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FACTORS FOR INCREASING EFFICIENCY IN MODERN BUSINESS MANAGEMENT

Raximaxon Alisher qizi Voxobova
Turin Polytechnic University

ABSTRACT

This article analyzes the key factors influencing the improvement of modern business management efficiency using a systematic approach. The study identifies the main determinants of management effectiveness and examines them in terms of human capital, organizational, and strategic dimensions. The theoretical foundations of each factor are clarified, and their role in the management system is scientifically substantiated. The results indicate that the development of human capital, organizational flexibility, and strategic planning play a crucial role in enhancing management efficiency. A conceptual approach for improving management effectiveness is proposed. The findings can serve as a scientific basis for the development of modern management systems.

Keywords: Business management, efficiency, human capital, organizational factors, strategic management, management effectiveness, conceptual model.

ANNOTATSIYA

Mazkur maqolada zamonaviy biznes boshqaruvida samaradorlikni oshirishga ta'sir etuvchi asosiy omillar tizimli yondashuv asosida tahlil qilingan. Tadqiqot jarayonida boshqaruv samaradorligini belgilovchi omillar aniqlanib, ular inson kapitali, tashkiliy va strategik yo'nalishlar kesimida o'rganildi. Har bir omilning nazariy asoslari ochib berilib, ularning boshqaruv tizimidagi o'rni ilmiy jihatdan asoslandi. Olingan natijalar inson kapitalining rivojlanishi, tashkiliy moslashuvchanlik va strategik rejalashtirishning uyg'unligi boshqaruv

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samaradorligini oshirishda muhim rol o'ynashini ko'rsatdi. Tadqiqot yakunida samaradorlikni oshirishga qaratilgan konseptual yondashuv shakllantirildi. Ushbu natijalar zamonaviy boshqaruv tizimini takomillashtirishda ilmiy asos sifatida xizmat qilishi mumkin.

Kalit so'zlar: biznes boshqaruvi, samaradorlik, inson kapitali, tashkiliy omillar, strategik boshqaruv, boshqaruv samaradorligi, konseptual model.

АННОТАЦИЯ

В данной статье на основе системного подхода анализируются факторы, влияющие на повышение эффективности современного управления бизнесом. В ходе исследования выявлены основные факторы, определяющие эффективность управления, и рассмотрены в разрезе человеческого капитала, организационных и стратегических аспектов. Раскрыты теоретические основы каждого фактора и обоснована их роль в системе управления. Результаты показали, что развитие человеческого капитала, организационная гибкость и стратегическое планирование играют ключевую роль в повышении эффективности управления. В заключении сформирован концептуальный подход к повышению эффективности управления. Полученные результаты могут быть использованы в совершенствовании современных систем управления.

Ключевые слова: управление бизнесом, эффективность, человеческий капитал, организационные факторы, стратегическое управление, концептуальная модель.

INTRODUCTION

In the modern economic environment, the success of business entities is increasingly dependent on the efficiency of management. Under conditions of



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deepening market relations, intensifying competition, and the growing variability of consumer demands, enterprises face urgent tasks such as the rational use of resources, making prompt and well-grounded decisions, and optimizing internal processes. Therefore, the issue of improving efficiency in business management has become not only a theoretical concern but also an important area of practical research.

Unlike traditional approaches, modern management systems are characterized by a multi-factor and flexible nature, where human capital, organizational structure, innovative approaches, and management technologies operate in an integrated manner. In particular, the proper organization of internal management processes, the effective application of motivation mechanisms, and the improvement of strategic planning are considered essential conditions for enhancing business efficiency [9].

At the same time, although existing scientific studies have examined factors influencing management efficiency from various perspectives, they have not sufficiently analyzed these factors as a unified system nor comprehensively explored their interrelationships. This creates the need for a deeper scientific investigation of this issue.

The purpose of this article is to identify the key factors influencing the improvement of efficiency in modern business management, analyze their interrelationships, and scientifically substantiate the directions for improving management systems [8].

LITERATURE REVIEW AND METHODOLOGY

The factors influencing the improvement of efficiency in modern business management represent one of the key scientific directions widely studied in the fields of economics and management. Research conducted in this area is primarily focused on identifying the main determinants of management efficiency and developing ways to enhance them.

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Foreign scholars have analyzed the factors affecting management efficiency using a comprehensive approach. In particular, Peter Drucker associates management efficiency with the rational use of organizational resources and effective decision-making. According to him, effective management is manifested through result-oriented activities [1].

Similarly, Michael Porter explains enterprise efficiency through competitive advantage and emphasizes that the proper organization of strategic management is a key factor in business success [2]. In his approach, the analysis of the external environment and the effective utilization of internal resources play a crucial role. Representatives of the Russian economic school have also paid special attention to this issue. In particular, Oleg Vikhansky links management efficiency with the proper formation of the internal organizational environment and effective human resource management [3]. He highly values the role of motivation and organizational culture in the management process.

In addition, Alexander Naumov substantiates that improving management efficiency in modern management systems is directly related to the implementation of innovative approaches and flexible management styles [4].

The issue of business management efficiency is also widely covered in national scientific literature. For instance, Ravshan Hamdamovich Ayupov highlights in his research that the effective use of information technologies in management processes is one of the key factors for increasing efficiency [5].

Furthermore, K.J. Mirzaev justifies the necessity of improving strategic planning and developing innovative activities in the enhancement of management systems [6].

Moreover, R. Botirova notes that the development of human capital, improvement of staff qualifications, and enhancement of managerial competencies play a significant role in increasing management efficiency [7].

Official sources also emphasize the importance of improving business management efficiency. In particular, materials from the Ministry of Economy

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and Finance of the Republic of Uzbekistan highlight the need to modernize management systems, ensure rational use of resources, and implement innovative approaches to enhance enterprise efficiency [8].

Furthermore, studies conducted by the **Agency for Strategic Reforms** indicate that improving management efficiency under conditions of economic reforms is considered one of the key factors ensuring the sustainable development of enterprises [9].

The analysis of the above-mentioned scientific perspectives demonstrates that enhancing efficiency in modern business management is a multi-factorial process, dependent on the integration of strategic approaches, human capital, innovative activities, and organizational management systems. In this regard, the present study is aimed at systematically examining these factors and identifying their interrelationships.

This research is focused on identifying the factors influencing the improvement of efficiency in modern business management and evaluating their interconnections. The research design is based on a conceptual-analytical approach aimed at identifying key factors and determining their level of impact. At the first stage of the study, the factors affecting management efficiency were identified based on scientific literature and categorized according to specific indicators. In this process, efficiency-related factors were classified into distinct categories and structured into a unified system. At this stage, the factors were grouped into three main categories: strategic management factors, organizational factors, and human capital-related factors.

At the second stage, an interdependence analysis was conducted to determine the relationships among the identified factors. This approach allowed for a systematic assessment of how each factor influences others and contributes to overall management efficiency.

At the third stage, a multi-criteria evaluation method was employed to determine the significance level of each factor. Each factor was analyzed based on criteria

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such as its impact on efficiency, applicability, and effectiveness. As a result, the factors were ranked according to their level of priority.

At the fourth stage, the factors with the greatest impact on management efficiency were identified, and an integrated management model was developed based on these factors. This model reflects mechanisms for enhancing management efficiency through ensuring coherence among the factors.

In the final stage, the obtained results were summarized, and practical recommendations aimed at improving efficiency in modern business management were developed. This approach contributes to the comprehensive improvement of management systems and ensures the effective utilization of resources.

RESULTS

The results of the study indicate that improving efficiency in modern business management is a multi-factorial and systemic process. Based on the conducted analyses, the factors influencing management efficiency were clarified within three main dimensions: human capital, organizational factors, and strategic management factors.

The findings revealed that human capital-related factors have the greatest impact on management efficiency. In particular, it was determined that improving employee qualifications and implementing effective motivation mechanisms significantly enhance the quality of management decisions. This, in turn, has a positive effect on the overall performance of the organization.

The analysis of organizational factors demonstrated that the flexibility of the management system and the proper organization of internal processes play a crucial role in increasing efficiency. These factors enable the effective use of resources and the optimization of operational processes.

Strategic management factors were evaluated as the key drivers of long-term development. According to the findings, setting clear objectives and planning

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innovative development contribute significantly to enhancing the competitiveness of enterprises.

Based on a multi-criteria evaluation, the factors were ranked according to their level of priority, and their degree of influence on management efficiency is presented in the table below.

Table 1. Factors for Improving Efficiency in Business Management and Their Priority

Group of Factors	Main Factors	Theoretical Basis (Scientific Explanation)
Human Capital	Improving employees' qualifications	According to human capital theory, an increase in employees' knowledge and skills improves labor productivity and enhances the quality of management decisions.
	Employee motivation	Based on motivation theories (Maslow, Herzberg), employee motivation increases their work efficiency and overall performance.
Organizational Factors	Organizational flexibility	The adaptive management approach ensures prompt decision-making and effective adaptation to a changing environment.
	Efficient organization of processes	According to Business Process Management (BPM) theory, process optimization leads to the efficient use of resources.
Strategic Factors	Setting clear goals and strategies	According to strategic management theory, clear objectives define the direction of an organization's activities and enhance efficiency.
	Planning innovative development	According to innovation development theory, the implementation of innovations increases a company's competitiveness.

When the results are generalized, it was determined that the factors influencing management efficiency operate in an interconnected manner. Therefore, achieving efficiency requires not focusing on a single direction but ensuring the integrated development of all factors. The model developed based on these findings serves as an important scientific foundation for improving business management.

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DISCUSSION

The results of the study indicate that the issue of improving business management efficiency should be explained not only through practical measures but also through theoretical approaches. In particular, the theoretical substantiation of the identified factors allows for a deeper understanding of their role within the management system.

The analysis of human capital-related factors not only confirms the priority of this area but also highlights the need to reconsider its internal structure. According to human capital theory, the development of knowledge and skills is one of the primary mechanisms for improving management efficiency. However, this process should not be limited to enhancing technical competencies alone; it must also be complemented by a motivational environment that fosters employees' initiative and responsibility. From this perspective, the development of human capital requires a comprehensive approach.

The discussion of organizational factors reveals the necessity of revising the internal structure and processes of the management system. Flexible management approaches are of critical importance in the modern business environment, as they enable organizations to make prompt decisions. At the same time, according to the theory of business process optimization, efficiency can be improved by streamlining internal operations. This requires simplifying management systems and reducing unnecessary layers.

The analysis of strategic factors emphasizes the importance of focusing on the long-term aspects of management efficiency. From the perspective of strategic management theory, having clearly defined objectives enables organizations to achieve consistent development. Moreover, through the planning of innovative development, enterprises can elevate their operations to a new level. This not only enhances internal efficiency but also strengthens external competitiveness.

Overall, the discussion results indicate that improving management efficiency is achieved not through the development of individual factors in isolation, but

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through ensuring their mutual integration and coherence. Therefore, the application of a comprehensive approach is of great importance in improving management systems.

CONCLUSION

This study made it possible to systematically identify the factors influencing the improvement of efficiency in modern business management and to reveal their theoretical foundations. The findings demonstrate that management efficiency is formed through the interaction of human capital, organizational, and strategic factors.

The results confirm that human capital-related factors play a crucial role in ensuring management efficiency, particularly emphasizing the need for the integrated development of knowledge, skills, and motivation. At the same time, organizational flexibility and the effective organization of processes were identified as essential conditions for the stable functioning of the management system. Strategic factors, in turn, emerged as key drivers in ensuring long-term development and competitiveness.

Based on these findings, it can be concluded that improving efficiency in business management requires not only the development of individual factors but also their integrated management within a unified system. This approach contributes to enhancing the overall performance of the organization.

In future research, conducting empirical studies in this field - particularly the quantitative assessment of factor impacts based on specific enterprise cases - remains an important scientific task.

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