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EVALUATING ENTERPRISE MANAGEMENT MODELS FOR ENHANCING ORGANIZATIONAL PERFORMANCE

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ABSTRACT: Companies in market economies are under constant pressure to enhance their organizational and technological capacities in order to stay ahead of the competition and meet consumer demands. Organizational innovation, which aims to enhance management practices in response to constantly changing internal and external settings, is built upon the analysis of organizational management systems. If we want to improve the management of organizations that are changing and evolving as socio-technical systems, we must overcome the hurdles of doing research according to rigorous scientific and methodological criteria. This written piece offers a critical analysis of the problems, methods, and fundamental ideas linked to these studies.

Keywords: Improvement, management, management systems, methods, problems, research.

1. INTRODUCTION

Management is continuously evolving to keep up with the ever-changing social and business systems of today. All of the aforementioned progress is made possible by exploring new opportunities, trying new approaches, and taking different roads (Kurpayanidi, 2019). Every day, many different types of people—departments, laboratories, managers, individuals, and specialized analytical teams—engage in management research. Enterprise management expertise is crucial for every business that wants to succeed. Managing the firm is challenging and requires a thorough investigation of the company's operations due to the large number of various factors that impact the success of the organization. Data collection and analysis are modern firms' lifeblood for understanding where they are and how to expand in various markets (Kurpayanidi& Mamurov, 2019).

RESEARCHMETHODS

Innovations in technique and enhancements to organizational management and processes have resulted from the following factors:

- In order to assess a company's managerial abilities; to probe current business tendencies;
- The components that permit progress to be identified and assessed;
- When comparing the results of economic activity, keep the likelihood of future expansion in mind.

From personal experience, I can say that many things influence the quality of research. These include: the researchers' expertise, their objectivity, the presence of highly skilled specialists, their familiarity with product production technology, the availability of standardized and specialized programs, the significance of the research findings for senior management, and so

on. The area of modern business management can benefit from more independent studies. This is supported by the literature, production experience in the real world, and creative efforts like labor organization tactics and management decision analysis. The following factors may influence the research's effectiveness, taking into consideration that General Motors Uzbekistan JSC is the country's most technologically advanced corporation:

- Methodical adherence to a scientific methodology founded on justice and accuracy is vital for the successful completion of the assignment. Even at the most basic level of government, data collection, recording, and analysis are needed.

2. LITERATUREREVIEW

First, the organization needs to conduct field research, which entails gathering and analyzing data that was intended for the research. Then, they can use secondary data that was collected earlier or data that was collected for reasons unrelated to the current issue, which is known as the desk research method. The person conducting the field research should ideally take part in gathering primary data as much as possible.

The only way to achieve this is to use scientific methods to collect data, which includes both in-person observations and surveys of specialists in charge of technology project administration and coordination. It is standard practice in corporate management to poll individuals with a stake in the matter in order to glean important information, especially when it comes to management strategies, technology, and tools, and when it comes to the people involved. The nature of the processes in issue can be better understood by examining the unique ways in which each person behaves.

The level of employee engagement in efforts to enhance company operations—such as implementing quality circles and state-of-the-art technology to reduce costs, increase labor productivity and product quality, and streamline operations—is a strong predictor of an organization's future growth prospects. Improvements to an organization's operations are central to modern production and methodologies like TQM, Quality System Management, and Total Quality Management (Imai, 1986; Stephens, 2004; Womack & Jones, 2015), according to researchers who focus on modern management issues. Above and beyond that, they highlight the value of Continuous Improvement. According to Teshabaev (2017), these devices have been efficiently introduced to the market for modern, technologically sophisticated automobiles by Uzavtosanoat JSC. No matter what, the domain needs to progress even more. The Republic of Uzbekistan issued Decree No. on June 1, 2017. Companies controlled by Uzavtosanoat JSC are required to triple their production of commercial products by 2021, according to PP-3028, "On Measures for Accelerated Development and Further Enhancement of Management in the Automotive Industry in 2017–2021."

The number of available positions will expand by 120 percent and the level of dependence on resources imported from other nations will decrease by 12.5 percent as a result of this. Among the specific initiatives detailed in the Decree are plans to localize steel and other raw materials used in the automotive industry, as well as other components for these vehicles. There are a hundred and eleven distinct projects detailed. The strategy calls for the production

of seven new automobile models and the acquisition of new technology by nine industrial businesses. In order to achieve the goals set out in the Decree, the firm must undergo a complete restructuring of its operational structures. Improving infrastructure, developing a quality management system, educating competent people, and increasing the effectiveness of management practices are all difficulties unique to a certain industry.

3. RESULTSAND DISCUSSION

This section will center on the things that modern businesses face while trying to set up quality management systems (QMS), along with the traits and methods that are linked to these systems. Every country's revenue is based on its quality management system, according to ISO 9000, the International Organization for Standardization. Global research indicates that a 1% boost in GDP (equivalent to $864 USD per customer) and a 0.4% drop in inflation can be achieved by adhering to ISO 9001 standards and enhancing the quality of both goods and services. When people have faith that their nation is accomplishing its objectives, they are more likely to buy goods made within the nation. It can be somewhat costly to implement modern integrated quality management systems and to get certification from the International Organization for Standardization (ISO).

The assertion that these technologies will generate a substantial return on investment requires proof that they actually work. The importance of quality procedures is growing in Uzbekistan's industrial sector due to the country's ongoing transition to modern manufacturing technologies. Using state-of-the-art management and strategy approaches, such as the ISO 9001:2015 quality management standards, two of Uzbekistan's most prosperous businesses, Navoiyazot JSC and Uzbekistan Railways JSC, became household names.

As of today, December 1, 2019, 10,694 QMS systems are listed in the Republic of Uzbekistan's State Register of Certified Quality Management Systems. There were 10,427 domestic organizations and corporations that were able to satisfy international criteria. This included organizations that maintained certifications such as GMP-22, ISO/TS 16949 (quality assurance for supplied parts in the car sector-43), ISO 50001-69, and OHSAS 18001-143. International quality management standards, including ISO 9000, are generally followed by domestic firms (UZSTANDARD agency, no date). Quality management systems often fail to achieve their objectives, despite receiving enormous funding and backing from government authorities and industry leaders. Most of the focus here is on improving the management system and the way the business runs as a whole. If we want to make sure that everyone can buy good products and services, we need to set standards for everything.

Eighty percent of those who took the time to fill out the poll were workers for the automotive industry's Uzavtosanoat JSC. Here you will find quality experts, production managers, and quality systems specialists. Everybody concerned acknowledged that the quality management techniques employed were ineffective, and that there was only a weak correlation between the several departments' operations and quality indicators. Despite the fact that this illness might have several causes, the most important ones are:

Create separate organizational units inside quality management systems (QMSs) that are not

dependent on the quality-related organizational units. Building and certifying such systems is now much easier as a result. However, when Quality Management Systems (QMSs) are turned into separate goals, the efficacy of quality verification is diminished.

The end result clearly shows that the Quality Administration System (QMS) department messed up when it came to staff management and planning. When compared to other facility indicators, the QMS performance metrics lacked both authority and coordination.

Not nearly enough has changed in the realm of corporate management, especially with regard to the assignment of specific tasks to specific people and the maintenance of specified levels of operational quality and output.

It is clear that those dealing with these problems have an in-depth understanding of what makes them tick, what causes them to grow, how they've changed through time, and how effective potential solutions are. This is proven by the fact that many of these challenges have been organized in a specific order. The complexity of these issues makes it all the more important to undertake a thorough investigation using the strictest scientific and methodological standards in order to find the best solution. It is the fundamental goal of business management and quality management to motivate individuals to work together more efficiently and to use creative methods to improve the quality of processes and results.

Research on Japanese management has shown that one of the main reasons Japanese companies can keep making innovative, high-quality goods is because their employees are so skilled at thinking outside the box. Japanese car companies get an average of 61.6 suggestions for process improvements per employee each year, which is more than their European competitors (Shingo & Bodek, 2019). Consequently, American and European quality management experts have put a premium on researching, improving, and creating new ways for staff to track product quality and aid the business in growing. On top of that, they have tried to inspire the workers to think outside the box when they do their assigned tasks.

A lot of time and energy was put into researching and analysing the quality management and technology practices of Japanese businesses. Consistent with expectations, the results were quite good. As compared to European manufacturers that used a 1.9 criterion, Americans employed a 4.2 criterion for improvement proposals (Carnerud, 2018; Teece, 2018). Businesses in Uzavtosanoat encourage their workers to get involved so that they can raise the bar for process and product quality, push for the incorporation of innovative technology, and help grow JV MAN Auto-Uzbekistan LLC, SamAvto LLC, and UzAuto Motors JSC. In an effort to foster the growth of innovative ideas and the improvement of production methods through its international partners, UzAuto Motors JSC has taken several steps since the year 2000. Between 2000 and 2019, 12,183 recommendations for rationalization were received, which works out to an average of 2.11 proposals per worker.

The completion rate of rationalization projects has jumped from 35.1% to 66%, a notable improvement of 30.9%. From 3% to 82.7%, there has been a tremendous increase in the share of employees actively participating in rationalization. The percentage of UzAuto Motors JSC workers engaged in initiatives to improve efficiency was 18% greater than the typical European company. Furthermore, when compared to European firms, UzAuto Motors JSC blew them out of the water with regard to the quantity and quality of rationalization

suggestions given by each employee. A total of 678 thousand USD was saved in 2017 due to methods that were put in place to reduce expenses.

Further evidence that new ideas work is the fact that the 2018 recommendations' monetary impact was more than one million USD. The organization's innovative efforts and the rationalization push have both been successful, but neither has seen substantial growth. The precipitous drop in the quantity of rationalization suggestions submitted by workplaces and the demise of numerous inventive projects are undeniable signs of this phenomenon. There may be roadblocks to innovation if its activities are thoroughly investigated. The following are examples of such challenges: the existence of bureaucratic procedures and procedural rules; the development of pointless ideas that are created solely to satisfy obligations; and the presence of worthwhile but ineffective proposals. In order to accomplish this goal, surveys were sent out to individuals participating in the innovation movement to collect data on what was stopping employees from coming up with more creative ideas. We set out to find out what was influencing our attempts to justify.

- Improvements in pay and working conditions are two of the most important factors that encourage participation, but other systemic variables, such as the culture, environment, support systems, and challenges of the organization, and essential components, such as leadership and innovation, also play a role.

During the course of the survey, a questionnaire with 25 questions was used. The ten areas that these questions aimed to probe were the reasoning behind rationalization activities, the factors that motivate people to take part, the support offered to participants, and the challenges they face. A score between one and five was given to each and every query. The primary inventors hailing from a diverse array of occupational backgrounds were among the 154 individuals that were interviewed. Twenty-seven experienced workers, fifteen engineers, nineteen foremen, thirteen managers, twelve assistant general managers, nineteen workers, and fifteen engineers.

The major purpose of the survey was to find out if there was a connection between these variables:

- The current state of the staff's growth and the measures they've implemented;
- The supply chain's development and workers' output; - monetary and moral incentives; - the impact of upper management;

Quality of proposals.

Findings from the poll, along with the researcher's own observations and evaluations from experts in the field, led to the following conclusions:

- There is a clear relationship between the amount of submitted rationalization proposals and the level of influence the administration has over the divisions in regards to the plan for delivering these recommendations.

The strength of the correlation between the number of proposal registrations and the indicators of submitted rationalization suggestions over a specified time period;

There is an open and obvious correlation between the idea's financial implications and the credentials of the person who proposed it.

- Due to respondents' inadequate evaluation of the indicator groups and the limitations of

the survey and questionnaire methodologies, there are no consistent relationships among the 10 sets of indicators.

- Research into the following areas can yield useful information about what influences technological innovation and invention in today's business world:

Improving the survey and recruiting more employees who aren't directly involved in innovation are two ways to increase the sample size.

Conducting periodic panel surveys using a trained and well chosen sample of participants to assess the process's dynamics.

In order to handle the research issue and create a strong methodological foundation, it is evident that organizations conducting surveys must carefully plan and carry out their activities using a rigorous scientific approach.

More sophisticated and creative management approaches are required to guarantee that advantageous economic circumstances are present in order to implement the firm's development strategy, which is based on the principle of promoting individual initiative. Those making pay decisions, how much pay they decide to give out, and why they do so are extremely important in human resource management. In the event that your pay is performance-based, you need to think about the following:

- Previous achievements
- Results and efficiency in the present era (performance in the modern era);
- Possibilities for the future (improving the worker's competence)

Many contemporary businesses operate under the premise that employees should be paid per hour and should be seen as contributing to a larger whole. Without considering the work of every single employee, it is impossible to assign a monetary value to the efforts of any one worker.

Throughout this procedure, standards function as both indicative of concepts and of conditions. The value-added departments and the team engaging in collaborative operations must decide the remuneration criteria. This calls for the establishment of KPIs, or Key Performance Indicators. In order to encourage innovation and self-reliance, human resources managers use a wide range of approaches. A more disorganized system with dynamic constraints will necessitate more energy and resources to operate. Consequently, it moves at a slower, less aimless rate than a system that is free from these constraints. The field of human resource management encompasses both general and detailed traits. Identical characteristics can reveal not just the level of development in science and technology, but also the different stages of growth. It is possible to identify distinct national traits based on a variety of criteria, such as cultural traits, labor and production practices, and the strength of socioeconomic linkages. These characteristics highlight the existence of national management styles, as shown in the US and Japan, for example (Khamidulin 2015).

In a developing market economy, household management stands out for a number of reasons:

- The context of business management can be affected by rapid changes in socioeconomic situations;
- Uzbekistan is facing a multitude of challenges that are hindering its efforts to improve scientific management;

- The high rate of management turnover, the scarcity of available elite experts, and the absence of impartial assessments of managerial performance;

Management accounting and the evaluation of organizational and departmental performance suffer from an absence of sufficient expertise, claim Abdullaev and Kurpyanidi (2018), Margianti et al. (2016), and Tairov (2016).

Several discrepancies that need fixing are presently the subject of management research. These differences matter in areas including innovation, individual traits, organizational capabilities, market dynamics, management tactics and strategies, and the market itself. To make the research run more smoothly, the research methodology identifies suitable methods and fixes any problems that crop up. By making these decisions, the investigation accomplishes its goals. Possible classifications of approaches include "aspectual," "systemic," and "conceptual." Using factors like the feature's importance and the availability of research resources, the element approach can be utilized to differentiate between different aspects of a subject. A person's educational, socioeconomic, and economic circumstances are only a few of the many aspects that might affect their development.

The systems approach enhances research approaches. To do this, one must look at the issue from every angle, rank the significance and relationships between different parts, and figure out how different traits and characteristics are related to one another. The conceptual framework provides a clear definition of the fundamental ideas that govern the investigation's coherence, course, and organization. Practical, empirical, or scientific approaches could be used to classify methodologies. Users of empirical techniques rely on first-hand accounts to form their conclusions. They could take a practical approach if their ideas have the most immediate and positive impact. Using scientific methods and establishing research goals based on scientific principles makes the scientific approach the most effective (Akhmetshin et al., 2017; Yoshida & Takano, 2018). Both limits and criteria need to be incorporated into the research approach. They support research that is methodical and comprehensive. There are two ways to categorize the constraints: explicit and implicit. As a counterpoint, standards are either rigid or open to modification (Foster and Swenson, 1997).

4. CONCLUSION

Quality management is its own academic field within management, courses in the field need to be thorough, practical, and demanding. In order to find credible sources of information and assess and analyze them effectively, rigorous and methodologically sound procedures must be used to solve the research challenge.

The core instruments of methodology are formal-logical research methods, intensive scientific research methods, and specialized research methods. In management research, logical and formal approaches are used. The value of each variety is established by scientific research, which is supported by rigorous scientific methods. The administrative tasks are associated with methodologies.

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