

## FINANCIAL INDICATORS IN BUSINESS MANAGEMENT DIRECTION TO EFFECTIVE SAVINGS (in the case of an organization)

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**Annotation:**The article analyzes statistical trends in financial indicators in business management, social and moral aspects of entrepreneurship and business. Also, to achieve efficiency in business, economic analysis was based on international experience.

**Key words:**Entrepreneurship, management efficiency, economic efficiency, systems approach, management style.

**Annotatsiya:**Maqolada biznesni boshqarishda moliyaviy ko'rsatkichlarning statistik yo'nalishlari, tadbirkorlik, ishbilarmonlikning ijtimoiy-ma'naviy jihatlari bayoni tahlil qilindi. Shuningdek, biznesda samaradorlikga erishishda, iqtisodiy tahlillar xalqaro tajribalar bilan asoslab berildi.

**Kalit so'zlar:**Tadbirkorlik, boshqaruv samaradorligi, iqtisodiy samaradorlik, tizimli yondoshuv, boshqaruv uslubi.

**Аннотация:**В статье проанализированы статистические тенденции финансовых показателей в управлении бизнесом, социальные и моральные аспекты предпринимательства и бизнеса. Также для достижения эффективности в бизнесе экономический анализ основывался на международном опыте.

**Ключевые слова:**Предпринимательство, эффективность управления, экономическая эффективность, системный подход, стиль управления.

As all industry activities are conducted on the basis of a certain legal environment, business activities should also develop based on the relevant legal, social, ethical and normative foundations. In our opinion, the effectiveness and ineffectiveness of entrepreneurial activity depends on the opportunity associated with the market economy, the level of risks, the skills of preventing them and hiring the necessary amount of hired labor in accordance with one's own interests, the knowledge and skills of the entrepreneur, and of course social and moral quality, thinking, as well as not denying duties and responsibilities. Based on the above ideas, culture and ethics together with knowledge and skills play an important role in increasing the efficiency of business activity, and the following can be considered as the main factors:

Discipline is a concept that means consistent action based on strict procedures and rules, and is a strict procedure that society or a certain team must follow and obey. Discipline is a concept characteristic of an orderly person who adheres to discipline and obeys it. Only when the disciplinary rules that do not hinder the provision of human rights and do not impose requirements contrary to the human dignity of a person are fulfilled, there will be favorable conditions for both the employer and the employee. Through discipline, time is used correctly, time is distributed correctly, and the goal is reached on time.

Professional ethics, in which laws and regulations are mainly formed and improved in the process of labor activity. Professionalism means to know one's work well, to adhere to ethical standards, regardless of the profession. Standards of professional ethics are closely related to reality and practice. In the process of education of socio-ethical quality standards in today's person, qualities such as thrift, action for organization, participation in scientific and technical creativity are decided. These appear as an important factor in ensuring peace and stability, high development in the society.

Entrepreneurship is one of the legal responsibilities of subjects, tax payment obligations. The issue of taxation is constantly in the center of the state's attention. Laws, decisions and various regulatory documents aimed at supporting business activities in relation to tax payment create many conveniences for the subjects of this field of activity, of course, making tax payments on time is the obligation of every legal entity and individual and we must not forget that it is a duty. At the same time, it is necessary to recognize that a favorable business environment has been created in the Republic of Uzbekistan in order to organize entrepreneurship in business activities and to achieve certain results in this field.

Management efficiency is an economic category that shows the contribution of the manager and his environment to the overall activity of the organization. Many researchers give this concept exactly this meaning. In this case, management efficiency criteria are presented as activity results and the level of implementation of goals and tasks set for the current period. Profit is the main indicator.

It should be noted that management efficiency is a relative indicator that describes the entire management or its separate subsystem. For this purpose, they use various integral indicators that provide a more accurate numerical definition of the results.

It should be noted that a significant part of the economically active population with the appropriate level of education and qualification is involved in the management process. Since a lot of time and money is spent on the training of such personnel, much attention is paid to the evaluation of such a parameter as management efficiency. Performance criteria allow for a more in-depth look at this issue. The following types are distinguished in theoretical studies:

- economic efficiency - the ratio of production and management costs, as well as the obtained results;
- social efficiency is the satisfaction of different categories of consumers with the range and quality of goods and services.

You should also distinguish the following concepts:

- internal efficiency is the achievement of personal goals of the organization at the level of constant costs;
- external efficiency - compliance with the needs and requirements of the external environment of the enterprise.

The evaluation algorithm is as follows:

- determining the purpose of performance evaluation;
- selection of criteria and their detailed justification;
- a set of initial data used in the analysis process;
- development of requirements for the resulting indicators;
- developing or choosing a methodology for making calculations;
- calculations and evaluation of obtained indicators.

Each organization sets specific goals. In the process of evaluating the final results, certain inconsistencies may be detected. Based on the results of the investigation, a decision can be made to correct the management process or make changes to the plans. In this regard, first of all, the economic criteria of management efficiency are as follows:

- the level of labor costs of workers participating in the production process;
- rationality of spending material resources;
- minimum value of financial resources;
- indicators describing the use and depreciation of the main production funds;
- production cost (must be kept to a minimum);

- indicator of production profitability;
- technical equipment of production workshops (compliance with modern achievements of technical development);
- labor intensity of workers determined by working conditions and organizational structure;
- compliance with the cost rate and full compliance with all contractual obligations;
- stability of the number and composition of employees;
- Compliance with environmental regulations at the same cost level.

First of all, economic indicators are used to evaluate the efficiency of the enterprise. The main one is the ratio of profit to total expenses during the reporting period. If deviations or unsatisfactory results are detected, factor analysis is performed to determine the exact causes.

Secondly, management efficiency criteria and indicators are used to evaluate the economic results obtained as a result of management activities or decision-making. Thus, the criteria and indicators of management efficiency are as follows:

- general indicator of management efficiency (the ratio of the profit of the reporting period to the expenses related to management);
- the ratio of management personnel (the ratio of the number of senior managers to the total number of employees working in the enterprise);
- the ratio of management costs (the ratio of the organization's total costs to management costs);
- the ratio of management costs to the volume of production (physically or quantitatively);
- the effectiveness of improving management (the economic effect during the year is divided by the amount of funds spent on management activities);
- annual economic effect (the difference between total savings due to implemented management measures and costs multiplied by the industrial factor).

Thirdly, the effectiveness of organizational management. Economists define the following criteria for the effectiveness of organizational management:

- organization of management entities, as well as the full validity of their activities;
- the amount of time resources spent on solving certain issues that are the responsibility of top management;
- management style;
- the structure of management bodies, as well as the smoothness of relations between their various links;
- total costs of maintaining control equipment.

Any organization strives for maximum profit. It should be noted that the increase in profit is one of the main parameters, according to which management efficiency is determined. In this context, the efficiency criteria of the organization refers to the final result of the work of the entire enterprise. The implementation of plans related to this fact largely depends on the quality work of managers.

Fourth, the main approaches to performance evaluation are the most important indicator of any organization's performance is management efficiency. Performance criteria can be defined and applied according to several basic approaches:

- Targeted approach, as the name suggests, is concerned with assessing the level of achievement of the planned result. At the same time, if the enterprise does not produce any material products, but, for example, is engaged in providing various types of services, the action becomes much more complicated. It can also be about overlapping goals. Also, the criteria for evaluating the

effectiveness of the organization's management often represent a set of official goals that do not reflect the actual state of affairs.

- A systems approach involves viewing the management process as a combination of input, direct work, and output. At the same time, management can be considered both at the highest and middle levels. Often a system is viewed in the context of adapting to ever-changing internal and external conditions. No organization can limit itself only to the production of products and services, because it must act according to market conditions.

- A multidimensional approach aims to cover the interests of all groups in the organization.

- The competitive evaluation approach allows to use such performance criteria enterprise management as a management system, as well as internal and external influences. At the same time, the leader is often faced with mutually exclusive choices.

Fifth, evaluation of the effectiveness of personnel management. The criteria of personnel management effectiveness include quality, timely and complete performance of specific tasks and achievement of goals. A common numerical indicator that can be used to evaluate the performance of employees is the ratio of the achieved indicators to the labor costs for a certain period. Evaluation of the effectiveness of personnel management is usually carried out to assess the feasibility and validity of the introduction of motivational mechanisms or personnel changes. At the same time, it should be remembered that personnel costs can be primary (salaries) and secondary (social services and other costs stipulated by law). The work of employees should ensure the achievement of the goal. The performance criteria of personnel management are mainly specific indicators calculated per unit of production capacity or output.

Sixth, the following criteria for evaluating the effectiveness of the management system are distinguished:

- justification of the complexity of the organizational structure and the expediency of the operation of each of its links;

- speed of response to new situations and making appropriate management decisions;

- strategy, according to which the whole organization and each of its separate subsystems are managed;

- the costs of maintaining the management apparatus, as well as their relationship with the obtained results;

- results of continuous monitoring of top management activities;

- assessment of the impact of the management apparatus on the final result of the enterprise's activity;

- quantitative and qualitative composition of management, as well as the ratio to the total number of employees.

It should be noted that the results of the organization's activities depend not only on the efficiency of the production staff, but also on how well the organizational structure is built. For this purpose, a periodic inspection is carried out in order to identify inconsistencies, as well as align the parameters with modern requirements and standards (the criteria for the effectiveness of management systems are used).

In short, management efficiency is an economic category that shows the manager's contribution to the organizational performance. Here, the determining factor is profit. Management effectiveness is important for several reasons. First, it takes a lot of time to train such employees and there are a lot of them. In addition, top management is characterized by the highest level of salary in

the enterprise, which must be economically justified. Management efficiency can be both economic and social. It is also worth noting the internal and external productivity.

A number of criteria are used to evaluate management performance, which can be used individually or together. Thus, the main indicator is the ratio of costs and benefits. Also, the optimal ratio of production workers and the number of permanent management personnel, as well as the costs that are regularly imposed on management, play an important role. It is important to connect the last indicator not only with the level of profit, but also with the real volume of production. It is important to understand that not only the composition of the production staff plays a key role in the success of the enterprise, but also the criteria of the effectiveness of the management quality. It is necessary to choose the right organizational structure, which ensures optimal interaction between all departments of the enterprise, and also reduces time and material costs for communication.

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