
Analysis of the State of Formation of Management and its Efficiency

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Abstract: This article is published as a result of the research conducted in the sphere of formation and development of principles of management in a large business entity in Uzbekistan, and as such the entity was selected by the joint-stock company "Favourit Transportation". The author performed an analysis of the financial status of the company, made a comparative analysis of the economic indicators of the company and the process of improvement and introduction of modern principles of management.

Key words: Concept of management, modern stage development, business analytics, business entity, peculiarities of development of market environment, market infrastructure.

INTRODUCTION

Today, the globalization of the world economy puts new demands on increasing the competitiveness of national and regional production and transport complexes. This, in turn, activates economic growth in the conditions of the market economy, the expansion of the borders of exchange of products and services, and affects the market of transport services. In fact, transport and communication networks are one of the important parts of the world economy. The development of the country's economy cannot be imagined without the transport system. Creating conditions for the expansion of the exchange of goods and services, ensuring the country's competitive advantage, and a new type of territorial division of labor can be achieved only by establishing a competitive transport system. Therefore, improving the ways of organizing modern management in road transport is one of the urgent issues of today.

Methods. Methods such as analysis and synthesis, induction and deduction, comparative analysis, indicative, selective observation, comparison, correlation and regression analysis were used in the research process. The basis of the methodology used in the research is provided by the normative documents developed by our government on the development of railway engineering and the scientific research works of foreign and Uzbek scientists focused on the problems of attracting investments.

Results. In the socio-economic reforms being carried out in our country, along with many sectors, the employees of motor transport are using all their strength and capabilities to serve the country's development.

"Favourit Transportation" joint stock company was established under the name of "Avtotractor" enterprise based on the order of "Uzbekburgaz" production association dated July 27, 1978. today it is managed under the name of "Favourit Transportation" joint-stock company. The enterprise with a 36-year history is one of the prominent organizations in the district.

The purpose of the establishment of the enterprise is to provide motor transport services to departments that are part of the "Uzbekburgaz" production association.

At the time of its establishment, it served drillers and drillers working in oil and gas fields in Tashkent, Kashkadarya, Surkhandarya regions. At that time, the 1st truck and tractor line of the

enterprise was located in the city of Qarovulbazar, and the 3rd truck was located in the Karaktay fortress of Kashkadarya region. According to the order No. 82 of May 11, 1999 of "Uzbekneftgaz" NSC, 3 autosafs in the geological system were added to the enterprise. These are the 4th special autosaf located in the city of Qarovulbazar, the 5th autosaf located in the city of Olot, and the 6th autosaf located in the city of Galaosiya.

At the time of the establishment of the enterprise, there were 170 vehicles and mechanisms, and at the moment it has 293 vehicles, of which 253 are motor vehicles and 40 are mechanized vehicles.

Currently, the company has a total of 636 employees, of which 7 are management, 19 are specialists, 25 are technical employees, 45 are service employees, and 549 are production employees.

The enterprise was the largest transport enterprise in Qarovulbazar both at the time of its establishment and now, and its scope of service includes not only our republic, but also the drilling fields belonging to the "Uzbekburgaz" trust in the city of Aksoy in the Republic of Kazakhstan in the 1980s, and the most relevant drilling in the expanses of Ustyurt, which has a harsh climate. It can be seen in the comparison with the workers working in the fields.

During the years of independence, FAVORITE TRANSPORTATION JSC has been making a significant contribution to the oil and gas independence of our republic.

In the drilling operations carried out in the most relevant sections Kokdumaloq, Arnyoz, Markovskiy, Southern Kemachi, Pamuq, Khojiqazgon, Barkon, Somontepa, Jenov, Alan, Dengizkol, Doyaxotin, Kuruk, Tayloq fields, work was carried out together with the drillers of "Tashkentneftgazparmalash", "Kashkadaryoparmalash" LLC. . Since 1996, the unitary subsidiary "Ustyurt Exploration Drilling Department" has been making a significant contribution to reviving countless oil and gas wells opening in the territory of Ustyurt. Since the organization continuously supplies all the equipment and technical equipment necessary for the work of the above-mentioned enterprises on time, they have been handing over new mines on time.

"Favourit Transportation" JSC cooperates not only with local enterprises and organizations, but also with foreign companies "Lukoil Uzbekistan Operating Company", "Aral Sea Operating Company", "Integra Eurasia", "Eriell Uzbekistan". As a result, the company's vehicle fleet was renewed at its own expense. In 2009-2010, more than 40 modern motor vehicles and mechanisms were purchased, and this, in turn, serves to satisfy the demands of customers and increase the oil and gas reserves of our republic.

To date, the investment portfolio of the society is 82 mln. Making up 328 thousand 132 soums, the total value of Joint-Stock Commercial "Uzsanoatkurilishbank" is 32 mln. 9940 ordinary shares with a nominal value of 328 thousand 132 soums and a total value of 50 mln. consists of 50,000 ordinary shares with a nominal value of 1,000 soums.

If we analyze the management structure of "Favourit Transportation" JSC, the company is managed by the General Meeting of Shareholders. The general meeting of shareholders forms the Audit Commission, the Supervisory Board, and the Committee of Minority Shareholders.

The following are the main goals of the organization and activity of the Society:

The main goal of the society is to establish the market infrastructure in the Republic of Uzbekistan, to provide motor transport services to legal entities and individuals.

The organizational structure of FAVORIT TRANSPORTATION JSC is 3-tiered, as is the case with modern organizations today. The highest level is the General Council of Shareholders, which consists of the Supervisory Board and the Audit Commission. The supervisory board consists of the chairman of the board and the internal audit. There are 3 vice-chairmen of direct management, they are:

1. First Deputy Chairman of the Board for Production;
2. Deputy chairman of the board for financial matters;

The basic fixed salary is the amount of money payment included in the salary, and it is a payment to the employee of the executive body for fulfilling the labor obligations at the specified time without compensation payments, incentives and social payments, and this is regulated by the appropriate category according to the unified tariff system established by the "Uzbekneftgaz" NSC.

The variable part of the remuneration for the work of the executive body is calculated according to the decision issued by the supervisory board based on the quarterly report of the executive body.

In order to make a decision on the incentive to pay the variable part of the work of the executive body within the specified period, the executive body reports its planned indicators to the Supervisory Board of the Joint Stock Company during the reporting period.

The chairman of the board and members of the board of the joint-stock company shall be fully liable to the joint-stock company for compensation of the damage caused to the joint-stock company in accordance with the current legal documents of the Republic of Uzbekistan and the Charter of the company, as a result of the failure of the board members to perform their duties or not perform them to the required extent.

The chairman of the board of the society and the members of the board should act in the interests of the society and be responsible in the prescribed manner in the exercise of their rights and obligations.

The chairman of the board of the joint-stock company and the members of the board should not take actions for personal gain from the disposal of the property of the joint-stock company.

The chairman of the board and members of the board do not have the right to establish or participate in the establishment of enterprises whose activities during the period of leadership create difficulties in the sale of products of the joint-stock company or the provision of services. The chairman of the board and members of the board, when appointed to a position in a joint-stock company, must stop their participation in the same enterprises and inform the Supervisory Board of the joint-stock company about this termination.

Control of the presence of license cards in motor vehicles carrying passengers and goods in road transport, compliance with the conditions of international car transportation in the territory of the Republic of Uzbekistan, compliance with the work and rest regime of drivers at large points where passengers are collected and cargo is loaded and unloaded and the Ministry of Internal Affairs of the Republic of Uzbekistan It is carried out at stationary posts of the State Traffic Safety Service.

The activity of JSC "Favourit Transportation" is based on the laws and other documents on the protection of the rights of joint-stock companies and shareholders. If the international agreement of the Republic of Uzbekistan stipulates different provisions than those stipulated in the legislation of the Republic of Uzbekistan on the protection of joint-stock companies and shareholders' rights, the provisions of the international agreement shall be applied.

A commercial organization whose authorized capital (authorized capital) is divided into a certain number of shares confirming the rights of shareholders to a joint-stock company is recognized as a joint-stock company (hereinafter referred to as a company).

The Regulation on the executive body of JSC "FAVORIT TRANSPORTATION" determines the status of the executive body of JSC "FAVORIT TRANSPORTATION" and regulates its work, appointment procedure, as well as rights and obligations. Executive body means an executive body headed by an individual, a collegial executive body, a hired commercial organization (management organization) or an individual entrepreneur (manager).

According to the decision of the general meeting of shareholders, the powers of the executive body can be transferred to a commercial organization (a managing organization or an individual entrepreneur (manager)) on the basis of a contract, including on the basis of an election. If the

charter of the company does not provide for a special situation, the terms of the contract are determined by the Supervisory Board.

Analyzes. "Favourit Transportation" joint-stock company provides motor transport services to the oil and gas, geological-exploration, construction-repair industries, including oil and gas production organizations. The main customers of the society are also organizations in these fields.

In 2017, the volume of motor transport services provided by the joint-stock company "Favourit Transportation" amounted to 30 billion. 514 mln. soums, and the net profit is 937 mln. amounted to soum.

Table 1 Distribution of available vehicles in "FAVORIT TRANSPORTATION" LLC by type of composition

Names of vehicles	2017 y.	2018 y.	2019 y.
Bortovoys	36	38	40
Vans	5	5	6
Dump trucks	39	40	40
Tank trucks	34	34	35
Gas trains	2	3	4
Trumpeters	5	6	7
Trailers	9	10	10
Semi-trailers (carrying cement)	20	20	20
Buses	21	22	22
Timetables	15	15	16
Minibuses	2	2	2
Light vehicles	11	11	12
Special light and technological machines	12	12	13
Truck cranes	10	10	10
Special transports	3	3	3
Mechanisms	35	38	39
Total:	259	269	279
Including mechanisms	38	38	39
Car chargers	1	1	1
Bulldozers	6	6	7
Lifting cranes	15	16	17
KP-25	6	6	7
Sennebogen	1	1	1
Autoscraper	1	1	1
Excavator	1	1	1
Auto grader	1	1	1
Katok	2	2	3

Today, there are a total of 249 techniques in society, of which 39 are mechanisms.

In 2018, the volume of motor transport services provided by the joint-stock company "Favourit Transportation" amounted to 32 billion. 618 mln. soums, and the net profit is 980 mln. amounted to soum.

From these indicators, we can see that the joint-stock company "Favourit Transportation" has been achieving significant growth during its activity.

As a result of this, the amount of net profit is increasing year by year, the wages of the employees operating in the joint-stock company "Favourit Transportation" are regularly paid, and they are additionally given awards and various benefits.

This directly contributes to the improvement of the lifestyle of workers.

"Favourit Transportation" joint-stock company from the amount of profit, along with paying taxes on time, organizes charity events and holds regular meetings with people's activists.

In 2019, the volume of motor transport services in the joint-stock company "FAVORIT TRANSPORTATION" is 35 billion. 777 mln. soums, and the net profit is 1 billion 213 million. amounted to soum.

It can be seen that "FAVORIT TRANSPORTATION" joint-stock company continues its promising course of action even at the end of 2019.

From the amount of net profit, we can see that compared to the previous year, this year ended with a net profit of about 96%.

"Favourit Transportation" joint-stock company developed its programs for the following years from the amount of profit, and their financing plans were also prepared and approved.

Table 2 AKB, cars and spare parts acquired during 2019 at FAVORIT TRANSPORTATION JSC

№	Naming of spare parts	Units of measure	Required spare parts		Parts actually received		Missing spare parts	
			Number	Amount, mln.	Number	Amount, mln.	Number	Amount, mln.
1	AKB	Piece	342	221	31	31,566	311	189,434
2	Aftashina	Piece	1298	2103	452	604,14	846	1499,64
3	Spare parts			687,023		357,847		329,175
	Total			3011		993		2018

"FAVORIT TRANSPORTATION" LLC's 2019 quantity indicators of vehicles, cars and spare parts are presented, which include the planned indicators, actual indicators and missed indicators, and at the same time, their prices are also indicated.

Table 3 In 2014-2019, "FAVORIT TRANSPORTATION" LLC received revenues, the share of transport service and the dynamics of expenses, mln. Soum

Years	2014 y.	2015 y.	2016 y.	2017 y.	2018 y.	2019 y.
Total income	26427	28247	28856	32157	31751	32864
From this transport services	19488	25676	26788	30514	30925	31128
Expenses	22989	25733	28569	31104	30569	32123

In particular, in 2019, it was planned to buy 1,298 cars, of which 452 were actually bought, and 846 were not. That is, tires worth 1499.64 million soums were not purchased.

In 2014-2019, the income of "Favourit Transportation" JSC has its growth status. We can see that in 2014 the total income of "FAVORIT TRANSPORTATION" LLC was 26427 mln. amounted to 32,864 million soums by 2019. amounted to soum. Out of this, the transport costs are 19488 million according to 2014. amounted to soum. By the end of 2019, this indicator will be 31128 million. made up soum. If we look at expenses, this indicator in 2014 was 22989 million. amounted to 32,123 million soums by 2019. made up soum. From these we can see that FAVORIT TRANSPORTATION JSC has achieved significant results during its activity.

3- table The dynamics of the coefficient of use of the technical park of "FAVORIT TRANSPORTATION" LLC in 2015-2019

Years	2014 y.	2015 y.	2016 y.	2017 y.	2018 y.	2019 y.
Technical park utilization rate	0,5	0,509	0,524	0,505	0,480	0,501

In the past years 2014-2019, FAVORIT TRANSPORTATION JSC regularly used equipment parks during its activities, and we can see this based on the above table. It can be seen that the index of use of equipment parks of "Favourit Transportation" JSC has a tendency to grow year by

year. In 2014, this indicator was 0.5, by 2014 it reached 0.524, and by the end of 2019 it reached 0.501.

The financial condition of the enterprise represents the organization, distribution and use of financial resources. The financial situation describes the funds received from the exchange of products (goods, works and services), debts to suppliers and other creditors, temporarily idle means of special funds.

The financial condition of the enterprise is characterized by the provision of financial resources necessary for production, commercial and other types of enterprise activities, their effective distribution and use, solvency in mutual financial relations with other economic entities, and financial stability. Timely payments of the enterprise indicate that its financial condition is good.

The financial condition of the enterprise depends on the results of its production, commercial and financial activities. Non-stop production and exchange of high-quality products has a positive effect on the financial condition of the enterprise. Interruptions in the production process, deterioration of product quality, and the complexity of exchange lead to a decrease in funds coming to the account of the enterprise. As a result, solvency deteriorates. There is also an inverse relationship, in which the lack of funds leads to interruptions in the supply of material resources, as well as in the production process.

We can see that the net profit indicators obtained by "Favourit Transportation" JSC have decreased somewhat over the past years. This figure was 2965 million in early 2014. had formed soums and "Favourit Transportation" LLC had achieved a large figure during its activity. By 2016, this indicator dropped sharply to 1,225 million. made up soum. If we look at the results of 2019, the net profit of "Favourit Transportation" JSC is 2620 mln. made up soum. From this figure, we can see that the net profit has increased slightly compared to the sharp drop in 2014.

Discussion

One of the important tasks in the activities of "Favourit Transportation" JSC is to ensure the safety of transport services, to meet the needs of the population for transport services in a timely manner and with high quality, to reduce the costs incurred in the activities of the society, and to increase income and provide service services.

In 2019, the financial situation of "Favourit Transportation" JSC deteriorated. In the total income of the society, the income from the transportation activity was the main weight, in particular, in 20148 these incomes were 232321.0 million soums, according to the plan for 2019, they were 247750.0 million soums. 189,147.1 million soums. The indicator of the growth rate of income from transport services was 76.3% compared to the plan, and 81.4% compared to last year.

In our opinion, activities aimed at improving the financial situation and ensuring the financial and economic stability of society should be carried out at "Favourit Transportation" JSC.

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