

## IMPROVING MANAGEMENT STRATEGIES FOR AGRICULTURAL ENTERPRISES IN UZBEKISTAN: ORGANIZATIONAL AND ECONOMIC APPROACHES

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### Abstract

This article examines the issues of improving the organizational and economic mechanisms of managing the activities of industrial enterprises in Uzbekistan, particularly, in the case of agricultural production enterprises. Agricultural enterprises play an important role in the economy of Uzbekistan and are of great importance in ensuring the country's food security, as well as in increasing the export potential. At the same time, there are several problems in the effective management of the activities of these enterprises: problems such as underdeveloped infrastructure, lack of financial resources, and lack of qualified personnel need to be solved. In the article, the essence, tasks and methods of improving the organizational and economic mechanisms in the management of enterprises are extensively analyzed. Special attention is paid to modern methods and approaches of enterprise management, as well as infrastructure development, introduction of innovations, financial support and personnel training. Through these improvement measures, it is possible to increase the efficiency of agricultural production enterprises, ensure food security and achieve economic growth.

**Keywords:** industrial enterprises, organizational and economic mechanisms, agriculture, production, management, improvement.

### Introduction

Industrial enterprises play an important role in the economy of the Republic of Uzbekistan. In particular, agricultural production enterprises play a key role in ensuring the country's food security and increasing its export potential. The

agricultural sector of Uzbekistan is mainly focused on the cultivation of cotton, wheat, fruits and vegetables, and these products are important for the economic stability and development of the country [1,2,3].

It is important to improve the management system of agricultural enterprises for efficient operation. Currently, there are several problems in the management systems of these enterprises. In particular, problems such as underdeveloped infrastructure, lack of financial resources, and lack of qualified personnel have a negative impact on the efficiency of these enterprises. Therefore, there is a need to improve the organizational and economic mechanisms of managing the activities of industrial enterprises, in particular, agricultural production enterprises [4,5].

Organizational-economic mechanisms of management consist of tools, methods and processes necessary for the effective organization and management of enterprise activities. These mechanisms play an important role in coordinating the activities of enterprises in the financial, human resources, production and marketing spheres. Mechanisms such as planning and strategic management, financial management and human resource management are of particular importance for agricultural production enterprises [6,7,8].

In this article, the main problems encountered in managing the activities of agricultural production enterprises, ways to solve them, and issues of improving the organizational and economic mechanisms of management are extensively analyzed. The proposals and recommendations put forward in the article help to increase the efficiency of enterprises, ensure food safety and sustainable development of the country's economy [9-12].

#### *The main part*

### **1. The current situation of agricultural production enterprises in Uzbekistan.**

In Uzbekistan, the agricultural sector is one of the most important sectors of the national economy. This sector is a major contributor to the country's gross domestic product (GDP), employment and export earnings. However, there are several problems in managing agricultural enterprises:

- **Underdeveloped infrastructure:** Water supply, transport and logistics systems are underdeveloped. This situation leads to difficulties in the production and delivery of agricultural products. The lack of an effective infrastructure system causes a decrease in the quality of products and an increase in production costs.



- **Lack of financial resources:** Agricultural enterprises often do not have sufficient financial resources. Difficult credit conditions and high interest rates limit access to financial resources. This limits the possibilities of introducing new technologies and modernizing production processes.

- **Lack of personnel and lack of qualified specialists:** Lack of qualified personnel in the agricultural sector is also an important problem. Many enterprises have workers who do not have the knowledge and skills necessary to apply modern management methods and implement new technologies.

## 2. The nature and tasks of organizational and economic mechanisms

Organizational-economic mechanisms consist of tools, methods and processes necessary for effective management of enterprise activities [14-18]. These mechanisms serve to coordinate the activities of the enterprise in the financial, human resources, production and marketing spheres. The following mechanisms are important for agricultural enterprises:

- **Planning and strategic management:** Determining the long-term goals of the enterprise and determining ways to achieve them. Strategic planning plays an important role in ensuring the sustainable development and competitiveness of the enterprise.

- **Financial management:** Effective management and optimal use of financial resources. In this process, it is important to analyze the financial situation of the enterprise, create financial plans and manage financial flows.

- **Human resource management:** Attracting, training and motivating qualified personnel. Personnel training and improvement of their qualifications play an important role in increasing the efficiency of the enterprise.

- **Management of marketing and sales system:** Increase the company's income by analyzing the market, advertising products and organizing sales.

## 3. Ways to improve the activity of agricultural enterprises

In order to improve the activities of agricultural production enterprises, measures should be taken in the following directions:

- **Infrastructure development:** Efficient delivery of agricultural products by improving water supply, transport and logistics systems. In this regard, it is important to attract investments in the development of infrastructure by the state and to expand cooperation with the private sector.



- **Introducing innovations:** Application of new technologies and provision of modern equipment. By introducing innovations, it is possible to increase production efficiency and improve the quality of products. For this purpose, the state must support innovative projects and allocate subsidies.

- **Financial Aid:** Support of enterprises by providing subsidies and preferential loans by the state. It facilitates access to financial resources for enterprises and serves their development.

- **Personnel training:** Training of qualified specialists and ensuring their continuous development. It is possible to train qualified personnel by strengthening cooperation with agricultural universities and research institutes. It is also necessary to implement programs of retraining and upgrading the skills of the enterprises [19-25].

- **Improving market and marketing strategies:** Expanding the opportunities for enterprises to bring their products to market by improving product advertising, market research and marketing strategies. By analyzing market demands and trends, it is possible to increase the competitiveness of products.

- **Development of international cooperation:** Expansion of access to the international market, promotion of exports and attraction of foreign investments. It is possible to ensure the development of agricultural enterprises through the exchange of experience and the adoption of advanced technologies within the framework of international cooperation [26-28].

#### 4. Introduction of innovative management systems

The introduction of innovative management systems is important in increasing the efficiency of agricultural production enterprises. In this process, the following approaches should be implemented:

- **Application of information and communication technologies:** Wide use of information and communication technologies (ICT) in the production and management of agricultural products. These technologies increase the possibilities of automation of production processes, rapid data collection and analysis, as well as effective management of resources.

- **Electronic control systems:** Introduction of electronic management systems in enterprise management. Through these systems, all processes of the enterprise can be monitored and managed on a single platform. This helps to increase management efficiency and speed up decision-making processes.

- **Smart farming:** Optimizing agricultural processes using modern technologies, including artificial intelligence, IoT (Internet of Things), drones and sensors. Through smart agricultural systems, it is possible to monitor the condition of crops in real-time and effectively manage the consumption of feed and water [29-30].

#### 5. *Advanced management techniques for industrial enterprises*

**Lean management:** This management style not only helps to reduce costs but also simplifies production processes within the enterprise. By satisfying the needs of customers and optimizing work processes, it is possible to increase the quality of products and speed up production processes.

**Just-In-Time (JIT) management:** In this method, production processes are adjusted to minimize the time the products are produced and stored in warehouses. Products are produced directly according to customer needs, and warehouse storage is also reduced.

**Six Sigma management:** This management style aims to reduce the number of errors and manage processes effectively. Statistical analyses and observations are used in the enterprise to standardize practice, direct work and improve the quality of work.

**Total Quality Management (TQM):** In this method, attention is paid to improving the quality of all work activities. Each employee and employee within the enterprise must have additional knowledge and skills that are used to perform the work activities well.

**Kaizen management:** In this method, small but steady changes are made every day in the enterprise. Mastery is carried out on employees, activities and processes, which increases the strength of the enterprise.

These advanced management techniques can be used in combination with other management techniques for industrial enterprises, which help to increase the efficiency of the enterprise and maintain its competitiveness.

#### *Conclusions*

Improving the organizational and economic mechanisms of managing the activities of agricultural production enterprises in Uzbekistan is important for ensuring the country's economic stability and food security. The mechanisms and proposed solutions considered in this article serve to increase the efficiency of agricultural enterprises.

First, it is necessary to eliminate difficulties in the production and delivery processes by improving the underdeveloped infrastructure. For the development of water supply, transport and logistics systems, it is necessary to attract investments in cooperation between the public and private sectors. As a result of improving the infrastructure, the quality of products will increase and production costs will decrease.

Secondly, in order to expand the access to financial resources of agricultural enterprises, it is necessary to strengthen the system of state subsidies and preferential loans. This will expand the opportunities for enterprises to introduce new technologies and modernize production processes.

Thirdly, training of qualified personnel and ensuring their continuous development plays an important role in increasing the efficiency of agricultural enterprises. It is necessary to strengthen cooperation with agricultural universities and scientific-research institutes, to implement personnel retraining and qualification improvement programs.

Fourthly, by improving the market and marketing strategies of agricultural enterprises, it is possible to expand the possibilities of marketing products. It is necessary to increase the competitiveness of products by analyzing market demands and trends.

Fifth, it is possible to ensure the development of agricultural enterprises by developing international cooperation and attracting foreign investments. The exchange of experience and adoption of advanced technologies within the framework of international cooperation will increase the efficiency of the agricultural sector.

Sixth, the introduction of innovative management systems is important in increasing the efficiency of agricultural production enterprises. It is possible to optimize production processes through the use of information and communication technologies, the introduction of electronic control systems and intelligent agricultural systems.

In general, it is possible to improve the efficiency of enterprises, ensure food security and achieve economic growth by improving the organizational and economic mechanisms of managing the activities of agricultural production enterprises. The proposals and recommendations put forward in this article play an



important role in organizing the activities of agricultural enterprises more efficiently and contributing to the sustainable development of the country's economy.

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