

Organizational and economic mechanism of business management based on an integrated active system that ensures the interests of the industry

Ibragimov Isroil Usmanovich¹, Ashurmatov Ravshan² and Zakirova Gulnora Mirzaliyevna³

¹Ph.D, Namangan Institute of Engineering and technology

²Assistant, Namangan Institute of Engineering and technology

³Head teacher, Namangan Institute of Engineering and technology

Abstract

Research on the role of small business and private entrepreneurship in ensuring socio-economic development and sustainability is being carried out around the world. Small business plays an important role in stabilizing the economy in developed countries such as the United States, Germany, China, France, Japan, Italy. "According to the International Small Business Council (ICSB), small businesses account for more than 90% of all enterprises, 60-70% of the employed, and 50% of GDP." Typically, these enterprises, which employ less than 250 people, form the backbone of the economies of developed countries, play an important role in stimulating economic development and employment of women, young entrepreneurs and low-income groups.

Introduction

Research on the role of small business and private entrepreneurship in ensuring socio-economic development and sustainability is being carried out around the world. Small business plays an important role in stabilizing the economy in developed countries such as the United States, Germany, China, France, Japan, Italy. "According to the International Small Business Council (ICSB), small businesses account for more than 90% of all enterprises, 60-70% of the employed, and 50% of GDP." Typically, these enterprises, which employ less than 250 people, form the backbone of the economies of developed countries, play an important role in stimulating economic development and employment of women, young entrepreneurs and low-income groups.

The main directions of improving the organizational and economic mechanism of business management in the world practice are the formation of a comprehensive management mechanism, the creation of a conceptual framework for the effective organization of relations between the state and business entities, improving the organizational and economic mechanism of business management based on modern management strategies. scientific research has been conducted on the rational use of effective methods. Currently, a number of scientific studies to improve the organizational and economic mechanism of business management in the world, including the development of organizational and economic mechanism of management, taking into account the potential of regions and industries, the creation of a management mechanism based on creative, outsourcing and franchising principles. Research is being conducted in priority areas such as the formation of clusters in business management.

Entrepreneurship, the factors influencing it, has long been in the focus of attention of scientists in the field of economics and finance. The concept of "entrepreneurship" began to attract the attention of economists, psychologists, political scientists in the XVI century. JB Say, A. Marshall, W. Zombramb, J. Schumpeter, F. Knight are the founders of the science of entrepreneurship, and their contribution to the introduction of the category of "entrepreneurship" in scientific circulation is great. The first scientific definition of the

category "entrepreneurship" was given by the English scientist R. Cantilon in the early XVIII century. "Entrepreneurs are a new layer of people who want to turn the market around, even if it's for profit," he said. So, according to R. Cantilon, an entrepreneur is a person who can see the market opportunities. He uses these opportunities entrepreneurially to make a profit. R. Cantilon considered risk to be the most important indicator of entrepreneurship.

Modern economists believe that in practice the terms "entrepreneur", "small business" and "small business" have the same meaning. There are different definitions of "entrepreneur", "small business" and "small business" in the economic literature. They also say that "there was no business before capitalism." This is tantamount to saying that there is no economy. Some literatures explain that "the category of business was introduced into everyday scientific circulation during the transition to capitalism," while economists SS Gulyamov, AF Dogil, BA Semenov say that business has a broader meaning than entrepreneurship. Entrepreneurship as a form of business activity is carried out in various sectors of the economy, "said IA Arkhipov." Business is production, employment, entrepreneurship for profit. "

Entrepreneur is a sole proprietor, a person who owns shares in a company.

Entrepreneur (owner) knows that it is useful to do business by combining their initiative, labor and capital resources to produce goods and services. He makes decisions to perform difficult tasks related to entrepreneurial activity.

An entrepreneur is a citizen or a group of citizens who, on the basis of an initiative, represents a citizen or a group of citizens who receive profit or personal income on the basis of liability.

Entrepreneur is the main subject of the market economy and carries out property economic relations in his property through legally known organizational mechanisms through its activities. So, we need to understand that the development of small business and private entrepreneurship is the basis of economic development. Entrepreneurship is expressed in the sense of "management" in the production process, "order in labor", "management of certain production activities", "control over the activities of employees".

Entrepreneurial activity or entrepreneurship is an activity of an independent person or an entrepreneurial enterprise under its own property responsibility at the risk of gaining profit or personal income. The main areas of business are production (products, services), trade (trade) and commercial intermediation. Entrepreneurship is the pursuit of any economic activity for the purpose of earning money and assuming responsibility.

Any control system operates under the influence of specific mechanisms. In economic dictionaries, the concept of "mechanism" is considered as a sequence of states and processes, which defines a specific action, reality, as well as the sequence of activities of systems.

In the economic literature, research, the concepts of "economic mechanism", "management mechanism", "mechanism of socio-economic development", "financial mechanism" became more common. The concept of "mechanism" has been interpreted differently in different literatures. Some authors interpret the economic mechanism as an interconnected system of methods and forms of management of production processes in society and their components. In this process, the mechanism manifests itself both as a specific form of production relations (planning, norms, standards, etc.) and as a form of management. In other cases, the concept of "mechanism" is interpreted as a set of state systems (for example, a management mechanism, a financial mechanism), sometimes as a driving force of development.

In scientific research, the concept of "mechanism" is expressed in such phrases as market mechanism, production mechanism, organizational mechanism, economic mechanism, economic mechanism,

organizational-economic mechanism. In the management process, the same processes as the operation of the mechanism are observed, the goal is achieved as a result of the operation of the mechanism. A management mechanism is a set of management tools and instruments used by managers and managers to perform their duties and achieve a goal. The management mechanism is to coordinate and motivate the activities of employees. It also ensures the coherence of the activities of the governing entities. Thus, the management mechanism is a method of directing and organizing the activities of management systems to the goals of the system, a combination of relationships, forms and means that ensure the functioning of the organizational and economic system. It coordinates the relationship between the object of management and the subject. The control mechanism is formed to influence the activities of the objects.

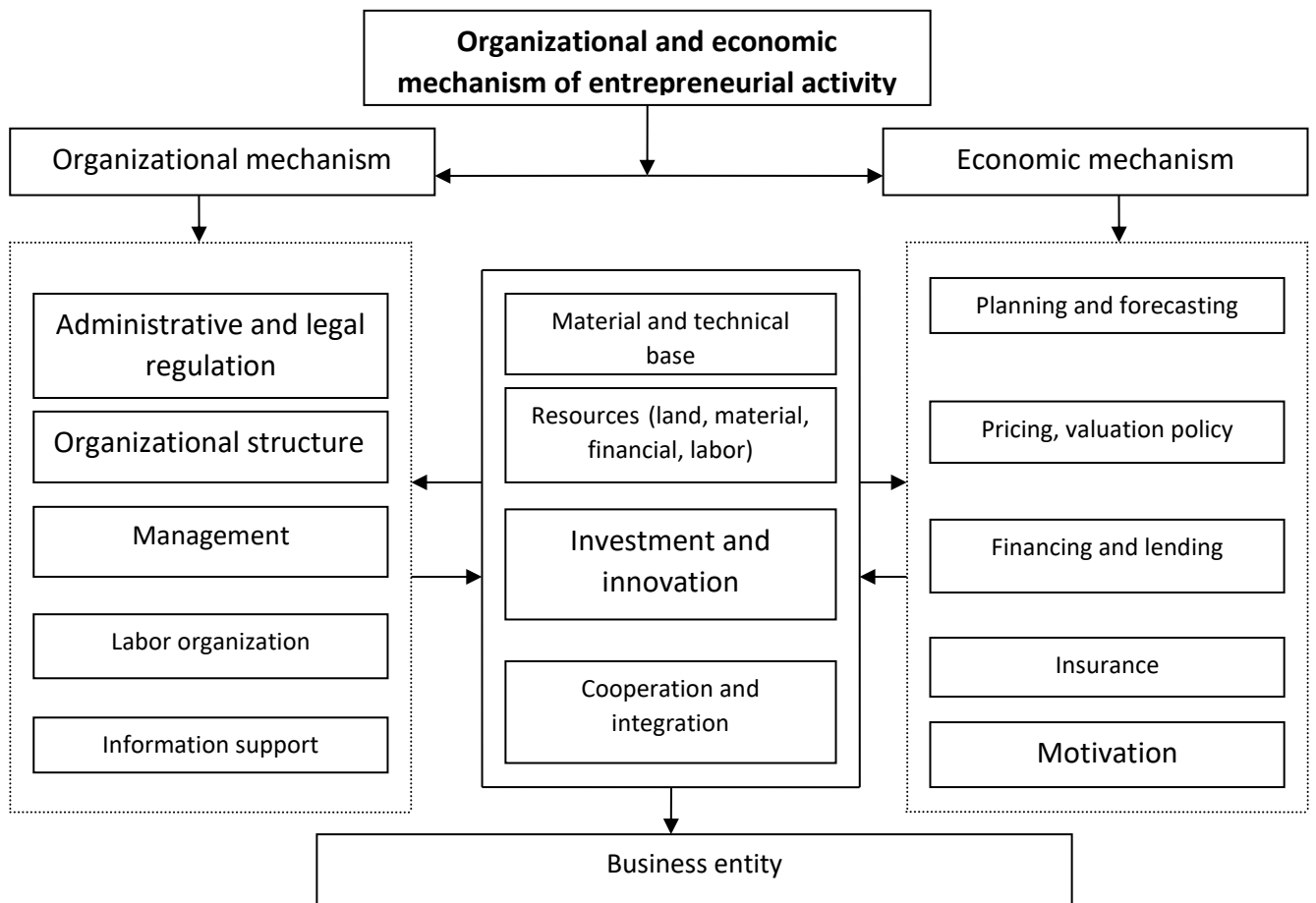
The concept of "organizational and economic mechanism" is often compared to the concepts of "economic mechanism", "organizational mechanism" and "economic mechanism". The most common of these concepts and has a broader scope is the economic mechanism.

L.I. According to Abalkin, the economic mechanism is a set of forms and methods of operation, which includes not only basic, but also superstructure elements that interact with each other. According to GS Seyalova, the economic mechanism is a system that forms the relations of production as a method of organization of production, a form of management (plan, economic standards, prices, profits, wages, finance, credit, decision-making), as well as in production relations, but also in the organization of the forces and structure of production. E.E. Vershigora emphasizes that the economic mechanism arises as a result of the interaction and coordination of planning, economic incentives, market mechanisms and organizational structure. Given the above, we can say that the economic mechanism is more macro-specific.

The definitions of the organizational-economic mechanism can be seen in the research work of many scientists and specialists. AA Kulman states that "organizational-economic mechanism - means a certain set or sequence of economic events." B.Z. Milner, A.V. Kochetkov, D.G. as the compatibility of economic methods. They argue that the organizational-economic management mechanism should perform functions such as a sense of responsibility, goal setting, motivation and motivation of participants, provision and allocation of resources to achieve tangible results. Hence, the mechanism of organizational and economic management is a set of interconnected elements, which are interconnected by small systems of organizational, economic, and sometimes technologically low level. The result of the activity of each link or element at the lower level of the system serves as the initial information or source for the higher level links. The distinguishing feature of an economic system at any level is the existence of a clear interrelationship of economic factors.

Thus, the organizational and economic mechanism of entrepreneurial activity can be divided into 2 blocks (Figure 1).

Figure 1. The main elements of the organizational and economic mechanism of entrepreneurial activity



- includes the organizational mechanism, administrative and legal regulation, organizational structure, functions and methods of management, labor organization, information support, etc. ;

- economic mechanism, which includes planning and forecasting, pricing, financing and lending, insurance, motivation, etc.

Namangan region is one of the most developed regions of the Republic of Uzbekistan. As a result of measures taken to develop small business and support entrepreneurship in Namangan region, the share of small businesses in the gross regional product in 2020 amounted to 70.6%. As of January 1, 2020, a total of 16,928 small businesses were registered in the region, an increase of 102.4% compared to 2019. By the end of 2020, the share of small businesses in the regional industry was 68.4%, 93.9% in construction, 73.7% in total services and 66.7% in exports.

As a result of measures taken to develop small business and support entrepreneurship in Namangan region, the share of small businesses in the gross regional product in 2020 amounted to 74%. As of January 1, 2020, a total of 1,864 small businesses were registered in the region, an increase of 102.4% compared to 2017. By the end of 2020, the share of small businesses in the regional industry was 56.7%, 91.3% in construction, 71.2% in total services and 68% in exports.

The number of able-bodied people is 1574.3 people, the number of economically active population is 1205.3 thousand people, of which 988.1 thousand people or 82% are engaged in small business.

In Namangan region in 2013, the production of industrial products by small businesses amounted to 1629.5 billion soums. soums, production of consumer goods - 1013.9 bln. soums, food production (excluding vodka and wine) amounted to 529.4 bln. soums, gross agricultural output - 2429.1 bln. soums, retail trade

turnover - 2898.5 bln. In 2020, the production of industrial products amounted to 5471.3 billion soums. soums, production of consumer goods - 3715.5 bln. soums, food production - 1934.7 bln. soums, gross agricultural output - 3493.1 bln. soums, retail trade turnover - 5575.4 bln. soums.

Table 1. The share of small business in the volume of products, works and services in the main sectors of the economy of Namangan region (in percent)

The main sectors of the regional economy	2011	2012	2013	2014	2015	2016	2018	2019	2020
Industry	39,0	47,0	48,8	56,9	61,9	68,8	71,5	68,5	56,7
Agriculture	99,1	99,0	99,2	99,2	99,2	99,0	99,3	99,2	98,5
Investment	55,2	57,0	52,4	39,9	43,8	48,7	42,2	43,5	44,1
Construction	87,1	87,8	92,5	93,4	95,2	95,1	93,9	93,2	91,3
Trade	92,3	86,4	87,3	89,5	90,2	92,4	91,9	90,6	90,8
Total service	60,0	54,7	62,4	64,7	70,0	73,7	71,8	69,5	71,2

Source: table prepared by the author on the basis of data from the Namangan regional department of statistics.

The results of the study show that in the consistent development of entrepreneurial activity in the regions, it is necessary to effectively use the economic potential of the industry. Because in the formation of the organizational and economic mechanism of business management, it is important to identify and take into account the purpose of the industry, the main functions of the business, its indicators and features. The organizational and economic mechanism of business management, based on an integrated active system of formation of "interactive development chains" that ensure the interests of the industry, ensures the territorial integration of industries (Figure 2).

Using the mechanism, a set of targeted measures and programs to support entrepreneurship in the regions, stimulate investment activity will be developed. According to the author, the main directions of the formation of the organizational and economic mechanism of business management are considered to be based on the following principles:

structural - in the production, service, economic and organizational processes, the network is an integral part of the system, and the network is assessed as a region, and the territory as an element of a large-scale, moving system;

Harmony - ensuring the development of industries on the basis of interaction, open dialogue and mutual practical cooperation on issues that need to be addressed;

compliance - the definition and taking into account the purpose of the industry, the main functions of the industry, their performance and characteristics in the formation of the organizational and economic mechanism of business management.

As a result of improving the organizational mechanism of business management on the basis of an integrated active system that provides the interests of a particular industry:

an organizational and economic mechanism will be created based on the existing conditions, taking into account the characteristics of the industry;

in the management activities of business entities are formed structural structures that form sectoral and intersectoral relations;

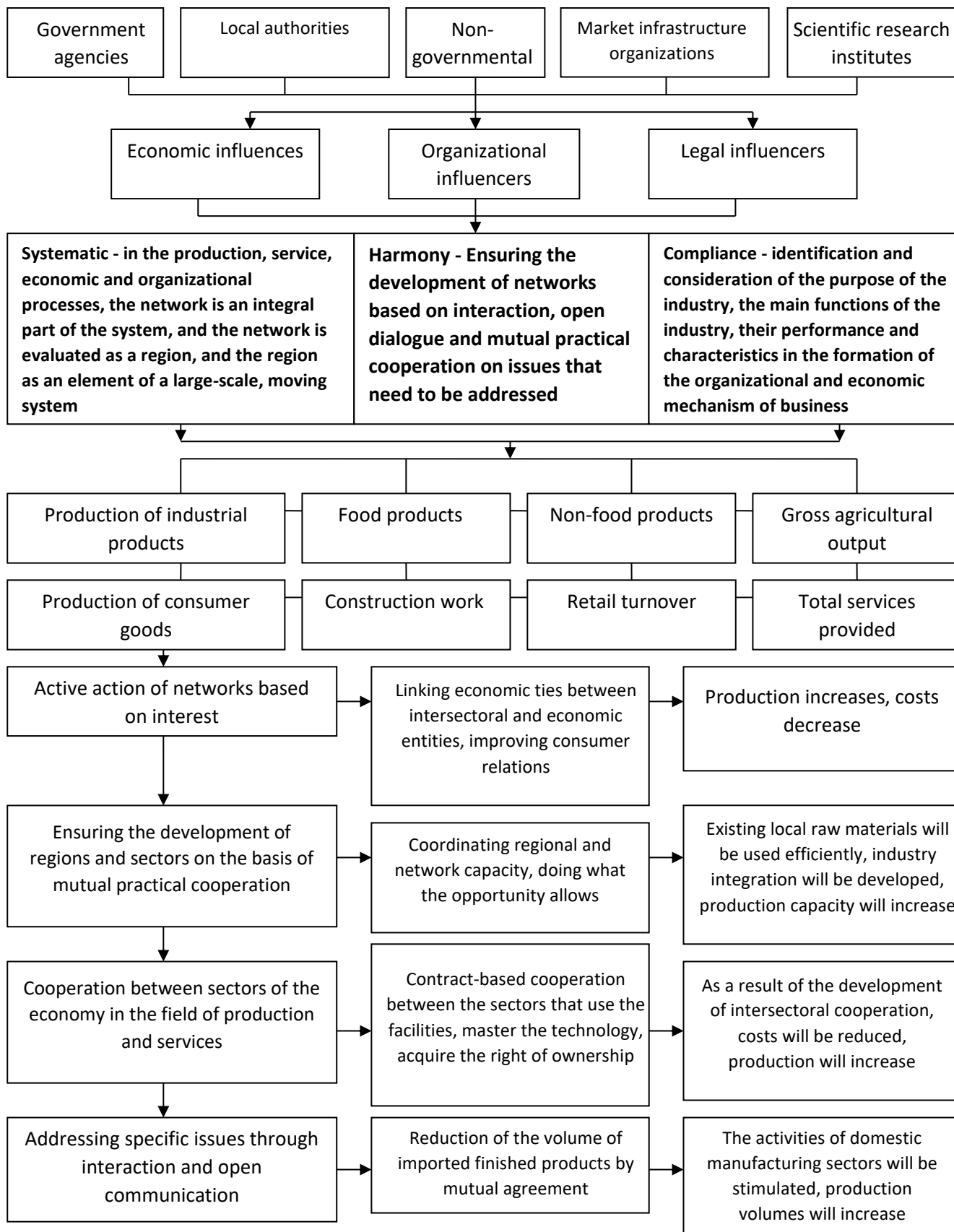
lagging industries will adopt new techniques and technologies with the help of developed industries, the production of export-oriented products from local raw materials will be further developed;

there is a systemic approach that integrates the interconnectedness of industries;

the harmonious activity of all branches in the region is provided, coordinated;

the level of efficient use of local raw materials and resources will increase, increasing the quality and results in the activities of business entities.

Figure 2. Organizational and economic mechanism of business management based on an integrated active system of formation of "interactive development chains" that ensure the interests of the industry



One of the most important and valuable tools in the development of entrepreneurship is the cooperation of industries, which is based on the integration of certain processes and activities, and the establishment of a communication system through mutual understanding of existing and emerging contradictions, barriers, agreements and discussions. A new type of organizational and economic relations is understood on the basis of In sectoral cooperation, they are based on the principles of long-term, firm, equal and mutually beneficial, taking into account a certain form of interaction and cooperation of all participants, providing boundaries, coordination and coordination in a specific functional area of society.

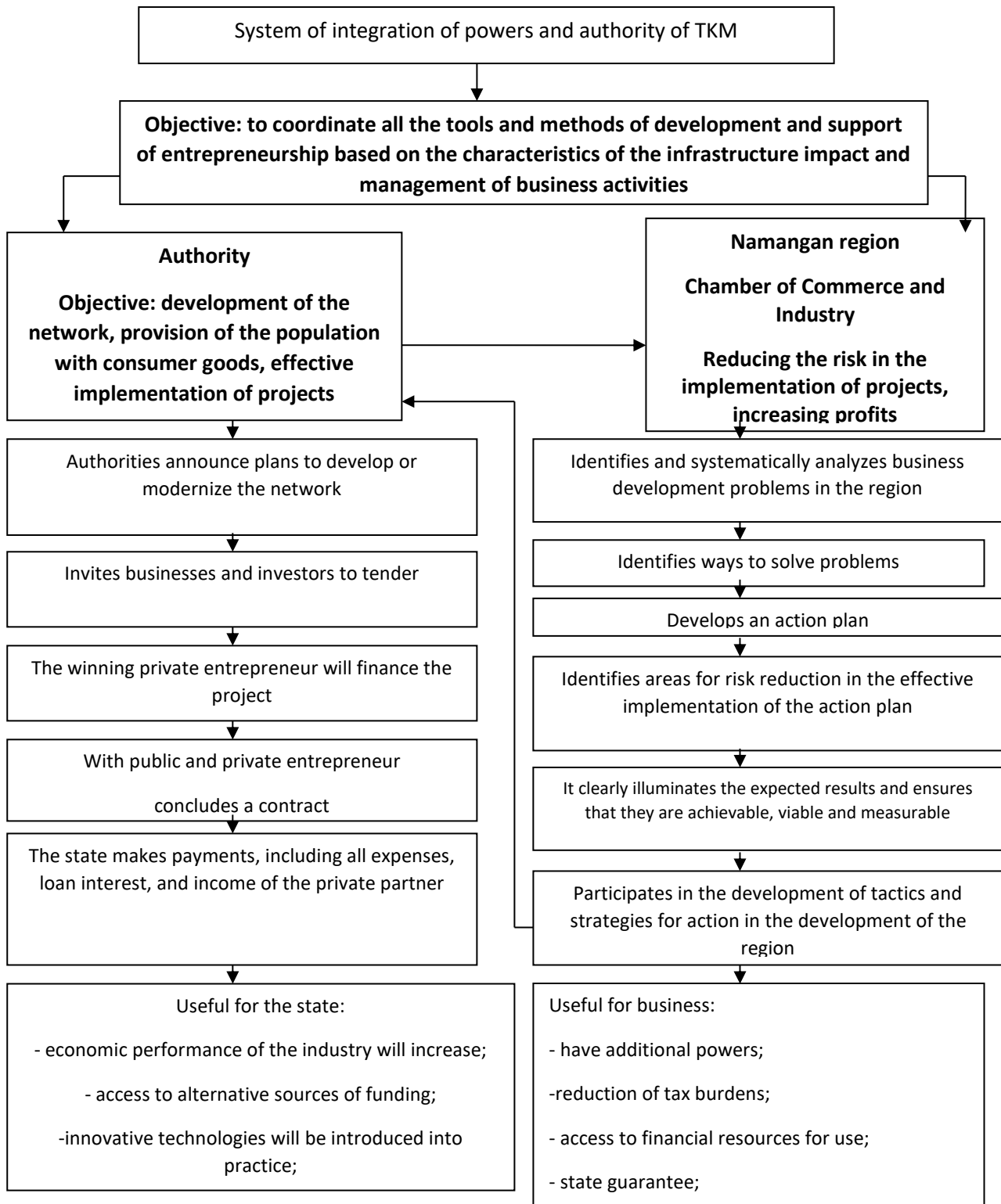
In such cases, it is important to discuss issues and plans to increase the competitiveness of the industry, identify administrative issues that hinder entrepreneurship, involve the business community to participate in the development of regulations, support regional and sectoral business clusters.

The government of Uzbekistan is actively working to involve the private sector in the consistent implementation of infrastructure projects. The development of effective forms of mutually beneficial cooperation between government and business is part of the reforms. Today, public-private partnership can be seen in the organization and effective operation of social organizations, as well as in the remote areas of the country, compact kindergartens, schools with all amenities. Indeed, it is expedient to apply this practice in the manufacturing sectors of the economy.

In particular, it will be necessary to develop sectoral programs for the development of government and business partnerships, to develop a methodology for assessing the effectiveness of government and business partnership projects, to ensure intersectoral coordination in the implementation of projects. At the same time, the main task should be to establish cooperation with investors, international financial and donor organizations, scientific and expert communities, as well as other market participants in the development of government and business partnerships.

The organizational and economic mechanism of business infrastructure requires the establishment of a system of coordination of government and business partnerships in the regions. The system of integration of powers of government and TCM in the management of business in the regions is a complex organizational structure based on a hierarchical relationship of interconnected elements of information analysis, resource supply, research and control, which allows effective management of business entities (3 - picture).

Figure 3. The authority of business management in the regions and System of integration of TCM powers



This mechanism is a goal-oriented, multi-purpose system, formed on the basis of both internal and external factors. Its main elements are the resource potential of the region, the investment climate and the real state of social production. The establishment of a system of coordination of government and business requires the coordination of all means and methods of development and support, based on the characteristics of the infrastructure of business activities. In addition, many businesses are not able to

independently identify promising areas of activity, so the effectiveness of the use of available opportunities, support and incentives for small businesses is reduced. They will need highly qualified help to achieve an effective result. Although these services are the main activities of the Republican Chamber of Commerce and Industry, the results of the establishment of a system of business coordination in the region require the maximum use of existing regional, sectoral opportunities and the formation of approaches to solving socio-economic problems.

The study concluded the following:

1. In the context of modernization of the economy requires the study of specific scientific and methodological bases of small business and private entrepreneurship in the management system, the definition of key areas of activity in this area, the creation of an effective management system, as well as the formation of management activities. reaches Ensuring the effectiveness of management mechanisms in the development of small business in Namangan region should be considered as a priority.
2. The fundamental basis for increasing the efficiency of business entities is explained by the degree to which the organizational and economic mechanism of their management is formed and used. In the formation of the organizational and economic mechanism, the element should be considered as a system of interconnected elements of the organizational structure, and functional, ie the mechanism as a set of activities aimed at achieving specific goals.
3. Improving the organizational and economic mechanism of entrepreneurial activity will allow them to improve the management system, activate investment and innovation processes, modernize production, employment and increase productivity. The results of the analysis led to the conclusion that the effective organization of the organizational and economic mechanism of business management in Namangan region and the economic mechanism for development based on economic activity should be based on the characteristics of the industry.
4. It is expedient to analyze and study the activities of business entities within the sectors of the economy. The results of the analysis show that the level of effective use of loans and investments for business entities is higher than 0.5, while the loans provided have an effective impact on the production of industrial products, consumer goods, non-food products. The level of efficiency of investments has been low, with only a positive result in the production of non-food products. For them to operate effectively, it is necessary to develop a mechanism for innovative development of entrepreneurial activity.
5. The results of the analysis conducted in Namangan region allow to determine the strategic direction of the process of innovative development of entrepreneurship. The strategic direction of the process of innovative development of entrepreneurial activity should be aimed at realizing its strengths ("strength of opportunity"), eliminating its weaknesses and preventing danger, taking into account the possibilities. Implementation of the innovative development strategy of production will allow the industry to reach a new stage of development.
6. It is necessary to take into account the characteristics of the industry in the implementation of loans to small businesses in the region, investments, their effective use and measures to focus on production. In Namangan region, a mechanism based on an active system of "interactive development chains" that provides sectoral interests in the management of business entities will help to address disparities in the industry. In particular, the purpose of the sector in the implementation of investments in small businesses in the region, their effective use and focus on production, determines the order of management, taking into account the characteristics of business entities.

7. In order to effectively use investments in the activities of business entities in Namangan region, it is necessary to form an organizational and economic mechanism to stimulate their activities on the basis of a modern system of "Experimental adaptation". The organizational and economic mechanism of stimulating entrepreneurial activity should perform the following functions: stimulating-motivational and compensatory. Thus, a balance of individual and group interests is achieved.

8. Integration of powers based on the organization of information-analytical, resource provision, research and control coordination system, identified as the main direction of development of business entities in the regions, resulting in the formation of governance based on mutual relations.

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