor of labor force production" [3, p.65].

A. Kadirov says that "the human factor is the ability of the workforce to work mentally and physically. "Having the ability to work is human labor force, which affects the changes in nature in the process of working, and expands its scope of knowledge" [5, p.112].

K.Kh.Abdurakhmanov understands that "reproduction of the labor force is the
restoration of the ability to produce their mental and physical strength, that is, their food, clothing, recreation and cultural leisure” [6, p.75].

According to economists J.Kh. Ataniyazov, T. Jalilov, “human capital is a factor determining the development of innovative activity and a necessary condition. Human capital still represents the priority of the national economy” [8, p. 12].

S.S. Gulyamov, N. Ochilov, O. Saidakhmedov paid attention to “funding of human capital in the social sphere and development of the Uzbek model in Uzbekistan” [10, p.58]

D.A. Rakhimova believes that "in our opinion, it is necessary to direct the financing of human capital to the sphere of education and health care for the development of economic growth and innovative activity" [11, p.34].

The effectiveness of personnel management is especially important in the production sector, because the physical and spiritual needs of society are met through the manufactured product. The introduction of innovative methods of effective personnel management ultimately increases overall economic efficiency. That is why, it is important to choose the optimal concept of innovative management of employees, who are the main component of human capital. Effective personnel management is based on the purposeful activity of the enterprise's management personnel, including the development of the concept and strategy of personnel policy, principles and methods of personnel management.

In our opinion, it is appropriate to understand personnel management in the sense of increasing the efficiency and competitiveness of the enterprise by effectively using the physical and intellectual capabilities of the enterprise's employees through interrelated techniques, forms, and methods of organizing work with personnel.

3 RESEARCH METHODOLOGY

In the study, the study of the methodology of managing employees through innovative methods and performance evaluation in enterprises was theoretically widely studied on the basis of monographic studies. Scientific abstraction, analysis and synthesis, comparison, induction and deduction, expert evaluation method, statistical analysis, systematic analysis, questionnaire surveys and analysis, SWOT analysis, econometric modeling methods were used in the research work.
4 RESULTS AND DISCUSSION

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.

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

\[
\Pi_{\text{p}} = \frac{M_x}{\Pi_x} \quad (1)
\]

Here:

- \( \Pi_{\text{p}} \) is the efficiency of personnel management;
- \( M_x \) – volume of provided general services;
- \( \Pi_x \) - personnel costs.

The effective use of the means of production necessary for the sustainable development of the production process in the enterprises of the textile industry 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.

The selection of the most optimal development strategy from a set of alternative scenarios for making management decisions in accordance with the methodology considered in the research work was carried out using the following decision-making model in the form of a "payment matrix" based on the criterion of maximizing the mathematical expectation of utility and the principle of rational decision-making.

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

\[
U^0 = \max_{\alpha_i} \{U(\alpha_i)\} \quad (3)
\]

Here:

- \( U(\alpha_i) \) - \( \theta_\circ \) is mathematical expectation of the usefulness of results in choosing a strategy, taking into account the situation;
$U^0 = \max_{\alpha_i} \{U(\alpha_i)\}$ - is choosing a rational decision, that is, a condition for maximizing the mathematical expectation of utility.

Here:

$u_{11} - j$ in the state of the external environment $i$ – the usefulness of the start;

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

$\nu_{ij} - \nu_{11}$ is a product of

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 to obtain in-depth knowledge and information on:

- according to the research object;
- on the structure of relations between the personnel management system and the socio-economic system of the enterprise;
- on the problematic situation that occurred in the company's activity and its causes;
- on influencing factors that allow turning the situation in the necessary direction;
- on making rational management decisions;
- on the directions of effective policy formation of enterprise activity.

In order to carry out a SWOT analysis of the textile industry, the factors affecting the efficiency of the enterprises were determined in 4 groups. The level of impact of each factor group on the activity of textile industry enterprises was determined.

The level of influence of the factors combined into 4 groups by experts was determined based on the 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 factor analysis carried out in the research work and the analysis of the results of the survey conducted among the leaders 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 necessary infrastructure systems for the development of the industry based on the factor analysis of the potential of textile industry enterprises;
- training of qualified personnel for textile industry enterprises;
- to effectively ensure the interaction of internal and external environmental elements by coordinating management processes between enterprises;
- development of effective mechanisms for attracting investments for financing textile industry enterprises.

Full implementation of the proposed priority directions in the future will allow textile industry enterprises 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.

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.

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.

We believe that it is appropriate to introduce the KPI (Key Performance Indicator) system in personnel management in large companies, enterprises and organizations of many developed countries. As a result of research, a system of indicators was developed to evaluate the innovative potential of enterprises operating in the textile industry, and a methodology for determining the rating was proposed (Table 2).

In the course of the research, based on the results of socio-economic activities of “Kontex Tashkent” LLC in 2010-2021, in order to determine the strategy of management processes, an analysis of innovative methods in personnel management was carried out according to the above demand level indicators. From the results of the analysis, it can be seen that the indicators of the introduction of innovative methods in personnel management at “Kontex Tashkent” LLC are 62 points. The results of the research show that in order to improve the use of innovative methods in the management of employees in textile industry enterprises, the weight of specialist employees with academic degrees in the total number of employees, highly educated employees in the total number of employees, researchers, inventors and rationalizers in the total number of employees,
from the sale of newly created products, technologies (services) it is appropriate to pay attention to the share of the received funds in the gross financial income.

Based on the above, it can be concluded that the use of innovative methods in the management of employees in the enterprises of the textile industry depends on the scientific and technical level of the enterprise and is one of the only sources of economic growth. This is reflected in indicators such as the existing innovative potential, the state of the innovative infrastructure, the contribution of innovative activity to the economic growth of the enterprise when assessing the innovative level of economic development.

The effective use of innovative methods in the management of employees in the enterprise is evaluated using indicators such as the number of scientific and technical developments, the share of innovations implemented in their total volume. The enterprise should ensure not only the development and creation of innovations from innovative methods, but also their implementation in practice.

In the course of the research, based on the results of socio-economic activities of “Kontex Tashkent” LLC, which operates in the textile sector in 2010-2021, in order to determine the strategy of management processes, based on the multi-factor econometric model, prospective indicators for the next period were developed.

The net profit of “Kontex Tashkent” LLC was selected as the peak of the function, i.e., as a result factor, as well as factors such as the number of management personnel, management costs and the number of innovations implemented in the management process.

\[ Y = 42.321X_1 - 0.198X_2 + 31.403X_3 + 144,006 \]
a regression equation was constructed.

Using a multi-factor econometric model, the values of changes in the size of the textile enterprise's net profit under the influence of management factors in the medium term, i.e. in 2021-2026, were expressed as follows.

Based on the coefficients of the variables in the constructed multifactor models, we will be able to estimate how much the value of the resulting factor will change due to the added unit of the value of each factor. In particular, the increase in the number of management staff at “Kontex Tashkent” LLC by 1 unit increased the net profit of the enterprise to 42,321 mln. to an increase of 1 million soums, management costs. 0.198 mln. of the result indicator. 1 mln. of the volume of capital investments. 31,403 mln. leads to an increase of soum. Except for the selected main factors, all other factors together make up 144,006 million of the resulting factor. serves to increase to soum.

In the conditions of modernization and digitization of the economy, special attention should be paid to the system of improving their qualifications and retraining in the formation of the mechanism for managing the innovative potential of employees in textile industry enterprises.

With the expansion of innovative activities in the enterprise, there is a need for professional employees who can make decisions that ensure the development and implementation of specific innovative technologies at all levels of production and management.

In the conditions of digitization of the economy, determining the necessary conditions for the development of the innovative potential of employees in enterprises and the implementation of an innovative strategy, identifying the current conditions of the enterprise, improving the innovative potential of employees and the conditions for implementing innovative activities based on available resources will serve to increase the competitiveness of employees in the sustainable development of textile industry enterprises in the regions. The advantage of this approach is that it allows you to see the impact of the personnel management function on the overall management process of the enterprise. At the same time, it ensures the transition of functions from long-term, strategic programs to current, operational actions of the enterprise and helps the enterprise to work successfully.

The rapid development of production factors (labor, capital, information), their transition to a qualitatively new state (primarily affects production and information
technologies) implies the need to change management technologies. Human capital, as the main driver of economic productivity growth, is also undergoing significant changes.

It is appropriate to divide the criteria reflecting the efficiency of the personnel management system in textile enterprises into three main groups according to their nature: operational, technical and economic-social efficiency criteria. However, when considering the methods and criteria for evaluating the effectiveness of personnel management in enterprises, the suitability of the evaluated system requires a comprehensive assessment of the entire system, taking into account the generalized indicators. As the most important of these indicators, one can see the rationality of employees in the implementation of the digital management system in the enterprise.

World experience shows that the continuous implementation of innovations that ensure sustainable growth in all sectors has become the driving force of society and economic development. Today, countries where innovative models of textile industry development and “smart” technologies are implemented are the most successful and stable.

It is considered desirable to introduce innovations to textile industry enterprises of our country and to introduce employee management approaches to digital business technologies through modern methods.

Today, the main directions for improving the personnel management system in textile industry enterprises should be:

- optimization of the number of employees aimed at reducing costs and increasing the efficiency of employees through the effective use of human resources of the enterprise;
- improving the system of employee incentives, increasing labor productivity, reducing costs, improving the quality of products (works, services) and increasing the profitability of employees;
- modernizing production, creating highly effective jobs by introducing innovative technologies;
- introduction of employee evaluation rating, which allows to ensure the current and long-term efficiency of the enterprise.

The evaluation system of the introduction of digital management systems among employees in the enterprises of the textile industry shows that it is effective to implement it through personnel rationality and innovative methods.
Figure 1. Factors of personnel management in enterprise service.

<table>
<thead>
<tr>
<th>Management factors of enterprise employees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subjective factors</strong></td>
<td><strong>Objective factors</strong></td>
</tr>
<tr>
<td>The level of communication between the departments of the enterprise</td>
<td>The presence of positive actions to achieve the purposes of the enterprise</td>
</tr>
<tr>
<td>Implementation of enterprise policy is a personal unit in solving its problems</td>
<td>Timely fulfilment of established work norms</td>
</tr>
<tr>
<td>The attitude of personnel to each other</td>
<td>Level of staffing of service departments</td>
</tr>
<tr>
<td>The attitude of the personnel of the enterprise department to the issues addressed to them</td>
<td>The level of providing departments with necessary service tools to ensure service activities</td>
</tr>
<tr>
<td>Quality of personnel services of enterprise departments</td>
<td>The degree of provision of external economic relations necessary for the organization of departmental services</td>
</tr>
<tr>
<td>The level of assessment of information provided to enterprise managers on the activities of department personnel</td>
<td>The level of personnel working conditions in enterprise departments</td>
</tr>
<tr>
<td>The level of customer satisfaction with the services of enterprise employees</td>
<td>The level of social and cultural recreation infrastructures for staff of departments</td>
</tr>
<tr>
<td>Appraisals of the enterprise, department personnel managers on the department's</td>
<td></td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

Table 1 An innovative way of managing employees in enterprises

<table>
<thead>
<tr>
<th>Conditions of innovative efficiency</th>
<th>Expected results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subordination of enterprise goals to interactions with the external environment</td>
<td>Recognition of the results of the company’s employees by consumers</td>
</tr>
<tr>
<td>Improving management based on the differentiated needs of people</td>
<td>Functional homogeneity, that is, the functioning of all organs as a single organism</td>
</tr>
<tr>
<td>Viewing the enterprise as a set of interactions that take into account the goals, strategies, structure and needs of other units and departments</td>
<td>Solving the problems of the company’s employees and divisions by the company</td>
</tr>
<tr>
<td>Broad support for the introduction of innovations in production and personnel management</td>
<td>Stimulating innovative activities of employees, creating favorable conditions for creativity</td>
</tr>
<tr>
<td>Increased attention to internal and inter-organizational relations</td>
<td>A positive atmosphere is created, conflict situations are reduced, and the rate of staff dissatisfaction is reduced</td>
</tr>
<tr>
<td>The existence of various norms and rules regulating the participation of employees in the production process</td>
<td>A flexible personnel management system covering all aspects of the production process is formed</td>
</tr>
<tr>
<td>Strong adaptability, organizational culture</td>
<td>Rapid adaptation of employees, departments, and the enterprise as a whole to changes in production and management</td>
</tr>
<tr>
<td>Recognition of employees as the main capital in the corporation</td>
<td>Increasing motivation among employees of the enterprise</td>
</tr>
<tr>
<td>Implementation of innovative mechanisms that ensure the participation of employees in the</td>
<td>The realization of strategic goals in the enterprise leads to an increase in efficiency</td>
</tr>
</tbody>
</table>
Table 2 Analysis of indicators of introduction of innovative methods in personnel management at “Kontex Tashkent” LLC

<table>
<thead>
<tr>
<th>№</th>
<th>Name of the indicator</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. The level of human capital development in the enterprise (30 points).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>The level of successful use of the digital management system among employees in textile enterprises</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Share of employees with higher education in the total number of employees</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Management of personnel policy, the share of specialists sent for internships abroad in the total number of employees</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>The manager’s potential, the principle of collegiality in management, the qualifications of middle and lower managers</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>The number of innovations applied to the management process</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Specialists tasked with coordinating innovative activities</td>
<td>1</td>
</tr>
</tbody>
</table>

II. Indicators of innovation financing (30 points)

<table>
<thead>
<tr>
<th>№</th>
<th>Name of the indicator</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Share of research and development expenses in gross financial expenses</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>The share of the amount of reward for inventiveness and rationalization activities in the gross financial income</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>According to the order, the share of funds allocated for the training of highly educated specialists in the total cost</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Funds formed in the Innovation Development Fund</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>The value of economic contracts signed with scientific research institutes for the implementation of scientific developments</td>
<td>1</td>
</tr>
</tbody>
</table>

III. State of development of innovative infrastructure (15 points)

<table>
<thead>
<tr>
<th>№</th>
<th>Name of the indicator</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The share of laboratory equipment and costs in the total cost of purchasing machinery, equipment and software</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Established research and development centers (R&amp;D)</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>The rate of renewal of fixed assets</td>
<td>4</td>
</tr>
</tbody>
</table>

IV. Performance indicators derived from innovation (25 points)

<table>
<thead>
<tr>
<th>№</th>
<th>Name of the indicator</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Protection of inventions, scientific-technical and innovative developments (submitted application and obtained patents)</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>The share of innovative products (services) in the total volume of developed products (services).</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>The share of funds received from the sale of newly created products, technologies (services) in the gross financial income</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>The number of experimental design developments completed in one year</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Protection of inventions, scientific-technical and innovative developments</td>
<td>2</td>
</tr>
</tbody>
</table>

Total 62

Source: Prepared by Authors (2023)
Table 3 Changes in the indicators of the number of management personnel and innovations applied to the net profit of the enterprise in “Konteks Tashkent” LLC in 2012-2021

<table>
<thead>
<tr>
<th>Years</th>
<th>Net profit, million, soums (Y)</th>
<th>Number of management staff, people (X₁)</th>
<th>Management expenses, million, soums (X₂)</th>
<th>The number of innovations applied to the management process (X₃)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>420</td>
<td>6</td>
<td>205</td>
<td>4</td>
</tr>
<tr>
<td>2013</td>
<td>480</td>
<td>6</td>
<td>210</td>
<td>4</td>
</tr>
<tr>
<td>2014</td>
<td>520</td>
<td>6</td>
<td>222</td>
<td>6</td>
</tr>
<tr>
<td>2015</td>
<td>720</td>
<td>8</td>
<td>280</td>
<td>8</td>
</tr>
<tr>
<td>2016</td>
<td>920</td>
<td>13</td>
<td>420</td>
<td>8</td>
</tr>
<tr>
<td>2017</td>
<td>1000</td>
<td>15</td>
<td>460</td>
<td>8</td>
</tr>
<tr>
<td>2018</td>
<td>1100</td>
<td>18</td>
<td>530</td>
<td>12</td>
</tr>
<tr>
<td>2019</td>
<td>1700</td>
<td>22</td>
<td>712</td>
<td>23</td>
</tr>
<tr>
<td>2020</td>
<td>1850</td>
<td>28</td>
<td>1042</td>
<td>25</td>
</tr>
<tr>
<td>2021</td>
<td>1970</td>
<td>30</td>
<td>1260</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

5 CONCLUSION

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 ongoing scientific developments, made it possible to form the conclusions and recommendations that form the basis of this work.

1. According to its economic description, the textile industry sector is considered to be a potential and attractive business sector, as it has a high level of working capital, a high level of growing demand for finished products, and is a highly profitable industry. Therefore, in the conditions of the market economy, it is appropriate to base the business process management, in particular, on the process approach to management, in the organization of the activities of export-oriented, high-quality textile production enterprises and in the management of employees.

2. According to the author, although the concepts of “personnel management” and “personnel management” are close to each other, they are different from each other. “Personnel management” is close to the concept of human resources management. Therefore, personnel management is a part of human resources in the concept of human resource management. Also, the concept of “human resources” has a wider meaning than the concept of “personnel management”. Although these two economic categories represent different socio-economic
meanings, the basis of formation of personnel management is “human resources”. Because “personnel management” has a narrow meaning and is formed based on economic interests, the social nature of bank personnel management is based on the social policy established by the country.

3. Multifactor models representing the influence of factors on the development of the industry, which are considered a necessary element for the formation of directions for the strategic development of the management activities of textile industry enterprises of the national economy, were developed based on statistical data for 2011-2021, and the volume of forecast indicators for 2021-2026 were determined, and the main factors that need to be managed in the directions of strategic development of the industry factors were identified.

4. In the study, taking into account the economic essence of innovative potential, its two-level component structure and factors affecting it, a set of indicators for evaluating the innovative potential of industrial enterprises was developed. The set of indicators for the evaluation of the proposed innovative potential includes the calculation of indicators, taking into account the human resources, financial, scientific-technical, production and technological, administrative-organizational potentials, as well as the capabilities and readiness of the enterprise for innovation. Such a systematic approach to the assessment of innovation potential not only helps to comprehensively evaluate the factors affecting innovation potential, but also to identify the important and main reasons affecting the state of the system.

5. The innovative method of personnel management is based on the motivation of the enterprise, team capital and team work. For this reason, an innovative method of managing employees should be created on the basis of indirect economic methods using certain principles in public associations, joint-stock companies. The proposed innovative method of personnel management is a synthesis of the most effective management methods used in enterprises. In this concept, along with the wide application of organizational approach methods, some elements of economic and humanistic approaches are also used. 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.
6. The innovative activity of the enterprise is improved on the basis of determining the influence of internal and counterparties, market competition, external factors of science and innovation infrastructure development related to resource supply, management process and innovation potential.

7. The textile industry is mainly being developed in an extensive way, currently more than 7,500 enterprises are operating in the republic, but the established production facilities are not fully operational (on average 60-70%), although the level of utilization when the facilities are fully operational should not be less than 90-97%. One of the main reasons for this is the lack of working capital (almost all enterprises do not have their own working capital, that is, they operate on the basis of loans from commercial banks), and the second is evidence of low labor productivity due to the incomplete operation of high-performance machines and insufficient skills of workers. It would be appropriate to use intensive development factors in enterprises for the effective functioning of the network and stable trade in foreign and domestic markets.

8. The main purpose of running production in the enterprise is to make a profit. The main method of profit maximization is based on the innovative organization of the material capital associated with production and the optimal ratio between the growth of the intellectual level of the human capital, the quality levels of the manufactured goods, their unit cost and the level of competition in the consumer markets.

9. It is necessary to determine the efficiency of human capital based on the investment spent by production enterprises, divided into material and innovative resources, based on the main fund and the growth of the intellectual level of human capital.
REFERENCES

1. Tokhtasinova D.R. Innovations and theoretical issues of their management in increasing the competitiveness of products in industrial enterprises // Business-expert. Business-Daily media. – 2020, No. 8, pp. 42–45. (08.00.00 #3).


