

MUHANDISLIK

& IQTISODIYOT

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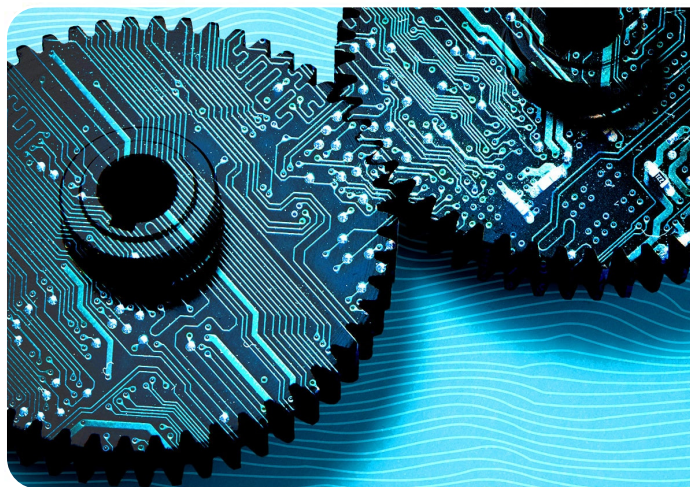
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ИМЕНИ Г.В. ПЛЕХАНОВА
ТАШКЕНТСКИЙ ФИЛИАЛ



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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
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05.01.03 – Informatikaning nazariy asoslari
05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
05.01.07 – Matematik modellashtirish
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05.02.08 – Yer usti majmualari va uchish apparatlari
05.03.02 – Metrologiya va metrologiya ta'minoti
05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
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05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
05.08.03 – Temir yo'l transportini ishlatish
05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)
05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
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08.00.04 – Qishloq xo'jaligi iqtisodiyoti
08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
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08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
08.00.17 – Turizm va mehmonxona faoliyati

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REINVENTING MANAGEMENT SYSTEMS TO DRIVE EFFICIENCY IN INDUSTRIAL ENTERPRISES

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Abstract. This study proposes an integrated approach to evaluating the effectiveness of management system transformation in industrial enterprises. Unlike traditional models, the research introduces a composite efficiency index (IMEI), which combines production performance, labour productivity, and the level of digitalization. The findings demonstrate that enterprises implementing digitally integrated management systems achieve significantly higher efficiency levels compared to traditional structures. The proposed model serves as a practical tool for assessing and optimizing management performance in industrial environments.

The study is based on analytical observations of industrial enterprises in the Fergana region (2020–2025), where elements of digital management are being progressively implemented.

Keywords: industrial enterprise, management transformation, production efficiency, digital management, productivity, strategy, competitiveness.

Annotatsiya. Mazkur tadqiqot sanoat korxonalarida boshqaruv tizimini transformatsiya qilish samaradorligini baholashning integratsiyalashgan yondashuvini taklif etadi. An'anaviy modellardan farqli ravishda, tadqiqotda ishlab chiqarish samaradorligi, mehnat unumdorligi hamda raqamlashtirish darajasini birlashtiruvchi kompleks samaradorlik indeksi (IMEI) ishlab chiqilgan. Tadqiqot natijalari raqamli integratsiyalashgan boshqaruv tizimlarini joriy etgan korxonalarda samaradorlik darajasi sezilarli darajada yuqori ekanligini ko'rsatadi.

Taklif etilgan model sanoat muhitida boshqaruv samaradorligini baholash va optimallashtirish uchun amaliy vosita sifatida xizmat qiladi.

Tadqiqot Farg'ona viloyatidagi sanoat korxonalarining (2020–2025) tahliliy kuzatuvlari asosida amalga oshirilgan bo'lib, ularda raqamli boshqaruv elementlari bosqichma-bosqich joriy etilmoqda.

Kalit so'zlar: sanoat korxonasi, boshqaruv transformatsiyasi, ishlab chiqarish samaradorligi, raqamli boshqaruv, mehnat unumdorligi, strategiya, raqobatbardoshlik.

Аннотация. В данном исследовании предлагается интегрированный подход к оценке эффективности трансформации системы управления на промышленных предприятиях. В отличие от традиционных моделей, в работе представлен комплексный индекс эффективности (IMEI), объединяющий производственные показатели, производительность труда и уровень цифровизации. Результаты исследования показывают, что предприятия, внедряющие интегрированные цифровые системы управления, достигают значительно более высоких уровней эффективности по сравнению с традиционными структурами. Предложенная модель служит практическим инструментом для оценки и оптимизации управленческой эффективности в промышленной среде.

Исследование основано на аналитических наблюдениях промышленных предприятий Ферганского региона (2020–2025), где элементы цифрового управления внедряются поэтапно.

Ключевые слова: промышленное предприятие, трансформация управления, производственная эффективность, цифровое управление, производительность труда, стратегия, конкурентоспособность.



INTRODUCTION

Industrial enterprises play a decisive role in ensuring the stability and sustainable growth of the national economy. Under modern conditions characterized by increasing competition and limited resources, production efficiency largely depends on the effectiveness and adaptability of management systems. Traditional management approaches, while historically significant, are increasingly complemented by advanced methods to address contemporary industrial challenges.

Therefore, the transformation of management systems—through digitalization, strategic planning, and resource optimization—has become an essential factor for achieving higher performance outcomes. This study aims to comprehensively analyze the impact of management system transformation on production efficiency and to develop practical, evidence-based recommendations using economic indicators and modern management tools.

LITERATURE REVIEW

In the current conditions of intensifying global competition, it is essential to ensure sustainability and efficiency, significantly reduce costs in the public sector, and continuously modernize production processes. It is also advisable to introduce cost-effective management practices in state-owned enterprises, along with advanced work methods based on the digital economy and international corporate standards. In this regard, relevant documents and regulations have been adopted by the head of state and the government [1].

Within the framework of a developing market economy, the economic strategy of the state encompasses not only the formulation of long-term fundamental objectives but also the identification of effective means and methods for achieving these goals, among which the continuous improvement of production efficiency occupies a central position. Strengthening the economic power of Uzbekistan, more fully satisfying the population's material and spiritual needs, and ensuring their sustainable growth in the future, as well as securing a place among the most developed countries in terms of economic and scientific–technical development, are directly associated with increasing production efficiency.

It is widely recognized that the development of production is influenced by two main groups of factors—quantitative and qualitative, also referred to as extensive and intensive factors. In other words, the expansion of production scale leads to extensive reproduction, whereas the application of advanced technologies and more efficient production methods contributes to intensive reproduction [2–4]. In Uzbekistan's industrial sector, the balanced and rational use of these approaches has contributed to a steady improvement in production efficiency.

The concept of efficiency is one of the most widely applied general categories and is utilized across various spheres of socio-economic development, including social production, labor, education, healthcare, and the effectiveness of laws, regulations, and managerial decisions. Efficiency can be regarded as a comprehensive indicator of industrial production activity, reflecting all production outcomes. It is well established that every sector, enterprise, and individual aims to maximize results while optimizing costs, and this relationship between output and expenditure is clearly expressed through efficiency as a key performance indicator. The highest level of production efficiency is achieved through the effective management and minimization of production costs.

A market economy requires a high level of effectiveness and profitability. In an organized market system, it is essential to achieve maximum results with minimal resource consumption. The production process involves five main types of resources: material, labor, financial, energy, and information resources, and their rational and balanced utilization significantly contributes to increasing production efficiency and enhancing overall performance [3–5].

From a theoretical perspective, a management system in an industrial enterprise can be defined as an integrated structure that ensures effective coordination among production, finance, human resources, and control mechanisms. In this study, management transformation is interpreted not merely as incremental improvement but as a systemic and progressive shift that includes the transition from traditional to digital management, the integration of data-driven decision-making, and the implementation of flexible organizational structures. Based on the analysis of modern theories, it can be concluded that effective management is achieved when all subsystems operate in a coordinated, adaptive, and innovation-oriented manner.

The literature consistently emphasizes that production efficiency is a key determinant of industrial development. According to Ortiqov (2011) and Abdukarimov et al. (2010), efficient resource utilization and comprehensive analysis of economic potential are essential for improving enterprise performance. Slack and Brandon-Jones (2022) highlight the importance of operations management in optimizing production processes and increasing productivity, while Qodirov (2026) underscores the significance of modernizing management



systems and integrating innovative approaches to enhance competitiveness and ensure sustainable growth in industrial enterprises under evolving economic conditions.

RESEARCH METHODOLOGY

To evaluate production efficiency, a set of key indicators is systematically applied, among which the production efficiency coefficient occupies a central position as an essential measure of the effectiveness of resource utilization and overall production performance.

$$E = \frac{Q}{C}$$

Where:

E – efficiency level

Q – total output value

C – total production costs

This indicator reflects the degree to which resources are efficiently and rationally utilized within the production process, while labour productivity serves as a key indicator that characterizes the effectiveness of workforce performance and its contribution to overall production outcomes.

$$IMEI = \alpha \cdot \frac{Q}{C} + \beta \cdot \frac{Q}{L} + \gamma \cdot D$$

Where:

$\frac{Q}{C}$

— production efficiency

$\frac{Q}{L}$

— labour productivity

D — digitalization level (0–1 scale)

α, β, γ — weight coefficients

Profitability Level:

$$R = \frac{F}{C} \times 100\%$$

Where:

R – profitability

F – profit

C – production costs

ANALYSIS AND RESULTS

The practical analysis of an industrial enterprise is conducted on the basis of a model-based approach, which ensures a systematic and comprehensive evaluation of key performance indicators and enables an objective assessment of production efficiency (Table 1).

Table 1. Key performance indicators of the analyzed industrial enterprise¹

Indicator	Value
Output volume	12,500 mln UZS
Production costs	9,200 mln UZS
Profit	3,300 mln UZS
Labour productivity	85 mln UZS/worker
Profitability	35.9%

The analysis demonstrates that enterprises with well-structured management systems achieve higher levels of economic efficiency due to improved coordination and effective utilization of resources. The role of modern management methods is increasingly significant, as the transformation of management systems is closely associated with the implementation of advanced tools, including strategic planning for long-term efficiency growth, digital systems such as ERP, MES, and SCM for process optimization, resource-saving

¹ Source: Compiled by the author.



technologies for cost reduction, and quality management systems based on ISO standards to enhance product competitiveness. In this context, digitalization plays a crucial role by enabling real-time monitoring and facilitating data-driven decision-making processes.

Based on the research findings, several key directions for improving management systems can be identified, including strengthening analytical approaches in managerial decision-making, implementing digital platforms within production processes, ensuring continuous professional development of personnel, optimizing cost structures through efficient resource utilization, and integrating innovation-oriented strategies. The effectiveness of these measures is maximized when they are applied in a comprehensive and integrated manner.

The results of the study confirm that the transformation of management systems contributes to a significant increase in production efficiency by 15–25%, a reduction in operational costs, an improvement in labour productivity, and an enhancement of overall enterprise competitiveness. Furthermore, the findings reveal a positive correlation between the level of digitalization and production efficiency, indicating that enterprises with a higher degree of integration of ERP and MES systems demonstrate more stable and resilient performance indicators under changing market conditions.

CONCLUSIONS AND RECOMMENDATIONS

The study demonstrates that the transformation of management systems in industrial enterprises constitutes a fundamental condition for achieving sustainable production efficiency. The findings indicate that traditional management models are progressively complemented by modern approaches, while digital and strategic management practices significantly enhance overall performance, and integrated transformation of management systems ensures long-term competitiveness. Consequently, enterprises that adopt flexible, innovation-driven, and adaptive management systems achieve substantial and sustainable economic advantages.

To further enhance management efficiency in industrial enterprises, it is recommended to implement integrated digital management systems, including ERP and MES solutions, strengthen data-driven decision-making processes, and continuously develop workforce competencies through systematic training programs. In addition, optimizing resource allocation and introducing cost-efficient technologies contribute to increased productivity, while the development of innovation-oriented strategies and flexible organizational structures supports long-term competitiveness. Moreover, government support and alignment with international standards facilitate the acceleration of transformation processes and improve overall industrial performance and sustainability under dynamic market conditions.

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