

EVALUATION OF THE EFFECTIVENESS OF THE MANAGEMENT SYSTEM OF CHEMICAL INDUSTRY ENTERPRISES

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ABSTRACT	KEYWORDS
The article describes the structure, classification, and features of management models at chemical industry enterprises, organizations and stages of managerial work. The importance of improving management models is described.	Industrial enterprises, chemical industry, management model, management system, distribution of powers, stages, process description.

Introduction

The modern theory of management, firstly, expresses the need to match management efficiency indicators with the enterprise efficiency and capacity indicators, and secondly, shows the need to take into account multi-faceted influences on management using a set of additional tools [1,2,3,4].

The criterion of enterprise management efficiency is inextricably linked to its goals. The development of the goals of the enterprise is an action of the management system, and their implementation is carried out within the scope of the management system and within the managed field. The effectiveness of enterprise management in many cases depends on long-term planning of its activities and prediction of future changes. To a certain extent, this situation creates an opportunity to reduce risk in the conditions of an unstable economy [5].

Therefore, the modern theory of management, firstly, expresses the need to match management efficiency indicators with enterprise efficiency and potential indicators, and secondly, it shows that there is a need to take into account multilateral influences on management using a set of additional tools. shows.

In general, the management system and its effectiveness can be explained at three levels: [6-11]

1. At the expense of the organic part of the system, which is considered much higher.
2. As an independent whole system.
3. As a set of mutually compatible components that exist in the system and have special properties.

The product of enterprise management activity is also three-dimensional. First, this product is interpreted as the result of management activity and effectiveness of the field of management, and second, it is expressed as an intermediate tool representing the principle of the quality and economy of

the management system; and thirdly, the product is interpreted as the quality of actions and stages of management work, the nature of using the available potential, and the integration of management tools [12-14].

The analysis of theoretical and practical approaches to the assessment of management efficiency in the management of the enterprise makes it possible to indicate the following directions of analysis of various aspects of overall efficiency, namely:

- economic indicators of management efficiency;
- effectiveness in ensuring external and internal social policy.

In this, the goals of the enterprise and the mutual relations of the society are determined;

- effectiveness of management as a self-regulating system. This shows the ability to adapt to the requirements of scientific and technical development and the social conditions of production;
- efficiency of the information system. In this, the information supply of the management and the management effects on the enterprise based on it are shown.

The complexity of production and economy, the growth of scientific and technical development, increased competition, the need to use raw materials and energy sources in the management process, and the manifestation of various effects on the external environment, the general results of the enterprise's activity are the rationality of its structure and in all elements and will depend on the effectiveness of the management process in the departments [15-18].

The figure below shows the main factors that ensure the overall effectiveness of management and their interrelationship.

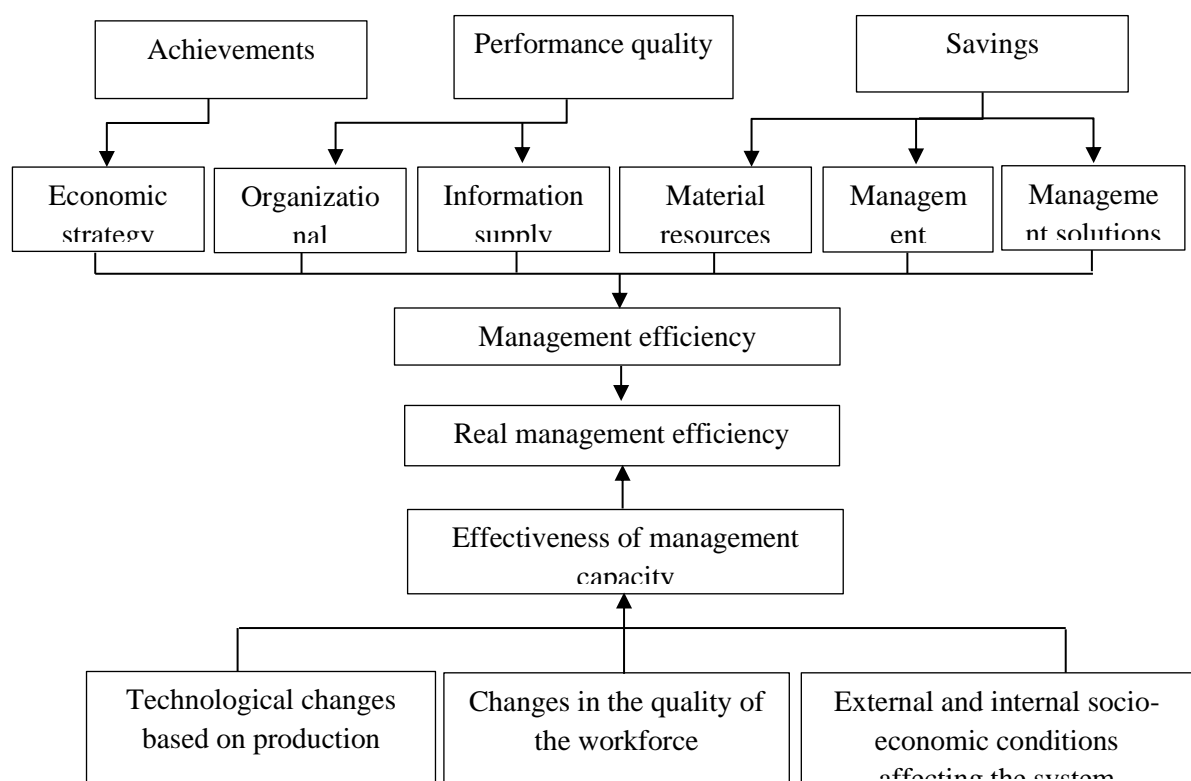


Figure 1. The structure of management efficiency assessment in a systematic approach

It is important to take a systematic approach to evaluating the effectiveness of corporate governance, and this approach includes the following principles:[18-20]

1. Increasing influence of the human factor in management. The more complex the structure of the management field or the more centralized the management in the enterprise, the more valuable the influence of the subjective approach of the management in decision-making.
2. Rapid changes in external environmental factors. Legislation and regulatory acts apply to such factors.
3. Acceleration of scientific and technical development. Such factors include technical and technological factors.

The systematic approach explains the evaluation of a large amount of information from various categories using universal indicators. This approach includes the following divisions:

- impact of all principles of the evaluated criterion;
- researching each principle of the assessed criterion through appropriate analysis methods;
- publicization (universalization) of obtained assessment results;
- processing of results;
- developing proposals for improving the evaluated criterion.

The main goal of implementing a systematic approach is to adopt a universal indicator of evaluation that allows comparison of evaluated areas and to increase the level of evaluation efficiency based on the application of all evaluated criteria.

Management efficiency can be interpreted in two ways, i.e. firstly, it can be expressed through the criterion of supporting efficient production, and secondly, flexibility to changes can be expressed as actions. Based on this, the concept of production productivity appears on the basis of management efficiency.

When evaluating the management system of chemical industry enterprises, financial indicators help to quantitatively determine the achieved results, but to determine the effectiveness of the real management system of the enterprise, it is necessary to use the expert evaluation method.

In order to evaluate the management system of chemical industry enterprises, indicators such as management efficiency, the level of dissatisfaction of managers and employees, the level of increasing the working capacity of managers and employees, and the level of criticism of managers and employees of the enterprise were selected in the research work. It is recommended to use the following formula when evaluating the management system of enterprises¹:

$$B_{ts} = \sum_{i=1}^n \sum_{j=1}^m (\alpha_j \beta_{ij}) / 5n \rightarrow 5.0$$

Here: B_{ts} - the effectiveness of the management system of enterprises;

i - 1, 2, ..., n - number of experts;

j - 1, 2, ..., m is a quantitative indicator of management system evaluation;

α_j - management system efficiency quantity category;

β_{ij} - an indicator of evaluation of the management system by experts according to a 5-point system;

$5n$ is the number of points, the number of n -experts.

The efficiency of the management system of industrial enterprises increases by using modern management methods and digitization processes. Considering $B_{ts} \rightarrow 5.0$, it is recommended to divide the efficiency of the control system into the following criteria:

¹ Author development

The weak management system is in the range of 0.00-3.49 coefficient;

An effective management system is in the range of 3.50-4.45 coefficients;

A strong management system is in the range of 4.46-5.00 coefficient;

Using the proposed method, it was determined that the management system of "Ferganazot" JSC and "Navoiyazot" JSC is weak, i.e. effective management mechanisms are not established. In order to improve the management system in enterprises, it is required to conduct the following activities:

- to create the necessary conditions, and apply material and moral motivations in order to reduce the discomfort of managers-employees, training courses on the issues that managers-employees may allow should be organized;
- it is necessary to organize targeted work on sending managers and employees to training courses in foreign and local institutions;
- it is necessary to organize the process of communication between workers and managers in a democratic way, to develop specific systematic mechanisms for problems;
- it is necessary to increase the profitability of the product to an absolute level through the effective organization of relations with consumers;
- enterprises should improve activities related to the development of export activities to increase brand value, produce product quality based on international standards that meet consumer demand;
- in the management model, raw materials, production process and logistics service should be organized in the form of a cluster.

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