



STRATEGY FOR ENSURING FINANCIAL SECURITY OF TEXTILE ENTERPRISES

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Article history:		Abstract:
Received:	22 th April 2024	<i>In this paper has been suggested ways to eliminate economic and financial risks in enterprises, substantiates ways to eliminate economic and financial risks in enterprises, mechanisms for optimal management of ensuring financial security in enterprises, and proposes a strategy for ensuring financial security in enterprises.</i>
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1. INTRODUCTION

Scientific research is being carried out around the world to study the assessment of the financial potential of enterprise assets, management of enterprise resources, and ensuring the financial stability of the enterprise.

Currently, the socio-economic departments of the World Bank, the International Monetary Fund, and the UN are conducting research in such priority areas as financial recovery, risk assessment and enterprise management, as well as improving the efficiency of financial management in the context of the economic crisis caused by the Covid-19 pandemic. These studies have proven the effectiveness of focusing on financial management to improve the competitiveness of an enterprise. Also in the conducted research, issues of reducing and eliminating risks, assessing risks in investment projects, methods for analyzing the internal potential of an enterprise, contextual aspects of strategic management of the financial security of an enterprise, organizational and economic methods of ensuring the financial stability of enterprises and ensuring the economic security of an enterprise have been widely studied. However, there is an increasing need for a comprehensive assessment of the financial security of an enterprise, taking into account the factors influencing them.

In Uzbekistan, special attention is paid to issues of ensuring the financial security of enterprises, including "the formation of a database on the financial and economic activities of business entities, their analysis using an automated information system and risk assessment." Consistent and effective implementation of these tasks will ensure the financial stability of enterprises in the country, reduce the level of bankruptcy, identify investment risks, as well as identify internal and external threats to the financial security of the enterprise, assess the value of the enterprise's assets when implementing investment projects of enterprises, making investment projects and investment

decisions, analyze the liquidity ratio, solvency, level of profitability, create a unified information platform for assessing financial security, use modern methods for ensuring the financial security of enterprises.

2.LITERATURE REVIEW

Research on the financial security of an enterprise is carried out in leading higher educational institutions, research centers and prestigious international financial and credit organizations of the world, in particular: Harvard University, Duke University, World Bank, IMF, New York University, University of Chicago (USA), Oxford University, University of Manchester, University of Leeds, London school of Economics (UK), Multilateral Investment Guarantee Agency, European Group of Appraiser Associations, St. Petersburg State University of Economics, Russian Research Financial Institute (NIFI), South Ural State University, Russian Financial University and Faculty of Finance of Moscow State University.

Thanks to scientific research conducted around the world, ways to ensure the financial sustainability of enterprises (Doing business) have been proposed; developed a methodology for assessing financial risks (McKinsey&Co); recommended ensuring the stability of enterprises based on information security (HOLT Value Associates); the concept of financial management of an enterprise has been developed (L.E.K. Consulting); British standard BS 311:2008 for effective financial resource management and risk assessment has been developed (Ernst&Young, KPMG, Deloitte); the methodology of GOST R ISO 31000:2010 "Risk Management: Principles and Recommendations" has been improved; GOST R ISO/IEC 31010:2011 "Risk assessment methods" (MSU).

In our country, issues of economic security, financial stability, liquidity, increasing profitability and managing the fight against the crisis are reflected in the fundamental and applied projects of the Tashkent State



Economic University, the Financial Institute, the Research Center "Scientific Foundations and Problems of Development of the Economy of Uzbekistan" at the Tashkent State Economic University, as well as the Institute of Forecasting and Macroeconomic Research under the Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan.

The methodological foundations for ensuring the financial stability of enterprises, gradually increasing their financial stability by improving financial management, developing a financial strategy and assessing the financial stability of enterprises have been widely studied in the scientific works of foreign authors. Issues of the theory of financial security are considered in the works of A. Marshall, J. Mill, D. Ricardo, A. Smith and other representatives of the classical theory of economics. Various aspects of macroeconomic relations, the reasons and activities of creating enterprises are set out in the works of S.L. Brew, P.M. Kachalova, R.G. Kousa, K.R. McConnell, W.D. Nordhaus, S.P. Robbin, P.A. Samuelson, A. Strickland, V.L. Tambovtsev, A. Thompson and other economists. Issues of financial security, threats to financial security and strategies for their prevention have been studied by S.M. Amanda, S. Ahmad, de Goede, Santiago Moral-Garcia, V. Zeng and others.

Scientists-economists of the CIS countries L.I. Abalkin, V.K. Senchagov, I. Lebedev, G. Kroklichev, E. Arkhipov, K. Zentsov, E. Novikova, A.D. Sheremet, M. Yu. Kussym, N. I. Yakushina and others conducted a number of studies on the problems of assessing economic and financial security and enterprise management. In particular, work has been done in the following areas: justification of the concept of competitiveness; development of a concept for the implementation of management mechanisms aimed at creating a modern financial risk management system in credit financial institutions; preventing bankruptcy and mergers with other enterprises; analysis of the Monte Carlo model for financial risks; conceptual aspects of assessing financial and economic risks in enterprises; management of financial risks arising in the process of mergers and acquisitions, based on cooperation with shareholders; development of organizational and economic methods and models for ensuring the financial stability of joint-stock enterprises, financial security of the enterprise, etc.

Issues of ensuring economic and financial security, their assessment and management at the macro and micro levels are reflected in the works of domestic scientists: A. Burkhanov, Kh. Abulkosimova, I. T. Abdulkarimova, M. K. Pardaev, T. S. Malikova, N. G. Karimova, F. Khamidova, D. Ortikova, D. I. Istamov, M. M.

Muhammedov, E. N. Khojaeva, A. E. Ishmuhammedov, D. K. Narzullaeva, A. E. Parmonova, A.I. Igamberdiev, G. Dadaev, M. Kodirov, D. R. Rustamov and others. The works of the mentioned authors undoubtedly make a great contribution to the theory of ensuring the financial security of an enterprise. But due to the complexity and versatility of the problem of ensuring the financial security of an enterprise, not all of its aspects have been sufficiently studied in these studies.

3. ANALYSIS OF RESULTS

In the course of the research, this article proposes a methodology for a comprehensive assessment of the effectiveness of managing the financial security of enterprises based on qualitative and quantitative methods, a system of factors is formed, and a methodological approach to a comprehensive assessment is proposed. The study proposed an assessment of the weight of four groups of factors proposed to assess the effectiveness of management of ensuring the financial security of an enterprise on a five-point scale. The main indicators by which each factor is assessed are also ranked.

After determining the values of the relevant parameters of quality and efficiency of financial security management at the enterprise, the integral indicator was calculated:

$$K_{MX} = \sqrt{K_{MX \text{ кач.}} \times K_{MX \text{ рез.}}} \quad (1)$$

Here $K_{MX \text{ кач.}}$ – financial security management quality factor;

$K_{MX \text{ рез.}}$ – coefficient of efficiency of financial security management.

The financial security management quality coefficient is determined by the following formula:

$$K_{MX \text{ кач.}} = \frac{\sum_{i=1}^n K_{\pi \text{ кач.}}^{\phi} d_i}{K_{\text{кач. max}}} \quad (2)$$

here d_i – importance of this parameter;

$K_{\pi \text{ кач.}}^{\phi}$ – the value of this parameter;

$K_{\text{кач. max}}$ – maximum value of this parameter.

The efficiency ratio of financial security management is determined by the following formula:

$$K_{\pi \text{ рез.}}^{\phi} = \frac{\sum_{i=1}^n K_{\pi \text{ рез.}}^{\phi} d_i}{K_{\text{рез. max}}} \quad (3)$$

here d_i – importance of this parameter;

$K_{\pi \text{ кач.}}^{\phi}$ – the value of this parameter;

$K_{\text{кач. max}}$ – maximum value of this parameter.



The obtained result ranges from 0 to 1; the closer the results, the higher the efficiency of managing financial security at the enterprise. After calculating the summary indicator, we will need an appropriate scale to analyze the degree of financial security management in textile enterprises. During the dissertation research, a scale

was developed to assess the financial security of textile enterprises based on assessments given by experts (Table 1).

During the dissertation research, a scale was developed to assess the financial security of textile enterprises based on expert assessments.

1 table
Financial Security Management Rating Scale
in textile factories

Results of integral indicators	Contents of assessments
From 0 to 0.30	Critically
From 0.31 to 50	Unsatisfactory
From 0.51 to 70	Satisfactorily
From 0.71 to 0.85	Good
From 0.86 to 1	High

The methodology for assessing the level of effectiveness of financial security management was tested at the textile enterprises of BETLIS TEKSTIL LLC in Tashkent, SIRDARYA BEST FASHION LLC in the Syrdarya region and Namangan Tukimachi LLC in the Namangan region based on calculation data and the accounting report for 2020, the results are presented in the following table (Table 6).

After determining the values of the relevant parameters of quality and quantity of financial security management, we calculate the total efficiency ratio of financial security management:

$$K_{\text{Betlis}} = K_{\text{MX}} = \frac{\sqrt{K_{\text{MX кач.}} \times K_{\text{MX рез.}}}}{0.85} = \sqrt{0,925 \times 0,78} =$$

$$K_{\text{Ham.tyk.}} = K_{\text{MX}} = \frac{\sqrt{K_{\text{MX кач.}} \times K_{\text{MX рез.}}}}{0.68} = \sqrt{0,925 \times 0,51} =$$

$$K_{\text{Sird}} = K_{\text{MX}} = \frac{\sqrt{K_{\text{MX кач.}} \times K_{\text{MX рез.}}}}{0.68} = \sqrt{0,925 \times 0,51} =$$

The results of Table 9 show that the aggregate indicators of BETLIS TEKSTIL LLC, SIRDARYA BEST FASHION LLC in the Syrdarya region and Namangan Tukimachi LLC in the Namangan region are respectively 0.53, 0.35 and 0.45. (Table 2)

2 table

Results of assessing the effectiveness of financial security management in 2020 in the textile enterprises under study

Company name	Financial security management quality factor	Financial security management performance ratio	Integral indicators	Contents of the assessment
ООО «Namangan tukimachi»	0,60	0,75	0,45	Unsatisfactory
ООО «BETLIS TEKSTIL»	0,76	0,71	0,53	Good
ООО «SIRDARYA BEST FASHION»	0,58	0,61	0,35	Unsatisfactory

In the course of the study, scientific and practical recommendations were proposed to increase the profitability of the research objects - textile enterprises as a way to increase their financial stability, and ultimately, to ensure their financial security.

The basis of the mechanism for managing the financial security of enterprises proposed by the author of the dissertation (Figure 6) is the formation of the financial

strategy of the enterprise. This strategy is implemented through the hierarchy analysis method.

A management strategy for ensuring the financial security of enterprises is developed based on the result of coordinated actions to use the financial resources of the enterprise, combat internal and external threats, plan, organize and control measures to prevent risks.



The areas of activity described above are cyclical in nature, as a result of which the management subject makes decisions to make appropriate changes. At the same time, the management of the achieved targets and factors of the internal and external environment of the enterprise is scientifically substantiated.

As part of this study, a group of experts was selected to work on the selection of alternative mechanisms for managing the financial security of an enterprise. In a number of cases, the concept of expert weight was introduced, due to the importance of taking into account

the variation in expert opinions $v_i, i = 1, \dots, m, M$ – total number of experts. To facilitate further calculations, it is accepted that the weights of the experts are numbered: $v_1 + v_2 + \dots + v_m = 1$.

To select the optimal solution, the following multi-stage mechanism for selecting the optimal solution in these systems is proposed. This mechanism is created based on a combination of survey methods, priority analysis and hierarchy analysis.

Stage 1. Compilation of an initial expanded list of alternatives and criteria and their rapid assessment.

Stage 2. Optimization of the number of alternatives based on their selection according to the Pareto efficiency set.

3-stage. Identifying the significance of criteria and optimizing their number by eliminating less significant ones.

4-stage. Conducting a survey among stakeholders for pairwise comparison of alternatives according to criteria. Identification of the final share of alternatives using the Saaty method and various stakeholder share ratios obtained through conflict-free assessment.

During the study, a financial security management mechanism based on the hierarchy analysis method was implemented by the author in BETLIS TEKSTIL LLC, SIRDARYA BEST FASHION JV LLC and Namangan Tukimachi LLC, and alternatives were calculated based on the following enterprise data. At enterprises, the process of evaluating alternatives was carried out on the basis of three criteria, the indicators were assessed in pairs, the data obtained were presented in the form of a matrix, the primary matrix of pairwise comparison was compiled, the tables were presented in the form of a fraction.

During the implementation of these stages, general priorities of alternatives were adopted:

$$A_1 = 0,2829, A_2 = 0,1018, A_3 = 0,4007, A_4 = 0,2146.$$

The hierarchy of alternatives for these conditions has the following formula:

$$A_3 = 0,4007 > A_1 = 0,2829 > A_4 = 0,2146 > A_2 = 0,1018.$$

Calculations have shown that the most optimal alternative for enterprises in the textile industry of the Republic of Uzbekistan, in particular, BETLIS TEKSTIL LLC, is A3 - ensuring financial independence. However, it is necessary to conduct a comprehensive assessment of the influence of various factors on the process of ensuring financial security at BETLIS TEKSTIL LLC, SIRDARYA BEST FASHION LLC, therefore, each alternative is important to improve the efficiency of managing the financial security of the enterprise. The proposed method for forming a strategy for ensuring financial security based on the analysis of hierarchies is a universal method that can be used in other industries.

4. CONCLUSION.

As a result of the study, the following conclusions were obtained:

1. Financial security is a system that covers a set of interacting elements based on the differentiation and dynamics of indicators (indicators) for assessing its condition, protecting against threats and risks, and ensuring conditions for sustainable and safe development. The financial security system is divided into different levels: it can be organized at the state, regional, city, district levels, industrial sector or at the level of a business entity (micro level), small business (mini level), individual entrepreneur and individual (individual level). At each level, financial security means protecting the system from external and internal threats; its identification requires a system of indicators and organizational and methodological tools for its more effective use.

2. The most important criteria for ensuring the financial security of an enterprise are: the volume of financial resources of the enterprise, sources of formation of the financial resources of the enterprise; ratio of income and expenses of the enterprise; the ratio of internal and external sources of formation of the enterprise's financial resources; the selected strategic and operational-tactical model for financing the assets of the enterprise; the level of financial risk of the enterprise and the sufficiency of profits for self-financing of the enterprise; the share and quality of borrowed funds in the financial resources of the enterprise; the ability to quickly ensure the mobilization of financial resources from internal sources into the reserves of the enterprise; flexibility of the enterprise financial planning system; compliance of the enterprise development strategy with the goals of financial security and monitoring of the enterprise's financial security indicators.



3. Management of the financial security of textile enterprises should be carried out taking into account qualitative and quantitative indicators when assessing management effectiveness. Ensuring financial security at enterprises involves monitoring activities, identifying areas of financial security as a result of assessment based on qualitative and quantitative indicators. The dissertation evaluates the effectiveness of the safety management process of three enterprises selected as an object based on the proposed assessment methodology: BETLIS TEKSTIL LLC, SIRDARYA BEST FASHION LLC in the Syrdarya region and Namangan Textile LLC in the Namangan region. respectively 0.46, 0.68 and 0.37, and financial security management in BETLIS TEKSTIL LLC was satisfactory, and financial security management in Namangan Tukimachi LLC and SIRDARYA BEST FASHION LLC was unsatisfactory. A number of measures have been identified to improve the efficiency of financial security management at the enterprises of Namangan Tukimachi LLC and SIRDARYA BEST FASHION LLC, BETLIS TEKSTIL LLC.

4. In our opinion, the management mechanism consists of complex elements and is an activity aimed at increasing the efficiency of management relations. The study proposes a model for managing the financial security of textile enterprises, which is based on financial strategy. In turn, it is desirable to formulate a financial strategy based on hierarchical analysis, which allows you to select the most optimal of the available alternatives. At large textile enterprises, a financial security service should be created, which should report directly to the general director. It is also important to develop appropriate documents for the enterprise, threshold values and criteria for the financial security of the enterprise in order to create an effective financial security system for the enterprise, which should identify internal and external threats.

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