IMPROVING THE USE OF INNOVATIVE PROCESSES IN HR MANAGEMENT IN TEXTILE ENTERPRISES

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ABSTRACT

In the article, special attention is paid to the conditions of modern globalization, the effectiveness of the market economy is directly related, first of all, to the personnel management system of the state and enterprises, the introduction of innovative forms of personnel management, with the funds spent on investments in human capital. In particular, extensive research is being conducted on the introduction of innovative methods of personnel management in the textile industry, the effective use of motivational methods to increase consumer purchasing activity, the development of electronic and mobile commerce and the creation of product brands.

KEYWORDS: *Innovation Process, Personnel, Industry, Innovative Management Methods.*

INTRODUCTION

Over the past 15-20 years, there have been significant changes in the development of the textile industry in the world. As a result of the globalization of the economy, “the center of textile production has moved from Europe and the United States to the countries of the“ third world ”, in particular, to Southeast Asia, Central Asia, and South America”[1]. The global changes taking place in the world show that about 80 percent of economic growth is due to factors such as labor, qualifications, aspirations, and potential, and the remaining 20 percent are other factors. Therefore, the human factor plays an important role in any system of production and management. Developed countries are improving the personnel management system at textile enterprises by diversifying production, effectively using modern management methods, and introducing innovations, as well as increasing the competitiveness of national products in the world market in a highly competitive environment.

The world is conducting research aimed at improving the efficiency of using innovative methods of personnel management, in particular, the introduction of modern management methods in the management of companies, the development of innovative models of personnel management, strengthening the socio-psychological aspects of a person in managerial relations, motivating employees in an enterprise and strengthening the principles of innovative management. In particular, extensive research is being carried out on the introduction of innovative methods of personnel management in the textile industry, the effective use of motivational methods to increase the purchasing activity of consumers, the development of electronic and mobile commerce, and the creation of product brands.

In the conditions of modern globalization, the efficiency of a market economy is directly related,

first of all, to the personnel management system of the state and enterprises, the introduction of innovative forms of personnel management, and the funds spent on investments in human capital.

The basis of effective personnel management is the purposeful activity of the management of the enterprise, including the development of the concept and strategy of personnel policy, principles, and methods of personnel management. That is why a number of foreign and domestic economists have conducted research on the issue of personnel management.

Russian economist Dresvyannikov V.A. developed the following definition "Personnel management is a system for managing employees using psychological, legal, economic and social management methods, in which the scope of activity is aimed at improving the efficiency of an enterprise by increasing the efficiency of working with specialists"[2].

In our opinion, the concept of "personnel management" should be understood in the sense of increasing the efficiency and competitiveness of an enterprise through the effective use of the physical and intellectual potential of employees through interrelated techniques, forms, and methods of organizing work with personnel.

In the context of the modern development of socio-economic systems, the textile industry, which is turning into one of the main sectors of the world and national economy, has formed as an integrated system in which industrial enterprises are closely connected with other sectors. To date, the use of innovative methods of personnel management is recommended for the development and competitiveness of textile enterprises.

TABLE 1 AN INNOVATIVE METHOD OF PERSONNEL MANAGEMENT IN ENTERPRISES[3]

Conditions for the effectiveness of innovation	**Expected results**
Subordination of the goals of the enterprise to interact with the external environment	Recognition of the results of the activities of the personnel of enterprises by consumers
Improving management based on the differentiated needs of people	Functional unity, that is, the functioning of all organs in the interests of a single organism
Consideration of an enterprise as a set of goals, strategies, structure, and other units, relationships that take into account the needs of different structural units	Corporate solution of problems of personnel and departments of the enterprise
Comprehensive support for the introduction of innovations in production and personnel management	Stimulation of innovative activity of employees, creation of favorable conditions for creativity
Increasing focus on internal and inter-organizational relationships	A positive environment is created, conflicts are reduced, staff dissatisfaction is reduced
Existence of various rules and regulations governing the participation of employees in the production process	A flexible personnel management system is being formed, covering all aspects of the production process
Strong flexibility, organizational culture	Rapid adaptation of employees, structural divisions and the enterprise as a whole to production and management changes

Recognition of employees as the main capital of the corporation	Increasing employee motivation
Implementation of innovative mechanisms to ensure the participation of employees in the distribution of profits of the enterprise	Achieving strategic goals at the enterprise leads to increased efficiency

In the process of managing employees at enterprises with the help of innovative methods, the principles of specialization, integration, centralization, democratization and time management are implemented in a general manner, at the same time, improvement in the management of individualism and collegiality, scientific character, planning, improvement of forms and methods of management, selection and personnel placement, personal initiative, and responsibility and risk, and these laws and principles differ from the situation in other industries due to the peculiarities of the organization of activities in the textile industry. They may appear in the following:

- to achieve efficient results, the company must clearly define the strategic development goals and bring them in line with the personnel management strategy. It is implemented through the introduction of mechanisms for the participation of employees in the distribution of profits of the enterprise, achieving sustainability in the internal and external environment, increasing labor motivation, rapid implementation of innovations and strengthening competitiveness in the market;
- constant and consistent interaction with the external environment, conducting various marketing research, monitoring, studying the opinion of the team and bringing this information to the staff;
- based on functional tasks, the differentiation of forms and methods of personnel management, the implementation of activities together and the identification of problems on an individual basis;
- support for the highly innovative activity of employees, the introduction of incentive and motivation systems for the manifestation of the creative abilities of employees;
- Formaton of stable effective special teams on production and management issues through the creation of an innovative personnel management system.

The effective use of the means of production necessary for the sustainable development of the production process in the textile industry, based on high-level production technologies and personnel management in the production of high-quality and affordable consumer goods, is associated with the level of capitalization through the introduction of innovative personnel management methods.

To conduct a PEST analysis of the textile industry in the study, the factors influencing the efficiency of enterprises were divided into 4 groups. The degree of influence of the influencing factor in the composition of each group of factors on the activity of textile industry enterprises is determined.

The level of influence of factors combined into 4 groups was determined by experts on the basis of levels 1–3 based on the PEST analysis methodology. The level of influence of factors reflects the following characteristics of each level: the level of influence of factor 1 is low, any change in

the factor practically does not affect the state of the activity of textile industry enterprises; only a significant change in factor 2 affects the activities of textile enterprises; the level of influence of factor 3 is high, any fluctuation of the factor indicator affects the state of enterprises in the industry.

In accordance with the results of the analysis of the survey, on the basis of PEST and SWOT analysis, the degree of significance of the factors influencing the organization of personnel management at textile enterprises through innovative processes was assessed. At the same time, the degree was assessed as “very low” - (0-1.8), “low” (1.9-2.8), “medium” (2.9-3.9), and also “high” (4.0-5.0) .

Based on the PEST factor analysis and the analysis of the results of a survey of executives of selected textile enterprises, we consider it appropriate to implement further actions aimed at further developing the textile industry in our country and improving the efficiency of management processes in this industry:

- phased development of infrastructure systems necessary for the development of the textile industry based on a factor analysis of the potential of enterprises;

- training of qualified personnel for textile enterprises;

- ensuring effective interaction of elements of the internal and external environment through the coordination of management processes between enterprises;

- development of effective mechanisms for attracting investments to finance textile enterprises.

Comprehensive implementation of the proposed priority areas in the industry in the future will allow textile industry enterprises to develop the organization and management of activities, as well as manage and coordinate factors affecting the efficiency of operations, reducing the level of potential risks.

Innovative potential or the concept of innovative potential in an enterprise is a resource of innovative activity, covering the number of enterprises engaged in various developments and research, productivity, efficiency, intellectual property, innovation specialists, scientists, the number of personnel, financing and material base of production, domestic and scientific information, data on innovations and innovation activities, scientific schools and their role in domestic and world science.

Based on the foregoing, the classification of innovation potential factors by management level is the most important when considering the expansion and assessment of the level of innovative potential of an enterprise, since the factors affecting innovation potential are structured by management level. This study scientifically substantiates the importance of taking into account internal and external factors as tools for the effective management of innovation processes in ensuring the adaptation of personnel management in enterprises to market conditions.

Today, the textile industry plays an important role in the economy of Uzbekistan. This industry is given a central role in the production of industrial products, since it produces a wide range of consumer goods, which, in turn, leads to the saturation of a large part of the market. In addition, this industry will provide the republic with a large number of jobs, including employment in this sector, mainly for women, which will help maintain the demographic balance in industrial zones.

At present, Uzbekistan has a large and diversified textile industry. The share of the textile industry in the gross domestic product of the republic is 4.8%, accounting for 25% in industrial output and 13% of fixed assets. At the same time, 32% of workers in the industry of the republic work in this industry.

Uzbekistan has a rich raw material base for the development and supply of all sectors of the textile industry (cotton, wool, karakul, oil, gas, etc.), as well as sufficient conditions for economic development at a rapid pace (natural-climatic, territorial and labor resources).

In 2020, in the context of a pandemic, 72 projects totaling $591 million were launched at industry enterprises specializing in the production of finished yarn, as well as finished knitted fabric. In total, 17,165 new jobs were created due to the launched projects. The volume of production in 2020 increased by 1976.9 million dollars compared to 2019 (table 2).

TABLE 2 DYNAMICS OF OUTPUT VOLUME IN ACCORDANCE WITH THE MAIN ASSORTMENT IN THE ASSOCIATION "UZTEKSTILPROM"[4]

N	Name of product	Unit of measurement	2017	2018	2019	2020	2021
1.	Textile and garment-knitwear	Million Doll.	3565.1	4621.8	6411.2	8388.1	11109.1
2.	Skeins of cotton thread	Thousand tn.	392.4	442.9	608.2	754.3	835.0
3.	Including dyed, mixed, bamboo and acrylic threads	Thousand tn.	39.9	132.8	182.5	226.3	305.1
4.	Finished fabric (canvas)	Million sq.m	370.5	462.8	625.0	812.5	1056.0
5.	Knitted fabric	Thousand tn.	71.9	89.9	142.3	227.4	300.2
6.	Sewing and knitwear	Million units	342.2	416.0	559.8	712.2	1011.3
7.	Hosiery	Million steam	72.9	98.4	162.9	229.9	309.3

From the analysis of the data given in Table 2, it is obvious that in 2020, compared to 2019, the volume of production of skeins of thread increased by 146.1 thousand tons (124%), the volume of production of finished fabric (cloth) increased by 187.5 million. sq. meters (130%), production of knitted fabric - by 85.1 thousand tons (159.8%), production of garments and knitwear - by 152.4 million units (127.2%), and the production of hosiery - by 67 million pairs (141.1%).

TABLE 3 DYNAMICS OF STAFF TURNOVER IN INDUSTRIES OF THE REPUBLIC OF UZBEKISTAN[5]

Indicators	2013 –	2014 –	2015 – –	2016 – –	2017 –	2018 –	2019 – –	2020 – –
Growth rates of industrial production as a percentage of the previous year	108.5	106.5	107.8	109.5	108.3	107.9	106.2	108.6
Labor productivity in the industry (thousand soums per 1 person employed in industry)	18563.5	23939.3	27153.8	31996.2	37481.0	47797.1	52074.1	58628.6
Information about employees employed in the industry	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Higher education	17.0	19.5	19.4	18.2	18.8	18.5	16.7	17.8
Secondary special education	27.8	32.9	32.1	32.3	36.6	38.3	39.1	41.1
Secondary and incomplete secondary education	55.2	47.6	48.5	49.5	44.6	43.2	44.2	41.0
Distribution of personnel employed in industry by category	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Leaders	5.8	5.8	5.6	5.3	5.5	5.3	4.6	4.7
Specialists	8.8	9.9	10.3	10.0	10.1	9.6	9.4	9.8
Technical staff	2.9	3.1	2.9	3.0	3.0	4.3	4.8	4.6
Service staff	12.2	17.7	17.3	17.9	18.2	18.0	19.9	20.8
Production personnel	70.3	63.5	63.9	63.8	63.2	62.8	61.3	60.0
Staff turnover in the industry	6.6	2.7	1.1	5.0	7.2	4.9	4.4	5.1
Employees hired	32.7	33.7	31.2	28.5	28.5	22.0	19.8	18.8
Resigned employees	26.1	30.9	30.1	23.5	21.3	17.1	15.4	13.7
Payroll fund for full-time employees, million soums	76,352.8	103 303.8	140 304.2	177 946.0	218 106.5	259 833.6	453 750.8	421807.6

During the analyzed period, the level of employment in the industry of the republic demonstrates a stable growth trend.According to the analysis of these indicators, the growth rate of labor productivity was 14.6% due to an increase in the price index, and the parallel growth in employment with output means that labor productivity did not increase significantly.

From the data in the table, it is obvious that the average share of production personnel in the industry is 64%, the average share of service personnel is 18%, technical personnel is 3.5%, and

specialists are 9.5%. Managers make up 5.5% of the total number of personnel employed in the industry, and it is this category of people that can be attracted to shareholders in joint-stock companies.

World experience shows that 70-90 percent of the gross domestic product of some developed countries is created through the development of innovation activity[6]. In particular, in 2018, in terms of countries, South Korea occupied a leading position in terms of R&D spending. To finance scientific research, this country allocated 4.3 percent of GDP or 73.1 billion US dollars, the State of Israel spent 4.2 percent of GDP on research and development, Japan - 3.4 percent, and Sweden - 3, 1 percent or $14.2 billion. In Uzbekistan, this figure is only about 0.2 percent. 36 percent of the world's highly knowledge-intensive products come from the United States, 30 percent from Japan, and 22 percent from China[7]

The total number of employees in this society increased from 500 in 2018 to 1680 in 2020, respectively. The next three years saw a dramatic change in the total number of employees. In addition, in order to consider the change in the number of employees in a given company, the analysis was carried out by dividing all employees into three groups. The number of management personnel was 22 in 2018, 28 in 2019 and 30 in 2020. In this aspect, the main change affected the number of employees employed both in the service sector and in production. The number of service personnel has increased from 22 people in 2018 to 30 people by 2020. As a result of this factor, the share in the total number of employees increased from 26.6 percent to 38.69 percent. The number of people employed in production increased from 345 to 738 people, which is 262 people or 59.58 percent more than in the previous year. If we look at structural changes, in 2018 the share of management personnel in the total number of employees was 4.4 percent, and in 2020 it was 1.78 percent, which is a relatively high figure, despite the reduction in quantitative terms.

We consider it expedient to introduce the KPI (Key Performance Indicator) system, which is used in personnel management in large companies, enterprises and organizations in many developed countries. As a result of the study, a system of indicators was developed to assess the innovative potential of textile industry enterprises and a methodology for determining the rating was proposed (Table 4).

TABLE 4 IMPLEMENTATION OF INDICATOR METHODS - INNOVATIVE METHODS IN THE IMPLEMENTATION OF THE KPI (KEY PERFORMANCE INDICATOR) SYSTEM IN THE INNOVATIVE MANAGEMENT OF MANAGEMENT PERSONNEL IN THE TEXTILE INDUSTRY[8]

No.	Indicator Name	Points
I. The level of development of human capital in the enterprise (30 points)		
1	Degree of successful application of the digital management system among employees of the textile industry	**3**
2	Share of employees with higher education in total headcount	**3**
3	Implementation of personnel policy, the share of specialists sent for internships abroad in the total number of employees	**2**
4	Managerial potential, the principle of collegial management, skills of middle and lower managers	**3**
5	Number of innovations introduced into the management process	**2**
6	Specialists who are responsible for coordinating innovation activities	**1**

II . Innovation Financing Indicators (30 points)		
1	Share of expenditure on research and development in gross financial expenditure	**5**
2	Share of remuneration for inventive and rationalization activities in gross financial income	**4**
3	The share of funds allocated for the training of specialists with higher education on the basis of orders in gross financial costs	**4**
4	Funds generated in the innovation development fund	**4**
5	The cost of business contracts concluded with research institutes for the implementation of scientific developments	**1**
III . State of innovation infrastructure development (15 points)		
1	The share of laboratory equipment and expenses in the total expenses for the purchase of equipment, hardware and software products	**4**
2	Established research centers (R&D)	**4**
3	The degree of renewal of fixed assets	**4**
IV . Performance indicators from innovation (25 points)		
1	Protection of inventions, scientific, technical and innovative developments (filed applications and received patents)	**4**
2	Share of innovative products (services) in the total volume of developed products (services)	**4**
3	New products created as a result of ongoing R&D research	**4**
4	The share of funds received from the sale of newly created products, technologies (services) in gross financial income	**3**
5	Number of completed development projects per year	**3**
6	Protection of inventions, scientific and technical and innovative developments	**2**
Total		**64**

In the process of conducting a study based on the results of socio-economic activities of KONTEKS TASHKENT LLC in 2010-2021, in order to determine the strategy of management processes, an analysis of innovative methods of personnel management was carried out according to the above indicators at the required level. According to the results of the analysis, it is obvious that the indicators of the introduction of innovative methods for personnel management in KONTEKS TASHKENT LLC amounted to 64 points. The results of the study show that in order to increase the effectiveness of the use of innovative methods of personnel management in textile industry enterprises, special attention should be paid to the share of employees with a scientific degree in the total headcount, the share of employees with higher education in the total headcount, the share of researchers, inventors and innovators in the total number of employees, as well as the share of funds received from the sale of newly created products, technologies and services in gross financial income.

Based on the foregoing, we can conclude that the use of innovative methods of personnel management in textile industry enterprises depends on the scientific and technical level of the enterprise and is one of the only sources of economic growth. This is reflected in the assessment of the innovative level of economic development, in such indicators as the existing innovative

potential, the state of the innovative infrastructure, and the contribution of innovative activity to the economic growth of the enterprise.

In the process of conducting a study, in order to determine the strategy of management processes based on the results of socio-economic activities of KONTEKS TASHKENT LLC, operating in the textile industry from 2010-2021, promising prospects for the future were developed based on a multifactorial econometric model.

The highest point of the net profit volume function of KONTEKS TASHKENT LLC, i.e. such factors as the number of management personnel in the enterprise, management costs and the number of innovations introduced into the management process were chosen as the resultant factor.

TABLE 5 CHANGES IN INDICATORS OF MANAGERIAL PERSONNEL AND IMPLEMENTED INNOVATIONS TO NET PROFIT IN KONTEKS TASHKENT LLC FOR 2011-2020[9]

years	Net profit, million soums (Y)	Number of managerial staff, number of people (X1)	Administrative expenses, million soums (X2)	Number of innovations introduced into the management process (X3)
	LLC "Konteks Tashkent"	LLC "Konteks Tashkent"	LLC "Konteks Tashkent"	LLC "Konteks Tashkent"
2011	420	6	205	four
2012	480	6	210	four
2013	520	6	222	6
2014	720	eight	280	eight
2015	920	13	420	eight
2016	1000	fifteen	460	eight
2017	1100	18	530	12
2018	1700	22	712	23
2019	1850	28	1042	25
2020	1970	30	1260	25

X_1 - the number of management personnel; X_2 - management costs; X_3 - the number of innovations introduced into the management process.

If we study the essence of the endogenous factor and the exogenous factor influencing it, then the factors that have a significant impact on the number of management personnel, management costs, as well as capital investments designated as influencing factors are divided into a dependence associated with a model similar to the production Cobb -Douglas model.

Using the identified data, a multifactorial econometric model of changes that took place under the influence of the volume of net profit and factors affecting it in KONTEKS TASHKENT **LLC was compiled**. In accordance with this, the following regression equation was drawn up, denoting this process:

$Y = 42.32\ 1\ X_1 - 0.198\ X_2 + 31{,}403 \cdot x_3 + 144.006$

Using a multifactorial econometric model, the value of changes in the volume of net profit of a textile industry enterprise under the influence of management factors in the medium term, i.e. in 2021-2025 are expressed as follows.

Based on the coefficients of variables in the constructed multifactorial models, we will be able to estimate how much the value of the effective factor changes due to the added unit of the value of each factor. In particular, an increase in the number of management personnel in KONTEKS TASHKENT LLC by an additional 1 unit will lead to an increase in the net profit of the enterprise by 42.321 million soums, and an increase in management expenses by 1 million soums will lead to a decrease in the effective indicator by 0.198 million soums, and an increase the volume of capital investments by 1 million soums will lead to an increase in the effective indicator by 31.403 million soums.

With the expansion of innovative activity at the enterprise, there is a need for professional personnel capable of making decisions that will ensure the development and implementation of specific innovative technologies at all levels of production and management.

In the context of the digitalization of the economy, the development of the innovative potential of enterprises and the identification of the conditions necessary for the implementation of innovative strategies, the identification of the existing conditions of the enterprise, the increase in the innovative potential of employees and the improvement of conditions for the implementation of innovative activities based on available resources will serve to increase the competitiveness of personnel in the sustainable development of textile enterprises in the regions.

Based on the chosen strategy, the stages of implementing the processes of managing textile enterprises in the region will be formed, taking into account the determination of the duration of the activities that must be implemented at these stages, the number of resources that must be included, and the personnel required for their implementation.

RESULTS

As a result of the directed and consistent development and implementation of the proposed innovative personnel management mechanism, it will allow textile enterprises with high potential to develop quickly and efficiently on the basis of dominance.

In accordance with the material and non-material goals set by the top management of the enterprise, the structure of intangible indicators is determined separately for each specific enterprise, while the material indicators are often of the same type and reflect the effectiveness of cost management in the market conditions of any enterprise. The main material goal of the enterprise is the coordination of business value management, in which the following indicators can serve as indicators of management success in achieving goals: 1) performance indicators of the company's strategic efficiency and, accordingly, cost indicators that measure the increase in the company's value; 2) operational efficiency (the results of the company's main activities to increase sales, reduce costs or increase productivity); 3) the effectiveness of investment activity (the effectiveness of the investment project implemented by the company, in this case, investment projects are any projects related to the investment of funds); 4) the effectiveness of capital gains (search for new sources of financing for the enterprise, free purchase of shares in other companies and working capital management).

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