

## Effective Methods for Managing the Innovative Potential of Enterprises

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**Abstract:** The essence of the innovative potential of the staff as an innovative asset of the organization is concentrated in the unique knowledge and competencies of employees and is reflected in the models of innovative behavior that support the goals of the organization's development initiatives. These elements were identified through an analysis of the best practices of leading companies that develop HRD systems as structures for the development and support of innovative behavior of personnel.

**Key Words:** innovative potential of personnel innovative development mechanism of employee self-improvement mechanism of target orientation system of development of innovative potential of personnel.

**Introduction.** Following the path of innovative development, increasing and realizing innovative potential in the conditions of the modern economy are becoming pressing problems and are becoming increasingly important not only for individual industrial enterprises, but also for entire industries. Innovation potential becomes the foundation for sustainable development, which leads enterprises to the need to properly assess it and manage it effectively. The innovative potential is the starting point for the implementation of innovative activities in enterprises and determines its effectiveness, which means that the innovative potential is an object of management that requires close attention.

Currently, there are a considerable number of works devoted to the problems of managing innovation potential, but to this day there is no unified approach to managing it in industrial enterprises, a comprehensive model for its assessment and a typical algorithm for managing it, taking into account each component of its structure. Before considering the existing methods of managing innovative potential, let's define its essence.

Any organization, choosing a development strategy based on innovation, relies on the staff. However, the presence of employees with the most up-to-date knowledge and skills, combined with sufficient financial, organizational and technical resources, does not guarantee that the abilities of the personnel will be effectively used for the innovative development of the enterprise. According to experts, even in companies for which innovation is the main activity, innovation activity is not the dominant characteristic of employees.

The problem lies in the inability of the organization to create effective mechanisms for managing the innovative potential of personnel.

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Various scientific ideas regarding what should be understood as the innovative potential of personnel converge in defining its structural characteristics, which, as a rule, include knowledge, creativity, intellectual capabilities and motivation of employees. Methodological disagreements arise when determining the mechanisms for managing the IPP that ensure the achievement of its target states. So, in the study of E.V. Gasenko, such a mechanism is understood as the process of diagnosing and regulating organizational and personal factors, the result of which is the creation of project teams for the implementation of innovative activities from among the employees enrolled in the innovative personnel reserve [2. pp. 17–18]. V.N. Gorshenin and K.A. Lega is the training and development of personnel at all levels of the organization through the acquisition of knowledge and skills of an innovative and advanced nature and the creation of new knowledge for the sustainable development of the corporation based on increasing the level of innovation of personnel [3; 6]. In the work of D.R. Amirova's management of the IPP includes mechanisms for the interaction of enterprises and educational institutions, the activation of innovative thinking and the creative potential of employees, the motivation and stimulation of personnel, the formation of a team form of work and control over the effectiveness of the use of the IPP [1. pp. 15–18]. When moving to the issues of IPP management practice, a set of tools is proposed with the help of which the innovativeness of personnel can be identified (assessment of the employee's potential), created (training, career building), increased (material and non-material incentives) and implemented (participation in projects - [2; 3]).

**Methods.** Comparative and economic analysis, analysis of the results of economic comparison, analysis and generalization analysis were used in the research work.

**Results.** Management methods include organizational-stabilizing, administrative and disciplinary [6. S. 11]. Despite the diversity of opinions and the validity of the conclusions of these studies, we, nevertheless, are forced to state that their result was a “flat” model of IPP management, organized in a two-dimensional space “resource-factor”, in which the level of “innovation” of personnel is determined by the presence and the state of organizational factors that can act as prerequisites, catalysts or inhibitors of the innovative activity of employees. The essence of IPP management comes down to identifying such organizational factors, determining “what changes need to be made to bring these conditions into the proper state”, as well as choosing and implementing “the most appropriate ways to manage the innovative potential of employees, based on the resources available to the organization” [2 . S. 16]. In fact, the staff acts as a passive object of management of the IPP, in relation to which, in some cases, stimulation is applied (initiative by order or for a reward), and in others, inhibition of certain factors (overcoming resistance to change). Despite the fact that all the authors operate with the concepts of "innovative activity", "initiative", "creativity", "motivation" and other similar ones, in none of the dissertations mentioned above, we did not find the personal mechanisms of an employee's innovativeness. According to M. Freese, such studies represent a reactive approach, when a person is perceived as a “mirror” of the tasks or goals set by the organization [10. P. 134].

The only reason why organizations choose the path of development based on innovation is the desire to ensure their superiority in the market. The experience of leading companies proves that long-term competitiveness in a highly dynamic business environment depends not only on the ability of an organization to offer new products and services, but also to a large extent on how effectively it is able to use its resources for innovation, thereby creating advantages that are difficult to replicate. This approach assumes that employees at all levels of the organization are perceived as innovative capital [11. P. 66], which is a valuable, rare, difficult to imitate and non-fungible resources [1. P. 8], since it is the unique properties of employees that contribute to the emergence of new products and technologies, updating

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organizational processes and procedures, thereby providing the competitive advantages of an organization based on innovation [8; 20].

Innovative potential refers to the degree of an organization's ability and ability to perform tasks that ensure the achievement of innovative goals and the introduction of innovations. [1] Management of innovative potential is a set of means and methods for regulating the economic and economic activities of an organization, the purpose of which is to increase the innovative potential and prepare a platform for introducing innovations. [2] The main approaches to the management of innovative potential are: - resource; - R&D; - investment.

The most important role in the management of innovative potential is played by its assessment, which is the "starting point" of its management, carried out in order to analyze the existing potential for its effective use and determine possible ways of innovative development. The assessment of the innovative potential of an enterprise should express the level of its provision with the components of the innovative potential of various fields of activity of enterprises [3].

Assessment of innovative potential is a significant component of the management of innovative potential. The choice of methods and approaches to its management depends on the level of innovative potential determined by this assessment. The assessment of the innovative potential of an enterprise is directly dependent on the assessment of its structural components, but at the moment there is no single generally accepted structure of the innovative potential.

**Analyses.** An important part of business process management is its development and organization. Business process management allows you to implement a process approach in the work of various departments. After describing the business processes, it is necessary to organize a management and control system. Ideally, a separate specialist, a project manager, should manage business processes. This employee is limited only to the production process that belongs to him, but business process management means the need to manage the entire production cycle. There are many tools for this, including filling out charts, workflows and reports. Management of work processes includes: development of new work standards and optimization (improvement) of existing rules and procedures.

The cleaning efficiency of these technological equipment and level of semi-finished products have decreased, so it is necessary to determine the possibilities of its renewal and the development and implementation of the economic development project of the enterprise. In the textile industry, the concept of yarn has a broad meaning, and it is primarily used in reference to both finished and chemical yarns spun from fibers. In practice, according to the method of production, all yarns are divided into spun fibers and chemically prepared types.

According to their structure, yarns are divided into primary and secondary types. After the primary yarns are produced, they are sent directly for fabric preparation. They are divided into spun, chemically complex, monofilaments, and sheared threads. Secondary yarns are made by adding several primary yarns and then weaving them together to give them a defined look and feel. Spun threads are divided into uniform and mixed threads according to the composition of raw materials. Yarns spun from any type of natural or chemical fibers are called the same yarn, and yarns spun from a mixture of different fibers are called mixed yarns. Mixed yarns are spun after mixing one of the natural fibers with some type of chemical fiber or different chemical fibers.

The physical, mechanical and other properties of threads are evaluated by many indicators. A few of them are marked as their main properties. These include breaking strength, relative breaking strength, elongation at break, tempering, purity, number of defects, roughness.

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Currently, there are several methods of spinning yarn from fibers, and they are divided into loop and loopless methods. In turn, threadless methods are divided into pneumomechanical, pneumatic, aerodynamic, hydraulic, electrostatic, rotor, friction methods, depending on the essence of the process of thread formation and thread twisting.

In the ring method, a semi-finished product - a pil is formed, and the stretched pil is thinned to the required linear density with the help of a stretching tool, and a thread is made by cooking the pil with the help of a loom, a ring and a loom. In threadless methods, the semi-product is essentially a braid, and a carding-discretizer device is used to thin it to the desired linear density. Thread cooking and winding is carried out in spinning devices of various constructions.

If the speed of yarn spinning in the ring method is limited by the speed of the flywheel, the number of revolutions of the spinning devices (rotors, cameras) in the flywheelless method is several times higher. If in modern spinning machines the balls rotate up to 25,000 times per minute, the spinning chambers can rotate up to 100,000-150,000 times. It can be seen from this that the efficiency of yarn spinning is several times higher in threadless methods.

However, in threadless methods, since the fibers are separated from each other in the carding mechanism, and then joined, the thread breaking strength is much lower (10-20%). That's why ball or ring methods are used more often.

In this dissertation work, the main task was to evaluate the technical and technological possibilities of preparing 18.5 tex X 2 compact yarns in the karda system for knitted fabrics produced in a large volume in the textile industry and to determine the basis of modernization. The requirements for the properties of threads are given in Table 1.

Cotton fibers are divided into types and industrial varieties according to Rst O'z 604-2001. Fibers are divided into nine types according to their physical and technical indicators: staple weight length, linear density and relative tensile strength (types I and II). The type of cotton fiber is determined by the worst indicator. Cotton fibers of types 1a, 1b, 1, 2, 3 are fine fibers, and those of types 4-7 are medium fibers.

The raw materials listed in Table 2.5 below are recommended for the yarn to be spun.

**Table 1. A blend of cotton fibers recommended for spinning**

Nominal linear density, tex	The nominal number of the thread	Cotton fiber blend
18,5	54	4-I,4-II

As can be seen from the table, type 4 cotton fiber is recommended for 18.5 tex yarn. The sequence of making yarn from fibers is called the spinning system. In this case, the concept of spinning system includes not only the sequence of processes, but also the order of acceptance of the list of technological equipment in spinning enterprises.

There are the following main systems of spinning yarn from natural and chemical fibers: simple (carda), re-carding and hardware systems. These systems differ mainly in two defining features - combing method and product thinning methods. Yarns of average linear density are spun according to the normal spinning system. Such yarns are used for the production of a wide range of yarn yarns.

At the "SIRKECHI TASHTEKSTIL" spinning enterprise, depending on the spinning system, the quality of raw materials, especially the length and thinness of the fiber, a plan and sequence of business processes in spinning is developed in the enterprise for the production of yarn of a certain thickness. This plan shows the linear densities of semi-finished products and yarns from all machines, the number of additions, the coefficient of piling and yarn cooking, the number of turns per meter, the amount of stretching and the

output speeds of the machines. The more optimally the spinning plan is made, the more efficiently the enterprise works.

The introduction of advanced technology and techniques is an important factor in the production of high-quality, world-class products in the textile industry. Therefore, a production and organization program is developed at the enterprise. The production program shows the types and volume of products planned to be produced at the enterprise in one year. Based on this program, the enterprise's need for raw materials and other indicators are determined. The final stage of the enterprise's production process is usually performed in repacking or baking machines. Therefore, the type and number of installed equipment will be used for these transition machines.

According to the results of the analysis, it is determined how many such devices are installed in the enterprise, and how many output parts are in each of them. When determining the annual working hours, if 52 days off and 5 holidays are excluded from the 365 days in the calendar, the annual working hours will be equal to 7392 hours.

In conclusion, we can say that in the conditions of strong competition, a new approach to the improvement of organization and management - the implementation of business process reengineering allows to increase the efficiency of the use of enterprise resources. Business process reengineering in the enterprise includes other issues related to product production program, material and technical supply, labor and salary organization, personnel management, product quality management, raw and finished products market, investment and price policy management. based on implementation. This is especially important in increasing the competitive position of textile industry enterprises, which are characterized by the complexity of technological processes and multi-passability.

**Discussion.** Thus, the most important issue in the management and evaluation of the innovative potential of an enterprise remains the establishment of the composition of the structure of the innovative potential and evaluation indicators and criteria values. The composition of these indicators should be such that they provide comprehensive information about the level of innovative potential and its structural parts to ensure the adoption of timely and objective management decisions for the effective management of innovative potential and innovative activity of the enterprise as a whole. The set of indicators for assessing the innovative potential of an enterprise should be easy to use and universal, provide sufficient, complete and objective information about the level of development of the innovative potential of an enterprise and correspond to the structural components of the innovative potential, and the number of indicators used is limited and is associated with the characteristics of the oil and gas industry. The development of such a complex and the identification of a universal unified structure of innovative potential is a matter of paramount importance in the management of innovative potential. Taking into account the foregoing, we can conclude that there is a need to identify the structural components of the innovative potential of an enterprise and indicators for their assessment, and at the same time, this set of indicators should be universal, easy to use, but provide objective and fairly complete information about the level of innovative potential of an enterprise and its condition.

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