
IMPROVEMENT OF ORGANIZATIONAL AND MANAGEMENT MECHANISMS OF IMPLEMENTATION OF THE STRATEGY IN THE ENTERPRISES OF THE TEXTILE INDUSTRY

Isaev Ravshan Abdurahmonovich

Professor of the Department of Corporate Governance, Tashkent Institute of Textile and Light Industry

Isayev_ravshan@mail.ru

Annotation. The article examines the issues of improving the organizational and management mechanisms for the implementation of development strategies of textile enterprises in the integrated system of quality management and strategic management.

Keywords: complex system, strategic management, development strategy, mechanism.

Introduction. The purpose of the ongoing reforms in all areas of the country is to improve the welfare of the people. This requires the production of quality products by increasing the competitiveness of all industrial enterprises. Improving the work of enterprises, giving them freedom, improving their management system will allow them to produce better quality products, resulting in increased production efficiency. In order to further increase the export potential of Uzbekistan, there is a growing need for textile enterprises to increase the production of high value-added export-oriented finished products based on deep processing of raw cotton. Therefore, the Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 identifies important tasks to «deepen structural reforms, increase its competitiveness through modernization and diversification of key sectors of the national economy» [1].

Successful implementation of such huge tasks requires the development and implementation of effective development strategies, in which the issue of strategy development and improvement of organizational and management mechanisms for its implementation is of paramount importance.

Analysis of the relevant literature. The use of the term «mechanism» in economics is associated with the need to emphasize the description and mode of action, the sequence of certain functions that perform different functions, the interaction of system elements, and so on. In turn, similar variants of the simplest devices derived from mechanics in the economy became known as tools used independently and as part of a mechanism. The term “mechanism” has been adapted to describe socio-economic systems, as there has been a need to consider social and industrial processes in their interactions. The interpretations of this term presented by various economists are very contradictory. For example, «the economic mechanism is a system of interdependent, interdependent forms and methods of management of social production and its components» [2].

According to the authors, “the mechanism serves as a specific objective form of manifestation of production relations (planning, regulation, standards, prices, profits, etc.) and at the same time represents a certain way of management” [3].

Given the complex structure of economic activity, some scholars draw conclusions about the multi-level structure of the economic mechanism, emphasizing the level of the economic mechanism of the national economy in general (macroeconomic level) and the economic mechanism of business entities (microeconomic level) [4].

Many modern scholars interpret the mechanism as «processes, organizational structures, specific forms and methods of management, as well as legal norms applied to the implementation of economic laws operating under certain conditions, the process of reproduction» [5]. This interpretation gives the economic system features of the concept of «mechanism».

In the economic literature, the economic mechanism is often understood as a conglomerate: "processes, organizational structures, specific forms and methods of management, as well as legal norms that implement economic laws operating under certain conditions, the process of reproduction" [6]. This interpretation represents a mechanism in the form of a particular economic system and serves as a subsystem of that management system.

Some researchers interpret this term more precisely: "economic mechanism" - "a set of methods and tools to influence economic processes, their regulation" [7].

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

Analysis and results. Given the high level of terminological uncertainty, you need to clarify our views on this category in relation to the implementation process of the strategy. Taking into account the set of tasks to be addressed in this situation (work planning, identification of economic incentives and incentives used in management practice; organizational structure of management bodies, formation of working methods and techniques; implementation of various forms of personnel participation in production management), strategy implementation mechanism The author understands the complex multi-level system of influence of factors and resources to achieve the set goal, which depends on the result of the managed object, ie the result of the implementation of the strategy.

Factors influencing the process of implementing the organizational strategy are divided into groups such as internal (identification of interactions and management within the organization) and external (identification of processes of interaction with the external environment - suppliers, competitors, consumers, etc.).

In general, in our opinion, the mechanism of implementation of the strategy - C_M can be defined as a complex category of management, and it includes the following elements:

- strategic goals that define the tasks and functions of management (M);
- strategic criteria that are quantitative analogues of strategic goals (K);
- strategy implementation factors (O) - elements of the object of strategic management and their relationship to the interests of achieving the set goals;
- methods of influencing the factors of strategy implementation (Y);
- strategic implementation resources (P) - financial, material, labor and information resources that can be used to implement the chosen management method and achieve the set goals.

Thus, the implementation of the strategy for a particular control object (PCO), the control mechanism consists of the listed elements:

$$F(C_M) = Y(M, K, O, Y, P) \quad (1)$$

In the real context of the implementation of the strategy, the management mechanism is always unique, because it is aimed at achieving specific goals by influencing specific factors using all types of resources of the enterprise. It starts a long-term action every time management makes decisions to achieve set strategic goals. It

should be noted the diversity of internal and external governance factors, including political, legal, social, economic, industrial, technological, and others. Both the factors themselves and the nature of the methods of influencing them are different, which determines the diversity of management mechanisms. The selection of the necessary alternative management methods and resources will help to coordinate the interests of the interacting parties in accordance with the nature of the management factors influencing them.

The functional-structural model of management in terms of a set of tasks and functions of management is logically related to the classical view of the structure of management functions and can be presented in a scheme that reflects the whole set of tasks and functions of strategic implementation.

In building an organizational and management mechanism adaptive (i.e., varies depending on initial and current factors and conditions) to implement the strategy, we combine all the many factors influencing this process into two classification groups: factors of the enterprise's internal processes (potential) and environmental conditions in which it operates. Grouping such factors will help to more clearly organize the implementation process of the strategy and take measures to eliminate some of the negative effects.

The starting point for the operation of this mechanism is the strategy developed at the planning stage of the textile enterprise, which is carried out taking into account the existing internal capabilities and external conditions, and becomes a clear result of the activity - real data on implementation.

One of the problematic areas of effective implementation of the strategy is the effective delivery of targeted strategic guidelines from the highest hierarchical levels of strategic management to the levels of business units and departments of enterprises. This is a problematic area of management tasks such as organization and motivation. One of the innovative approaches in addressing policy and goal placement problems that is known in world practice and derived from quality management systems and "lean manufacturing» is the Hosin Kanri methodology.

The Hosin Kanri (HK) methodology has been developed by leading Japanese companies such as Bridgestone, Toyota and Komatsu and is now being successfully applied in practice. This methodology helps to significantly improve the consistency of strategies developed at different levels of the management hierarchy - from the state level to the level of large corporations and to the current plans of specific companies. "HK is a strategic management method and at the same time a quality management tool, as well as the company's operating system provides reliable profit growth, which allows the company to be managed at a mutual functional level" [8,9].

Adapting the HC methodology to the specifics of strategic management of textile enterprises helps to integrate the RDCA cycle, provides for the implementation of the following principles (all stakeholders, evidence-based decision-making, continuous improvement, etc.) and closely assist in effectively conveying the global goals of state and corporate centers to the level of business units.

At the same time, the Deming-Schuhart Practice RDCA ("plan-make-check-act") processes are built in sequence, and the strategic plan is "placed" at different levels of the management hierarchy. Simultaneous two important tasks - the development of a coherent strategy and the implementation of the concept of sustainable development and continuous improvement, which is the main goal of the Association of Textile Industry. However, it will be necessary to adapt this tool of strategic management and quality management to the specific features and operating conditions of the enterprises of the Association "Uztextile Industry".

In line with the recommendations of applicable standards, the RDCA's Principle of Continuous Improvement describes the focus of an enterprise's activities on achieving sustainable success on a long-term basis and in a balanced manner, through the ability to meet the needs of all stakeholders, including consumers. Sustainable success is achieved through effective management, an understanding of the organizational environment of its existence, training and improvement, and / or the proper application of innovations. The development of a strategic management model for the Deming-Schuhart cycle makes it the most integrated

form focused on quality management principles, which means continuous improvement of consumer requirements (and other stakeholders) and performance. Therefore, the introduction of the Deming-Schuhart cycle at different levels of the management hierarchy (from the state and corporations, ending with specific enterprises and their divisions) in accordance with the HK methodology fully meets the requirements of sustainable development.

Within a textile enterprise, we propose to implement strategic management processes at different levels of the hierarchy and at different levels of detail, for example, within the production chain of a "cotton-textile" cluster.

In practice, it is necessary to "link" the network of processes to functional divisions, which is especially important when considering the activities of a large manufacturing enterprise, built on the principle of functional-hierarchical, providing several levels of management and its strategic management system. In this case, the hierarchical system links are grouped according to the functional principle.

In particular, in the group of the Association "Uztextile Industry" economic activity is carried out in a number of areas - business types, which differ significantly from each other in terms of functionality. The type of business is a set of activities of the Association "Uztextile Industry" (business segments) and its subsidiaries, which are part of a single system, part of which is the production and sale of basic products (goods, works, services). The basic principle of the association by type of business is that the unit of the production chain includes the process from the production of raw materials to the sale of finished products obtained by their processing to the final consumer.

According to this principle, the following types of business can be distinguished: agriculture (cultivation of raw cotton), cotton ginning, textiles, sewing and knitting, and others.

Types of business are managed according to the stages of the technological cycle, which are divided into business segments that are components of the type of business that is the result of a particular product (work, service).

For example, for a type of business such as 'textile', the following business segments (BS) are allocated. At the level of individual enterprises - different types of activities - training, production, transportation, logistics, etc .; at the level of divisions - finance, sales, production, etc. It should be noted that within these business segments, according to the functional hierarchy, there are information flows (planning, control information, operational and periodic reporting, scientific and technical information, etc.) within the strategic management process, which are directed from top to bottom and from bottom to top. There are specific requirements of consumers and their shareholders in the implementation of processes at the level of individual enterprises and divisions of each business segment, which are promoted taking into account the specific characteristics of a particular business unit (BU) and other environmental conditions.

Conclusions and suggestions. Based on the results of the study, in order to increase the effectiveness of the implementation of an integrated systemic strategy in textile enterprises, it is necessary to pay attention to:

- It is necessary to form an integrated system of quality management and strategic management in the textile enterprise, to develop its principles, methods and rules;
- It is necessary to introduce a large-scale quality management system in the textile enterprise on the basis of a process and systematic approach, to carry out staff and production training to implement this process;
- selection of modern management methods and supports in the implementation of strategic management in textile enterprises;
- Development of effective development strategies based on an integrated system of quality management and strategic management in textile enterprises and the development of methods for evaluating the effectiveness of its implementation;

- The structure of management should be shaped to adapt to market changes.

List of sources and references:

1. Decree of the President of the Republic of Uzbekistan dated February 7, 2017 No PF-4947 "On the Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021" / www.lex.uz.
2. Enterprise economics: textbook for universities. - 2nd ed., Rev. and add. / ed. A.E. Karlik, M.L. Shukhgalter. - SPb., 2009. -- 464 p.
3. Raizberg B.A. Modern economic dictionary / B.A. Raizberg, L.Sh. Lozovsky, E.B. Starodubtseva. - M.: INFRA-M, 2005. -- 479 p.
4. Derevianko O.V. Organizational and economic mechanism for planning business processes of entrepreneurial structures: dis. ... Cand. econom. sciences / O.V. Derevianko. - SPb., 2004. -- 156 p.
5. Raizberg B.A. Modern economic dictionary / B.A. Raizberg, L. Sh. Lozovsky, E.B. Starodubtseva. - M.: INFRA-M, 2005. -- 479 p.
6. Reznichenko V.Yu. Risk management: textbook. allowance / Moscow State University of Economics, Statistics and Informatics / V.Yu. Reznichenko. - M., 2004. -- S. 71.
7. Stolyarov V. Economic mechanism of social insurance [Electronic resource] / V. Stolyarov, L. Vasechko. - Access mode: <http://efaculty.kiev.ua/analytics/str/3/> (date of access: 02.21.21).
8. Andreeva T.A., Yashin N.S. Hoshin Kanri Methodology in Strategic Management of an Oil and Gas Corporation // Bulletin of the Saratov State Social and Economic University. - 2013. - No. 5 (49). - S. 116-123; Jackson, T. Hoshin kanri: how to make a strategy work / T. Jackson, trans. from English - M.: Institute for Comprehensive Strategic Studies, 2008. - P. 23.
9. Isayev R.A. Issues of developing textile clusters in Uzbekistan // International Journal of Research in Management & Business Studies (IJRMBS 2019). Vol. 6 Issue 3 July - Sept. 2019. – P.9-12.
10. Temirov Xamid, Mansurov Mansur, Xudoykulov Mamarasul, Azimova Lola, Yuldasheva Minavar. Transformation of the Finance under Quarantine Conditions. Annals of the Romanian Society for Cell Biology. 2021. № 25(1). Pp. 6904-6914