

## Improving the Efficiency of Management of the Competencies of Workers in the Sewing and Knitwear Industry

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**Abstract:** The article establishes that the sewing industry currently experiences a shortage of qualified personnel due to a combination of problems observed in this industry. Based on this, personnel motivation in the sewing industry today is becoming a key aspect that ensures not only the preservation of personnel, but also the stimulation of innovative activity and improved quality of work in conditions of increased uncertainty and stress. The value chain analysis in the garment sector reveals gaps in the knowledge and skills of young workers in garment workshops, existing constraints that force young people to constantly change jobs, and identifies potential opportunities for garment production in rural areas.

**Keywords:** personnel motivation, sewing production, production efficiency, personnel shortage, motivation methods, financial motivation, material motivation, non-material motivation.



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**Introduction:** Personnel management is one of the most complex and important tasks in the field of enterprise management. The success and competitiveness of any organization is determined by the professionalism and competencies of employees, their loyalty and willingness to invest their knowledge and efforts in the development of the enterprise. Currently, HR departments are entrusted with a wide range of tasks – from selection, hiring, adaptation to personnel development, team building, leisure organization and talent management. The success of an enterprise largely depends on the ability of personnel to responsibly and fully perform their job responsibilities. “Labor resources are the most complex and important factor of production. They include, in addition to the enterprise personnel, such an irreplaceable resource as working time and means of payment for the workers' salaries. The study and analysis of labor resources are necessary to provide management with operational and prospective management information”.

The enterprise management system implies the use of modern approaches and technologies to ensure maximum efficiency of personnel. “Personnel are, first of all, people who have their own needs, motives for working in the organization, some shortcomings related to the character or physical indicators of a person, which experienced managers must take into account when carrying out management activities”.

In employee management, important approaches are efficiency and motivation, flexibility and respectful-friendly nature of interpersonal relations, exactingness and interaction, consideration of the interests of the company and personnel, orientation towards the formation of necessary competencies. This is what will determine such an important concept as the quality of labor resources.

Formation of transparent, trusting relationships, uniform requirements, rules, standards of interaction and remuneration becomes fundamental. For enterprises where efficiency and competitiveness directly depend on personnel, this is quite a difficult task. A well-thought-out and quite effective policy aimed at selection, hiring, adaptation, development, training, accounting of work, actual contribution and recognition of merits is required. A good example is when, when difficult and critical moments occur, the personnel do not leave the enterprises, but continue to work and fight for survival, despite a possible reduction in wages and the threat of losing their jobs. And vice versa, employees begin to quit en masse at the first, even minor, problems at the enterprise. It is obvious that in the first case, personnel management was implemented at a decent level.

**The aim of the study** is to improve the quality of specialist training by applying the technology of continuous formation of professional competencies based on the professional-graphic approach.

**The object of the research** is the process of professional training of a specialist in the system of secondary vocational education.

**The subject of the research** is the formation of professional competencies of textile production technicians.

To achieve this goal, it is proposed to solve the following tasks:

- analyze scientific and methodological literature, determine the theoretical prerequisites and practical grounds for creating a technology for the continuous formation of professional competencies based on the professionographic approach;
- develop a model for the technology for the continuous formation of students' professional competencies in the specialty;
- "Textile Production Technology", allowing to obtain a highly qualified specialist;
- design a technology for the formation of professional competencies in the process of specialized training of students of the specified specialty;
- carry out experimental testing of the author's model of the technology for the continuous formation of professional competencies of textile production specialists.

**The research methodology** includes desk research and in-depth interviews with representatives of the Government of Uzbekistan, a review of media publications and international organizations, as well as interviews with workers in sewing workshops in rural and urban areas.

### **Main part.**

An analysis of current training programs and specialists trained on their basis, as well as consideration of the requirements for workers in production, allows us to conclude that there are a number of contradictions:

- between the quality of the professional training received and the requirements imposed on the graduate in production;
- between the motives for receiving professional training and the lack of desire for further self-education;

- between the multi-component structure of professional competencies and the lack of technology for the formation and development of competencies.

The above-mentioned shortcomings of secondary vocational education and existing contradictions allow us to consider the proposed study as relevant and formulate the problem: what should be the pedagogical technology that meets modern standards for training a specialist in demand by production and society.

The insufficient development of this problem, its relevance and the need for a solution prompted the choice of the research topic:

"Formation of professional competencies of textile production technicians".

The use of Fourth Industrial Revolution technologies, such as artificial intelligence, will create 100 thousand new jobs in the textile and clothing industry in Uzbekistan.

The personnel of the enterprise in modern times is considered not just as personnel, but as labor resources, the image of the enterprise, contributing to the acquisition of the best positions in the market. In this context, the costs incurred by the enterprise are considered as the foundation of its future success. They are directed to improving the working conditions of the organization's personnel, to the development of social infrastructure.

The decisive condition for improving approaches to the mechanism of managing employee competencies is the structure of the personnel management organization, which includes the following stages:

Firstly, the systematization of goals in the context of personnel management, that is, in this case, when the goals are brought to it, personnel management issues are resolved more effectively;

Secondly, the recognition of the components of management functions that ensure the implementation of the entire system responsible for personnel management issues;

Thirdly, the improvement of the organizational structure model.

Let us focus on the main elements of the employee competency management system, which include personnel planning, personnel recruitment, personnel qualification, personnel incentives, personnel records, and others.

We would like to highlight aspects that may negatively affect the improvement of the mechanism for managing employee competencies:

- ✓ imperfection of the system of interaction within the enterprise divisions;
- ✓ lack of qualified personnel;
- ✓ high level of staff turnover;
- ✓ imperfection of the remuneration system;
- ✓ lack of initiative and negative psychological attitude;
- ✓ lack of desire to work in a single team;
- ✓ lack of cohesion in the enterprise team.

In today's dynamic business environment, the key factor for the successful operation of light industry enterprises is effective personnel management. Analyzing the trends and challenges faced by companies in this sector, we can conclude that there is a need for continuous improvement of approaches to the mechanism for managing employee competencies.

## Conclusion:

One of the main areas of development is the transition from the traditional hierarchical management model to a more flexible and adaptive system. In modern conditions, when market requirements change quickly, it is important to have mechanisms that can quickly respond to changes, adapt to new conditions and focus on achieving the company's strategic goals.

It is also worth noting the importance of using modern information technologies in managing employee competencies. Automation of processes, implementation of analytics and data management systems allow for more efficient management of human resources, analysis of personnel performance and making informed management decisions.

In addition, an important aspect of improving the mechanism for managing employee competencies is the development of a corporate culture that helps increase employee motivation, build team spirit and strengthen loyalty to the company.

Thus, modern light industry enterprises should strive to continuously improve their approaches to managing employee competencies, taking into account changing market conditions and introducing new technologies and practices aimed at improving the efficiency of the team and achieving the company's business goals.

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