

EXPLORING THE REALM OF ENTERPRISE MANAGEMENT

#1Dr. D.N.V.Krishna Reddy, Associate Professor,

#2T.Naga Lakshmi, Assistant Professor,

Department of MBA,

SAISPURTHI INSTITUTE OF TECHNOLOGY, SATHUPALLI, KHAMMAM.

ABSTRACT: To be competitive and meet the needs of a market economy, a business must continuously improve both technologically and organizationally. The study of organizational management systems serves as the foundation for organizational innovation; these are initiatives that seek to improve and develop management in response to ever-changing external and internal situations. Improving the administration of current organizations that are rapidly developing as socio-technical systems needs an analysis of their characteristics, which includes overcoming the challenge of conducting research at a rigorous methodological and scientific quality. The essay delves into the issues, techniques, and fundamentals of these investigations.

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

1. INTRODUCTION

Management is constantly evolving in today's ever-changing production and social structures. This progress involves the examination of several development avenues and opportunities, the selection of alternative courses, and the adoption of novel ways (Kurpayanidi, 2019). Managers, individuals, expert analytical groups, laboratories, and departments all conduct management research on a daily basis. Enterprise management is critical to the success of a firm. The success of a company is influenced by a variety of elements, making enterprise management a difficult task that requires reviewing the firm's actions. The study of many domains of operation in contemporary organizations primarily entails data gathering and analysis to determine an enterprise's current state and growth patterns (Kurpayanidi & Mamurov, 2019).

RESEARCH METHODS

The following is essential for the development of methods and the improvement of organizational administration and operations:

- To study the potential of a company in the area of management; to perform an analysis of trends in this sector of economy;
- To identify and assess the driving forces of development;
- To perform a comparative assessment of the

results of economic activities taking into account development prospects.

According to research experience, the quality of research is influenced by various factors, including research expertise, research objectivity, specialized and standardized research programs, the availability of highly skilled experts, familiarity with product manufacturing technology, and the significance of research findings for company upper management. The case for independent research in the domain of contemporary enterprise management can be supported by current literature, practical production experience, and innovative initiatives such as labor organization technique adoption and management decision evaluation. By drawing inspiration from the most technologically advanced domestic industrial enterprise, General Motors Uzbekistan JSC, one can posit that the success of this research will be determined by the following criteria:

- It must be systematic;
- A scientific approach based on objectivity and accuracy must be observed;
- Collection, recording and analysis of data should be carried out at the lowest level of government

2. LITERATUREREVIEW

Under these conditions, field research—the collection and analysis of data collected specifically for a given analysis—must take precedence over the processing of previously gathered secondary information or data collected at the organization for purposes unrelated to the current problem (desk research method). In an ideal setting, field research requires the researcher to actively participate in the collection of primary data. This is accomplished by compiling information exclusively using scientific methods, as well as by conducting personal observations and surveys of personnel involved in the management and coordination of technological operations. The most common and widely used method for gathering essential data for research in the domain of enterprise management, specifically regarding personnel, management tools and methods, techniques, and technologies, is to conduct a survey among a cohort of individuals directly involved in the subject matter. This allows us to determine the fundamental character of processes by examining the distinct attitude displayed by each individual. Currently, one of the most important indicators of an organization's development potential is employee participation in improving business operations through the implementation of rationalization initiatives, increased labor productivity and product quality, and cost reduction through the use of "quality circles" and improved technological processes. Scholars who study modern management issues believe that efforts to improve an organization's operations are an essential component of modern production and a foundational component of modern production systems such as Quality System Management, Total Quality Management (TQM), Lean Production, and Continuous Improvement (Imai, 1986; Stephens, 2004; Womack & Jones, 2015). Uzavtosanoat JSC, which operates in the most technologically advanced sector, the modern car industry, has successfully integrated these systems (Teshabaev, 2017). Nonetheless, the industry deserves more improvement. The Republic of Uzbekistan issued Decree No. PP-3028 on June 1, 2017, titled "On Measures for Accelerated Development and Further Improvement of Management of the

Automotive Industry in 2017-2021," which requires Uzavtosanoat JSC's enterprises to triple their commercial product production by 2021. This is to reduce the industry's dependency on imported commodities to 12.5% while increasing the workforce by 120%. The Decree requires the implementation of 51 unique projects, including the localization of car components and raw materials (including steel for the automobile industry). It also calls for the development of seven new car models, as well as the reequipping and technological improvement of nine industry companies. To meet the objectives outlined in the Decree, we believe that a significant reform of company operational structures is required. These are primarily sector-specific concerns, such as infrastructure development, improved management, and the quality management system, as well as the recruiting and training of skilled staff.

3. RESULTS AND DISCUSSION

This section will look at the traits, approaches, and difficulties that modern businesses face when implementing quality management systems (QMS). The quality management system is regarded by ISO 9000 as the most crucial element of every nation's economy. International research indicates that adhering to ISO 9001 standards and raising the caliber of goods and services can lead to a 0.4% decrease in inflation and a 1% increase in GDP, or \$864 USD per customer. Expectations and requirements are met, and consumers' confidence in the quality of domestic products increases as a result. It is expensive to build state-of-the-art integrated quality management systems and obtain ISO 9000 accreditation. The effectiveness and efficacy of the systems should ensure their high return. The modernization and development of new production types in Uzbekistan's industrial sector has led to an increasing importance of quality operations. Two of the many notable companies in the nation utilizing cutting-edge tactics and management techniques, like ISO 9001: 2015 quality management, are Uzbekistan Railways JSC and Navoiyazot JSC. With effect from December 1, 2019, 10694 QMS

systems are now included in the Republic of Uzbekistan's State Register of Certified Quality Management Systems. International standards were met by 10427 republican businesses and organizations, OHSAS 18001-143, ISO 50001-69, ISO/TS 16949 (quality assurance of supplied parts in the automotive industry - 43 and GMP - 22), and other certifications. International quality management standards such as ISO 9000 are generally followed by domestic companies (UZSTANDARD agency, n.d.). Nevertheless, quality management systems frequently fall short of objectives, despite large investments and assistance from authorities and corporate executives. First and foremost, this is all about creating the business and management system and accomplishing the fundamental, system-forming objective of standardization, which is to guarantee high, suitable quality goods and services. Up to 80% of respondents were professionals from Uzavtosanoat JSC's automotive sector, including production managers, quality specialists, and quality systems experts. They all agreed that there is only a tenuous connection between the activities of various departments and groups and quality indicators, and that quality management methods aren't as effective as they could be. This is true for a number of reasons, the most notable of which are as follows: -

Organisational – The development and certification of quality management systems are facilitated by the introduction of distinct structural subdivisions within QMSs, which are different from the structural subdivisions of quality. However, this leads to a decrease in the efficiency of quality assurance because Quality Management Systems (QMSs) are designed to function independently as standalone objectives;

Administrative – Inadequate planning and management of the personnel in the Quality Management System (QMS) division, together with a lack of authority and coordination of QMS performance indicators with other plant-wide indicators, are responsible for the quality of the final production.

Insufficient level of development of enterprise management – For instance, the amount of people engaged to tackle highly specialized difficulties,

such as ensuring the quality of operations and products.

A substantial fraction of these issues has been systematized, demonstrating a thorough comprehension of the problem's attributes, driving forces, patterns of development, and possible solutions. To determine the resolution of these concerns, a comprehensive analysis using the most sophisticated scientific and methodological standards is necessary, given their complex character. The main goal of both modern company management and quality management is to effectively coordinate and motivate personnel in order to improve the quality of processes and products using new methods. Research on Japanese management attributes the sustained product quality of Japanese companies largely to the innovative mindsets of its personnel. For example, Japanese automobile businesses receive an average of 61.6 process enhancement recommendations per employee each year, whereas European equivalents only receive 0.4 (Shingo & Bodek, 2019). As a result, experts and practitioners in quality management from Europe and the United States have prioritized the examination, adjustment, and enhancement of methods that involve employees in the management of product quality and the overall advancement of the organization. Furthermore, they have endeavored to cultivate a mentality of creativity among personnel with regards to their assigned duties. A significant amount of resources were dedicated to examining the quality management systems and technologies utilized by Japanese companies. As expected, the results were really impressive. For instance, European car manufacturers used a criteria of 1.9 when providing improvement suggestions, but the United States used 4.2 (Carnerud, 2018; Teece, 2018). Uzavtosanoat companies place a high importance on employee participation in order to enhance the quality of their products and processes, foster technical innovation, and promote the growth of UzAuto Motors JSC, SamAvto LLC, and JV MAN Auto-Uzbekistan LLC. UzAuto Motors JSC has adopted a set of concepts to improve manufacturing since 2000, under the influence of its international partners, in

an effort to imitate innovation. The number of rationalization suggestions submitted rose from 402 in 2000 to 12,183 in 2019, indicating a growth rate of 2.11 proposals per employee. The execution percentage of rationalization programs has significantly increased over time, rising from 35.1% to 66%. In the same vein, the level of employee involvement in rationalization has increased significantly from 3% to 82.7%. The level of employee involvement in rationalization activities at UzAuto Motors JSC above the average European benchmark by 18%. Additionally, UzAuto Motors JSC successfully satisfied the requirements of European vehicle manufacturers in terms of the quantity of rationalization recommendations made per employee and their successful execution. In 2017, the use of rationalization concepts led to savings of 678 thousand USD. Furthermore, the economic impact of proposals presented in 2018 exceeded one million USD, demonstrating the effectiveness of innovation. However, the progress of the rationalization movement and the organization's innovative efforts have been marked by a lack of advancement. This is evident from the discontinuation of certain innovative programs and the decline in the number of rationalization proposals submitted at work sites and locations. A thorough examination of innovation activity allows us to discuss the obstacles in innovation development, such as procedural requirements and bureaucratic processes, a significant number of insignificant ideas produced solely to fulfill a requirement, and the majority of proposals without substantial worth. Surveys were distributed to participants of the inventive movement to ascertain the specific obstacles hindering the growth of employee creativity. The following elements that influence rationalization activities were investigated:

- The reasons for getting involved include enhancing working conditions and compensation, influential factors such as creativity and leadership, and systemic elements such as culture, climate, support, and obstacles.

A questionnaire with twenty-five questions was used for the survey. These inquiries were designed

to investigate ten elements of rationalization operations' incentives, propelling factors, support, and obstacles. Every question was assigned a point value between 1 and 5. Interviews were conducted with 154 workers, comprising top innovators from 48 job levels, including foremen (19), engineers (15), managers (13), assistant general managers (12), workers (19), skilled workers (27), and engineers (15).

The principal objective of the survey was to ascertain whether the following variables were correlated:

- The level of development of employees and their activity;
- The development of the supply system and the performance of employees; - material and moral motivation; - administrative influence;

Quality of proposals.

Results from the survey, along with the researcher's own observations and assessments from experts, led to the following conclusions:

- The presence of a direct connection between the number of submitted rationalization proposals and administrative influence at the divisions (implementation of the plan for submitting rationalization proposals);
- The presence of feedback between the density of registration of proposals for a calendar period and indicators of the class of the submitted rationalization proposals;
- A direct link between the qualifications of the author of the proposal and the economic effect of the submitted proposal;

The absence of consistent correlations among the 10 sets of indicators can be attributed to the limitations of the survey and questionnaire method, as well as the insufficient appraisal of the indicator groups by the survey respondents.

Additional exploration of the following domains may be beneficial for ascertaining the factors driving technical creativity and innovation in a modern industrial context:

- Expanding the sample size by incorporating personnel who are not involved in innovation. • Enhancing the questionnaire.
- Conducting panel surveys at regular intervals to monitor the dynamics of

processes, involving specifically selected and qualified individuals.

Overall, it is obvious that in order to address the research problem and provide a sound methodological framework, organizations conducting surveys must efficiently organize and execute their operations while sticking to a strict scientific methodology.

To ensure favorable economic conditions, the enterprise's development plan, which is built on developing human initiative, calls for increased sophistication and creativity in management. The most significant question in staff management is who gets paid, how much, and why. If your compensation is based on work, you should examine the following factors:

- Past labor (achievements from the previous time);
- Present performance (outcomes and efficiency from the current period);
- Future prospects (expanding the employee's ability in the future).

Labor in a modern corporation is often compensated on an hourly basis and is considered as a collaborative endeavor. The worth of labor cannot be quantified or judged in isolation from other employees' efforts.

Standards serve as the process's contingent and conceptual markers. Payment should be based on the team and value-added departments that emerge from collaborative efforts, necessitating Key Performance Indicators (KPIs). Personnel management differs greatly in its approach to encourage initiative and creativity. A disordered system with various restrictions needs more energy and resources to function. As a result, it progresses more slowly and laboriously than a system without such constraints. Management is a form of human endeavor with both broad and distinct characteristics. Similar traits indicate different stages of growth as well as the amount of scientific and technological advancement. Certain components, such as labor and production methods, culture, and the degree of socioeconomic linkages, can be used to determine the presence of distinct national characteristics. These characteristics offer light on the existence of management models unique to the home setting

and countries such as the United States and Japan (Khamidulin 2015).

Home management stands out in a rising market economy because:

- Extremely high speed of socio-economic processes that determine the business environment of management;
- A set of factors hampering the strengthening of scientific management in Uzbekistan;
- Lack of objective assessments of the activities of managers, rotation of managers within organisations and schools of the reserve of leading personnel;
- Low level of management accounting and analysis of the efficiency of enterprises and departments (Abdullaev & Kurpyanidi, 2018; Margianti et al., 2016; Tairov, 2016).

Modern management study investigates tangible contradictions that must be resolved. These contradictions cover managerial strategy and tactics, business capabilities and market conditions, human qualities, and innovation. The research technique selects procedures and difficulties to support the investigation. These choices guide the research toward its goal. Techniques might be conceptual, systemic, or aspectual. The element approach chooses a topic matter aspect based on importance or investigative resources. Personnel development may include educational, socio-psychological, and economic factors. The systems approach raises research methods. It requires analyzing every aspect of the issue, assessing their interrelation and significance, and determining the relationships between attributes, qualities, and qualities. Foundational ideas that set the research's course, organization, and consistency are developed in the conceptual method. Methodologies might be empirical, pragmatic, or scientific. Empirical people use their own experience. If their ideas produce the most immediate and applicable results, they may be pragmatic. The scientific method is the most effective because it uses scientific equipment and formulates research objectives using scientific principles (Akhmetshin et al., 2017; Yoshida & Takano, 2018). The research methodology must include criteria and limitations. They aid systematic investigation. Benchmarks can be

flexible or rigid, and constraints can be explicit or implicit (Foster & Swenson, 1997).

4. CONCLUSION

As a branch of management studies, quality management requires a thorough, practical, and meticulous education. The methods utilized to identify dependable information sources and analyze and interpret them must be scientific and methodologically sound to address the study question.

Formal-logical, general scientific, and specialized research procedures are the main tools of methodology. Formal-logical methods are used in management research. Scientific inquiry, represented in broad scientific methodologies, determines each type's efficacy. Methodologies match administrative duties.

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