



Article

# The Activity of Light Industry Enterprises and the Specific Characteristics of Modern Management in Them

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**Abstract:** The further development of light industrial enterprises depends on the level of utilization of their resources and the organization of the use of modern management in management activities. The article analyzes the modern concepts of management in light industrial enterprises from the theoretical and practical point of view. Ways to improve the efficiency of light industrial enterprises in the conditions of changes are defined. The literature in which many studies have been conducted on management activities is cited in this article.

**Keywords:** Light Industrial Enterprises, Modern Management, Efficient Operation, Management, Management Culture, Management Methods, Consumers, Efficiency of Production, Principles.

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## 1. Introduction

With the independence of Uzbekistan, the activities of light industry enterprises of the economy began to move to a new qualitative stage. By decision of the government of the republic, almost all enterprises in the sector were transformed into open joint-stock companies and other forms of ownership in accordance with the program of denationalization. In 1991, the Ministry of Light Industry of the republic was abolished, and on its basis a state association was established - "Uzbekyengilsanoat", which carries out state management in the complex and produces light industry products.

The Resolution of the President of the Republic of Uzbekistan No. PP-4453 dated September 16, 2019 "On measures to further develop light industry and stimulate the production of finished products" focuses on ensuring the rapid and sustainable development of light industry, diversifying and expanding the production of high-value-added textile, garment and knitwear, leather and footwear and fur products that are competitive in foreign markets, primarily through deep processing of local raw materials, as well as improving management activities in order to attract potential foreign investors [1].

Limited Liability Company "YANTEKS" is engaged in the production of garment and knitwear products in domestic and foreign markets in order to meet the needs of consumers in the conditions of market relations. To this end, the company is engaged in the provision of various services to the population, starting from the preparation of raw materials. In order to carry out effective activities, YANTEKS Limited Liability Company is making efforts to use modern methods and techniques of management in its activities. The current era of development is characterized by globalization and changes. In these conditions, the activities of light industry enterprises are becoming somewhat more

complicated. The intensification of the competitive struggle is causing a decrease in high growth rates in the activities of limited liability companies. This situation requires the use of modern methods and techniques of management work in light industry enterprises.

### Literature Review

Numerous studies have been conducted on management activities. They have given different tariffs for management. In the Oxford English Dictionary, the term "Management" is defined as dealing with people, entering into relationships, the art of management and authority, administrative ability and governance, and a management system. In the "Dictionary of Foreign Words", management is translated into Uzbek as a method of managing production, in order to increase the efficiency of production and the level of profitability [2].

Management is the management of people's activities. Management is the generalization, organization, and direction of collective labor in order to achieve set goals. In various economic literature, management is seen as a type of activity and a separate function, while in some literature it is described as a process. Management is considered a process at the level of science and art, and its characteristics are emphasized as being several degrees more complex than science and art. Management is the activity of managers who regulate, organize, and direct the activities of employees in their areas of control towards the goals of the enterprise and organization. At the same time, management is a management link and a management system.

In his book "Management", R. Daft defines it as "Management or management is the science of managing the resources of enterprises, governments, and other organizations through administrative means". He notes that management in institutional areas is directed at entrepreneurship, the state socio-economic system, and non-profit organizations. Management is synonymous with management of organizations [3]. He argues that the ongoing changes will create a real revolution in the field of management. In order for the enterprise to continue its activities in the conditions of ongoing changes ("waves"), a new type of leader is needed, who must clearly understand all the complexities of the modern world and the fact that there are no convenient and safe directions in this situation. The revolution in management in the conditions of change requires an increase in production volumes with a decrease in the resources used, the active participation of all employees of organizations in the labor process, the need to see changes as a natural state of the external environment and create conditions for collaborative work. Modern management rejects traditional concepts of the management process. Among these concepts, one can cite such concepts as strict top-down control, specialization, management based on specific indicators, and analysis.

N.B. According to Kirillova, people exist where they act and are active in three areas of human society:

- Political - the need to establish and maintain order in groups;
- Economic - the need to find, produce and distribute resources;
- Defense - for protection from enemies and wild animals [4].

According to Peter Drucker, "Management means certain functions and the people who perform them, it shows their social and professional status. At the same time, management is an academic discipline and a field of scientific research" [5]. Managers determine the directions of development of their organizations, take on a leadership role and decide how to use organizational resources to achieve set goals [6]. Currently, there are also views on management as a universal type of human activity. Because the goal of effective use of resources and achieving high productivity is inherent in the activities of each organization.

Taking into account such points of view, Peter Drucker defines management as follows: "Management is the effective and efficient achievement of organizational goals

through planning, organizing, leading (leading), and controlling the use of organizational resources [7]. In this definition, two aspects can be distinguished:

- Planning, organizing, leading, and controlling as the main functions of management.
- The effective and successful achievement of organizational goals.

To perform the important functions of management, managers are required to have a high level of skills, knowledge, and understanding [8].

A.S. Kucharov defines the concept of management as follows:

“Management is a separate professional activity aimed at achieving optimal economic results of an enterprise operating in a market economy through the application of socio-economic principles, functions, and methods of a variety of management mechanisms. Management also refers to the field of activity related to the organization of people’s work in an enterprise. It is a field of knowledge in which the possibilities of effective management are studied” [9].

In the definitions and opinions discussed above, the concept of "Management" is interpreted differently. Its general definition can be given as follows: Management is an effort to increase productivity and efficiency in business management in enterprises and organizations of various types of ownership. In the implementation of this action, special importance is attached to the employees working in the organization and through their activities, the system of achieving goals, meeting market needs and the needs of society in general, increasing profits, forecasting scientific and technical developments and current and future planning, organizing production, selling products and services [10].

N.K. Yuldashev, M.M., Azlarova and G.Y. Khojamuratova in their textbook “Fundamentals of Management and Marketing” defined management as follows:

“Management is the process of managing resources, people, conducting effective activities and knowing how to make a profit, and increasing it. All social problems, all difficulties in the development of the economy, if approached in a businesslike manner, can be easily solved through “creative management”.

From this point of view, management is a choice that requires a special high art and skill, making decisions based on this choice and controlling its implementation” [10]. In the current conditions of change, management has become very complex and is no longer an activity consisting of simple and dry words, not of predetermined programs and actions, but a complex and unpredictable activity. Modern managers must anticipate changes, adapt to the demands of globalization, and be prepared for complex and fierce competition. They must be able to anticipate all changes and situations. In such situations, it is necessary to develop multiple options and evaluate them in terms of efficiency and effectiveness [11].

Based on the study of various approaches to management, O.S. Kazakov gives the following definition and concepts: “Management is a type of activity that ensures the effective use of all types of resources necessary for functioning in market conditions and in conditions of resource scarcity, and through them the achievement of the goals set for enterprises and organizations by effectively using resources. Management is primarily aimed at ensuring the effective use of economic resources. In the implementation of the effective use of economic resources, management methods, methods, functions, principles and various strategies are used. In the process of managing resources, activities should be directed towards the goal or goals set by the organization. In the event of problems with finding and using resources, if necessary, changes can be made to the goals. In management activities, it is advisable to pay attention, first of all, to ensuring the effective use of economic resources” [12]. Management activities are associated with economic resources and their use. Achieving efficiency by increasing the level of available resources, production capacities and their utilization will bring the activities of light industry enterprises to a higher level.

Currently, all issues of social development are connected with management activities. In particular, all areas of economic, socio-economic, political, education and culture are related to management activities and require their improvement. The movement to increase the level of coverage of young people with higher education in our country also requires further improvement of management activities. The emergence and development of a social stratum with higher and higher education expands the group of managers. Preparing them for management activities and bringing them to the level of modern managers is one of the important tasks of currently operating managers and educators [13].

## 2. Materials and Methods

In the process of conducting the research, the theoretical foundations of management activities were analyzed. The methods of logical analysis, economic analysis, comparison and forecasting were used in the study of theoretical and practical data.

The globalization of the economy and the conditions of changes taking place in the countries of the world place great demands on management activities. Modern traditions are emerging in the implementation of management activities. Major changes in management activities are increasingly penetrating our lives and changing activities. In such conditions, inaction, dealing with the past, and inability to foresee the future can lead to failure. In order to carry out management activities in the enterprises of light industry of our country and achieve results, it is of great importance to study the experience accumulated in this direction in foreign countries.

Experience in the efficiency of management has been accumulated in leading countries of the world, including the USA, Germany, Japan, Malaysia and Sweden. A number of studies have been conducted to improve the efficiency of management in enterprises and organizations in these countries, and it has been possible to increase production efficiency.

## 3. Results and Discussion

Light industry enterprises have a special place and significance in our country, and they have an impact on the creation of gross domestic product. Light industry sectors, including the garment industry, the garment-knitting and textile industry, the textile industry, the raw material processing industries, have rich resources in our country and great potential for providing employment to the population. That is why serious attention is paid to increasing the growth and efficiency of these sectors [14].

Light industry enterprises occupy one of the important places in implementing the tasks set for the further accelerated development of the country's economy.

Industrial enterprises, including light industry enterprises, have a special place and significance in the Namangan region, and this sector has been developing in recent years. Table 1 presents an analysis of indicators for the production of industrial products in the Namangan region for 2022-2023. In 2023, industrial products worth 20826.5 billion soums were produced in the region, an increase of 114.16% compared to 2022 [15]. This is due to the implementation of effective management activities in the industrial production sector in the region. As a result of management activities, industry enterprises will develop and will be able to increase their competitiveness. At the same time, in some regions of the region, the volume of industrial production in 2023 decreased instead of increasing compared to 2022. In particular, in Mingbulak and Uchkurgan districts, a decrease was observed instead of increasing compared to 2022. In Uchkurgan district, industrial products worth 1079.6 billion soums were produced in 2022, while in 2023 industrial products worth 836.6 billion soums were produced, or in 2023 industrial products were produced at 77.5% of the 2022 level.

**Table 1.** Analysis of industrial production in the Namangan region in 2022-2023.

№	Regions	Industrial production, billion sums		%% of the total		Change in SMIC volume by 2022, %%
		2022	2023	2022	2023	
	Total by province	18 241,8	20826,5	100,0	100,0	114,16
1	Namangan city	7 118,6	7761,1	38,9	37,2	109,0
2	Mingbulak	758,7	758,5	4,2	3,7	99,97
3	Kosonsoy	959,1	1228,3	5,3	5,9	128,0
4	Namangan district	1 063,8	1162,8	5,8	5,6	109,3
5	Norin	245,2	299,1	1,3	1,4	121,9
6	Pop	523,8	626,0	2,9	3,0	119,5
7	Turakurgan	3 247,3	4273,8	17,8	20,6	131,6
8	Uychi	1 045,5	1202,5	5,7	5,8	115,0
9	Uchkurgan	1 079,6	836,6	5,9	4,1	77,5
10	Chortok	375,4	493,0	2,1	2,3	131,3
11	Chust	1 523,7	1870,3	8,4	8,9	122,7
12	Yangikurgan	301,1	314,4	1,7	1,5	104,4

The fact that such a situation has arisen in the district at a time when the consumption demand of the population and consumers is increasing indicates that insufficient attention is paid to management activities in the field of industrial production. There are a number of opportunities for increasing production volumes in this area, the use of which is one of the main issues of current management.

Light industry has a large share in the structure of industrial production. Therefore, we will study the activities of light industry enterprises. Table 2 presents indicators of products manufactured at light industry enterprises operating in the Namangan region. In 2023, the region produced 388672.2 million soums of sewing and knitted products, and 403813.7 million soums of yarn and thread. At the same time, it can be said that the level of utilization of production capacities at enterprises producing these products was 72.5 and 54.4%, respectively. The level of utilization of production capacities was low in all the enterprises of the light industry production network. All these data show that the management activity in the enterprises of the light industrial chain is not sufficiently adapted to the environment of changes.

**Table 2.** Performance indicators of light industry enterprises operating in the Namangan region.

Product name	Unit of measurement	Number of enterprises (units)	Available production capacity	Product manufactured in 2023		Power utilization rate %
				In kind	In million sums	
Yarn	Tons	14	70500	45 230	403 813,7	54,4
Dyeing yarn	Tons	4	5200	2970,6	18387,5	76,4
Cotton pulp	Tons	41	19710	6564	142481,9	66,1
Threadin g	Thousand square meters	178	35842	21505,5	48872,5	63,5



Knitted fabric	Tons	24	5000	4396,2	81202,9	67,0
Sewing knitted products	A thousand pieces	185	12005	8400	388672,2	72,5
Hosiery products	A thousand pairs	12	2767	2767	15387,6	66,1

Adapting management activities in light industry enterprises to the changing environment and using modern management methods will bring great results and have a significant impact on the growth of the region's gross regional product, as well as providing jobs to the temporarily unemployed part of the population. The data analyzed above show that there are a number of opportunities in the light industry production sector in the region. As a result of activating these opportunities, it is possible to achieve a further increase in the volume of gross regional product production in the region.

#### 4. Conclusion

As a result of the research work conducted, it became clear that the activities of light industry enterprises are developing. At the same time, it was revealed that there are unused internal opportunities in the enterprises of the sector. To implement these opportunities, it is necessary to improve management activities in light industry enterprises. Unused opportunities can be realized by adapting management activities to the changing environment and globalization.

We believe that the following should be implemented to develop management at light industry enterprises:

- Deep study of management culture and strict adherence to its principles and methods;
- Wide use of information technologies in making management decisions;
- Comprehensive analysis and evaluation of various options in making management - decisions, and operation using a wide range of data;
- Paying special attention to the development of production programs of light industry enterprises and their departments, increasing the level of objectivity, taking into account the rational use of resources and factors;
- Taking into account possible future situations when implementing production management functions at light industry enterprises and carrying out activities based on them.

The implementation of these directions will lead to an increase in the volume of production of competitive products in the light industry sector in our country and a further increase in the country's export potential.

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