

## ISSUES OF INCREASING THE LABOR EFFICIENCY OF MANAGEMENT PERSONNEL AT ENTERPRISES

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**Abstract:** *In economic development, a manager is, first of all, a person with a certain qualification level who has the authority and responsibility for implementing the company's development strategy, such as production volume, profit, profitability, labor productivity. The article highlights the role of managerial labor of managers in the effective operation of enterprises, the scientific approaches of scientists in this regard, and evaluation indicators.*

**Key words:** *environment, business, entrepreneurship, investments, entrepreneurial activity, foreign investments, investment system.*

In the context of economic reforms currently being carried out in our country, it is necessary to increase the role of employees in addition to the effective use of financial, economic and material resources. To do this, managers must recognize that each employee is the main value of the organization in the process of its management. By the end of the 20th century, organizations managed to become a universal form of human life, acquiring such characteristics as orientation towards multiple goals, activity and development, organizational structure, a separate culture, constant involvement in the external environment, and the use of various resources. Therefore, as a result of the reforms carried out for the sustainable and effective development of the republic's economy, in a short period of time, significant successes were achieved in implementing deep structural changes in the economy, developing production and the service sector, ensuring growth in incomes of the population, stable development of small businesses and the private sector. entrepreneurship, strengthening the activities of the bank and financial system,

Decree of the President of our country "On measures to radically update state policy for economic development and poverty reduction" dated March 26, 2020 No. PF-5975 and "on organizing the activities of the Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan and its system organization" adopted in our country in 2022-2026 By ensuring consistently high growth rates in economic sectors, it is possible to increase gross domestic product per capita in the next five years by 1.6 times and per capita income by 4 thousand US dollars by 2030, and also ensure basis for joining the ranks of "upper middle income countries". Therefore, the development of management activities today is considered one of the pressing issues [2].

As you know, one of the main factors in the development of the enterprise economy is the human factor. Today, managing labor potential at enterprises and its effective use requires management that is appropriate to the present time. In enterprise management, the number, potential, formation, development, and composition of employees are important. In particular, the influence of human resources directly affects the results of an enterprise's activities[3].

Also, currently, assessing the effectiveness of a manager's work is one of the pressing issues. An effective manager must pay equal attention to two areas of his activity: interaction with the external environment and improving the internal environment of the organization. In this sense, employee performance evaluation contributes to the development of relationships within the company. Therefore, at present, increasing attention to personnel assessment and certification is not accidental. Thus, managers strive to strengthen internal ranks and increase the stability of the organization in a negative economic situation.

Reforming the management system in the economic sectors of our country requires fundamentally new qualities from management personnel, and above all, new knowledge, skills and qualifications. The special place and importance of the managerial worker depends on competition between producers of goods and services[4].

In the context of the transition of the economy of our republic to market relations, problems arise with its reform. In particular, there is a situation with existing problems in enterprises and firms, including the low competitiveness of their products, significant inefficiency in business organization, and a lag behind developed countries in the field of management in all its manifestations. Management methods at enterprises and organizations in our country are often outdated. There is great interest in mental work and evaluation of managers' performance.

Therefore, the role of assessing labor activity in order to improve the efficiency of enterprises and organizations is constantly increasing, we can see this for the following reasons: the difficulty of measuring management activity as a type of intellectual labor in relation to the physical labor of workers, operators and other categories of technical personnel. In this case, there are practically no production standards directly related to the managerial work of the manager; The relationship between personal manager performance and overall end results becomes increasingly complex in the context of an intensified division of labor. This requires the use of modern methods in the process of assessing the performance of managers; The abundance and variety of functions, including the increased complexity and importance of managerial work due to professional differentiation, suggests an increased role for evaluating the work of managers of all categories.

The manager's constant monitoring of the activities of his subordinates at enterprises has a positive effect. The assessment is a set of several instrumental systems and is firmly

linked to the basic functions of facility management. Assessment presupposes the presence of evaluation criteria and a rating scale.

It is known that modern management principles - in the management of employees, work teams, and relationship processes in production - acquire a specific expression and independent essence. Management principles presuppose clear regulation of the rights and responsibilities of employees, as well as heads of various departments of the enterprise management system. During the work process, the responsibilities of the manager and employees must also be known. This is important for achieving the goals of the enterprise[5].

In the context of digitalization of the economy of Uzbekistan and the development of advanced innovative technologies, the introduction of complex management processes in the microdistrict requires the harmonization of all elements in the organization of the emerging management system. Therefore, there is a need to develop new methods and forms for assessing the activities of an organization, including new methods for analyzing labor relations and indicators. In today's ultra-globalized times, improper staffing, in turn, leads to great losses for organizations. An important aspect that the head of an organization or a specialist working directly with personnel (personal) takes into account when choosing personnel is the ability to know what a person can do now, and not what he did before. In this sense, in the process of personnel selection and maximum use of its recruiting capabilities, management and potential, the issue of researching technologies used in various companies around the world and studying the directions of their use in our national economy remains relevant.

The labor efficiency of management personnel can be discussed in terms of types, i.e. To assess the effectiveness of a manager's activities, production and economic indicators are used, which characterize criteria such as quality, size and duration of receipt of the product produced and services provided). The most universal criterion for assessing the performance of managers is the net profit indicator. However, it is also necessary to take into account a number of other indicators: the use of fixed and working capital, investment efficiency, staff turnover, etc.[8].

At the same time, one of the main factors of enterprise performance depends on the performance of management personnel. In our research work, when analyzing the labor efficiency of management personnel, the efficiency of the managerial labor of the design and search research and production enterprise "Shams" was analyzed. In this case, indicators related to our research work and a database were generated. Based on the collected data, methods such as statistical observation, comparative approach and logic were used.

In conclusion, it should be noted that the result of the work of an employee of a given management apparatus is characterized by the degree to which a managerial goal is achieved at the lowest cost. The main purpose of assessing the effectiveness of managerial

work is to improve the quality of employee work, a process that is of great importance both for setting wages in the long term and for training and development purposes.

We recommend the following recommendations based on the results of the data reviewed and their analysis. To improve the efficiency of management activities at enterprises:

- organization and repair of workplaces, their rational order and organization of an effective maintenance system;
- rational organization of the production environment, formation of a labor protection and health care system;
- efficient use of working time, optimization of work and rest schedules;
- creation of an effective information system in the internal and external environment of the enterprise, development of an effective communication system in the enterprise;
- that the manager eliminates the psychological barrier between the employee and subordinates;
- we believe that it is necessary to create a satisfactory socio-psychological environment in the team, a friendly attitude, and so on.

Thus, effective management affects all aspects of the functioning of the enterprise. Therefore, each enterprise needs to evaluate management efficiency and develop various measures to improve it. This will help improve the efficiency of the entire enterprise.

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