

Effectiveness of Approaching the Process Approach to the Development of Competence of Employees of Cotton Ginning Enterprises

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Abstract. The article examines the effectiveness of the application of a process approach to management in the development of the competence of employees of ginneries.

Keywords. Management, competence, staff, process approach, efficiency.

I. INTRODUCTION

One of the leading industries in the country is the training of highly qualified and highly spiritual personnel in the development of cotton ginning and industry.

In accordance with the laws of the Republic of Uzbekistan "On Education" and "National Training Program" to train highly qualified specialists with high spiritual, cultural and moral qualities, capable of solving the problems of scientific, technical, economic, social and cultural development of Uzbekistan at the level of developed countries is a function of the higher education system. The main goal of higher education in developed countries is to provide competitive services through the production of competitive goods and the training of qualified personnel of all categories. It is no coincidence that the organization of continuing education should be at the level of world standards and great importance should be attached to its construction on the basis of high spirituality, the importance of introducing state educational standards and developing its mechanism. In the training of highly qualified specialists, the development of their competence is important. One of the most pressing issues is the effectiveness of the application of a process-based management approach in the development of the competence of employees of ginneries, which requires the training of highly competent personnel to ensure adaptability to market variability.

II. LITERATURE REVIEW

At the current stage of human resource management development, a competency-based approach to personnel management is largely promising. Since the 1970s, this approach has been used in personnel management practice as an effective method in the process of personnel selection, motivation, training and development, evaluation.

At the beginning of the twentieth century, the theoretical foundations of industrial enterprise management began to be implemented in the form of a functional approach and mass production systems. M. According to Hammer, "the three 'K's' - customers, competitors and specific change management - have been implemented. In the context of globalization, increasing productivity has become a priority and increasing production has ceased to be synonymous with prosperity and power has passed from producer to customer" [1].

Hence, management approaches had to be reconsidered. In the field of enterprise management, "change management" has begun to be widely applied in practice, including coordination, human resources, economics, communications, information and other areas.

Standardization of management actions has played a major role in developing a process approach to management. In his works, G. Emerson proposed the principle of creating "written standard instructions" in the enterprise, and confirmed the importance of standardization of management work in the form of models of management processes and even their alternatives [2].

The next genesis of the process approach is related to the development of methods that contribute to the creation of sustainable management of mutual functional actions aimed at achieving the required characteristics of goods and to the systematic improvement of managers. The founders of this stage are V. Shuxart, E. Deming, D. Djuran. Edwards Deming calls for the removal of existing barriers between related units: "Most companies are organized on a functional basis, but they must operate in an environment of functional interaction.... Processes disrupt hierarchical content [3,4].

III. RESEARCH METHODOLOGY

Foreign and domestic researchers on the research topic relied on the results of the research and used methods such as statistics, selective observation, comparison.

IV. ANALYSIS AND RESULTS

It is well known that a business process has its own boundaries, an owner and a consumer who uses the product, otherwise the business process will simply not be necessary. The formal description of business processes begins with a subjective definition of boundaries, and all outcomes of alternatives depend on the position adopted by the particular person doing the work, their qualifications, practical experience, and ability [5].

To define the boundaries of the process, we use approaches based on the existing structure of the ginning plant, the outcome of the business process, and the value chain.

In the first approach, the enterprise is defined in terms of functional activity according to the existing structure. The disadvantage of this method is that different work processes are defined as activities distributed across different functional units and specialists, which violates the basic principle of process management: “one process - one division - one budget - one process owner”.

The second approach describes the company’s product at all stages of its life cycle. Such an approach is more difficult to develop and implement. However, it actually allows you to alternate business activities.

The third approach is based on the value chain developed by M. Porter, which identifies key processes that improve the functions of the business and lead to the formation of the product throughout its life cycle. According to M. Porter, the chain is the boundary of the stages, so business processes will be located where the consumption value of the product is added [5, 6].

The approach to defining business processes is certainly not limited to the three approaches cited, there may be more, but these three approaches explain more broadly that understanding the problem and much depends on the particular professional doing the job.

Involving employees of the organization in the process of quality management system is an integral task of any organization. According to Lee Yakkok, there are three most important things to measure in a business - the level of customer satisfaction, the level of employee satisfaction, and the flow of financial flows [7].

Management affects the business process, but is not changed by it; resources are used by the business process but are not modified by it (excluding depreciation). If business processes (mainly ancillary) change management or resources, such as changing technology, training, repairing equipment, then

it will be the input and output of relevant processes in which technologies, personnel, and equipment have their own management and resources [8, 9].

Identifying, describing, analyzing and alternating business processes of a company is not a goal, but a type of activity aimed at organizing the effective operation of the enterprise and increasing its competitiveness.

In this regard, the experience of ginneries in developing personnel quality management models is of particular interest. Thus, according to the international standard ISO 9001: 2001 "Quality Management System. Requirements", we have divided the diversity of processes in the ginnery into basic business processes or product life processes that provide management and measurement processes.

Based on the principle of classifying processes by management levels and taking into account their content, the following seven primary processes were identified:

1. Develop a strategy for working with employees and bring them to the level of jobs.
2. Measures to improve the skills of staff.
3. Work motivation.
4. Staff development and training.
5. Social and psychological support of ginners.
6. Management and control of labor protection status.
7. Development of personnel information system.

Based on further detailing using the IDEF0 methodology, a secondary “Professional Competence Improvement” model was developed [9]. The final result of this model is a series of processes aimed at obtaining a qualified specialist and improving the quality of work performed. This model consists of sequential processes focused on the end result, obtaining a qualified professional and improving the quality of the work performed. All processes are connected by arcs that serve the output of one process and the input of the next, according to the modeling rule. The model is built on a hierarchical basis with the required level of detail and helps to understand what is happening in the system under study, what tasks are performed, and how its functional blocks interact with each other and with the environment.

Thus, the first steps of building a management system model of one of the divisions of JSC "Uzbekistan" on the basis of a process approach have been completed.

V. CONCLUSION

To be successful in process management, you must have the following prerequisites:

- activity of managers in creating an innovative environment in structural units;
- maximum involvement of employees in the development and implementation of corporate quality management system based on an effective motivation system;
- implementation of a process approach in the production of cotton products;
- continuous monitoring to ensure the quality of processes and services in accordance with customer requirements and customer satisfaction;
- implementation of a systematic approach to quality planning, supply, management and control during the life cycle of cotton products;
- management of active suppliers through quality contracts, contract requirements, input elements, economic instruments and technology inspections;
- use of statistical quality control methods (SPS) at production stages that are important for processes and product quality;

Implement mechanisms and continuous product improvement mechanisms based on the implementation of the PDSA (Plan - Implement - Verify - Move) cycle, Kaizen and DMAIC methods.

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