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EVOLUTION OF PRODUCTION MANAGEMENT MODELS IN TEXTILE ENTERPRISES AND DIGITAL DIRECTIONS FOR IMPROVING EFFICIENCY

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Abstract. This article examines the evolution of production management models in the textile industry. It analyzes the development of classical management approaches, Lean Manufacturing, Total Quality Management (TQM), Just-in-Time (JIT), Six Sigma, and Industry 4.0 concepts. The study emphasizes the role of digital technologies in improving the efficiency of production management and strengthening the competitiveness of textile enterprises.

Keywords: textile industry; production management; management models; Lean Manufacturing; Total Quality Management; Just-in-Time; Six Sigma; Industry 4.0; digital transformation.

Аннотация. В статье рассматривается эволюция моделей управления производством в текстильной промышленности. Проанализированы этапы развития классических подходов к управлению, концепций бережливого производства (Lean Manufacturing), всеобщего управления качеством (TQM), системы «точно в срок» (JIT), Six Sigma и Индустрии 4.0. Обоснована роль цифровых технологий в повышении эффективности управления производственными процессами и укреплении конкурентоспособности текстильных предприятий.

Ключевые слова: текстильная промышленность; управление производством; модели управления; бережливое производство; всеобщее управление качеством; система «точно в срок»; Six Sigma; Индустрия 4.0; цифровая трансформация.

INTRODUCTION

The textile industry is one of the oldest manufacturing sectors in human history and has played a pivotal role in the formation and evolution of production management systems. The development of production management models has been closely associated with advances in economic thought, technological innovation, the division of labor, industrialization, and, more recently, digital transformation.

Across different historical periods, production management systems have continuously evolved in response to technological progress, changes in workforce structure, intensifying market competition, and shifting customer expectations. As a result, management approaches have gradually progressed from traditional labor-intensive methods to data-driven, intelligent, and digitally integrated production systems.

The following section examines the principal stages in the evolution of production management models in the textile industry and identifies the key factors that have influenced their transformation toward greater production efficiency.

LITERATURE REVIEW

The theoretical foundations of production management were established during the eighteenth and nineteenth centuries. Adam Smith demonstrated that production efficiency could be significantly improved through the division of labor. This approach was subsequently developed by David Ricardo and Charles Babbage, who emphasized the scientific organization of labor and the efficient utilization of production resources [1].

At the beginning of the twentieth century, the principles of Scientific Management developed by Frederick W. Taylor, together with Henri Fayol's administrative management approach, contributed substantially to improving

organizational performance through the standardization of production processes [2], the establishment of labor standards, and the systematization of managerial functions [3].

Between the 1930s and the 1970s, human-centered management approaches were advanced by Elton Mayo, Abraham Maslow, and Douglas McGregor. These approaches emphasized the importance of employee motivation, organizational behavior, and human relations in enhancing productivity. During the same period, Henry Ford's mass production model gained widespread recognition, enabling significant increases in manufacturing output through the use of moving assembly line systems [4].

From the 1970s to the 1990s, intensifying global competition stimulated the development of modern production management philosophies, including Lean Manufacturing, Total Quality Management (TQM), Just-in-Time (JIT), and Six Sigma. These approaches focused on optimizing production processes, improving product quality, minimizing waste, and ensuring the efficient utilization of organizational resources [5].

In the twenty-first century, production management entered a new stage of development under the influence of the Industry 4.0 paradigm. The implementation of digital technologies, including Enterprise Resource Planning (ERP), Manufacturing Execution Systems (MES), and Supply Chain Management (SCM), has enabled the real-time monitoring and control of production processes, accelerated managerial decision-making, and strengthened the competitiveness of manufacturing enterprises [6].

RESEARCH METHODOLOGY

This study employs historical-logical analysis, comparative analysis, a systems approach, and a comprehensive review of the scientific literature. The evolution of production management models is examined through a comparative assessment of classical, neoclassical, and contemporary management theories and concepts.

In addition, the application of modern production management approaches, including Lean Manufacturing, Total Quality Management (TQM), Just-in-Time (JIT), Six Sigma, and Industry 4.0, in textile enterprises is systematically evaluated. Scientific abstraction, generalization, and comparative methods are also applied to synthesize the research findings.

The results are interpreted on the basis of the identified evolutionary trends in the development of production management models within the textile industry.

ANALYSIS AND RESULTS

The evolution of production management models in the textile industry reflects the continuous improvement of methods used to organize and manage manufacturing processes. Each management model emerged in response to the specific economic, technological, and organizational conditions of its historical period, with the principal aim of increasing production efficiency, ensuring the rational use of resources, and improving product quality.

From this perspective, a comparative analysis of the distinctive and shared characteristics of contemporary production management concepts is of considerable scientific importance. Such an analysis provides a comprehensive understanding of their contribution to enhancing organizational performance and supporting the digital transformation of textile enterprises (Table 1).

Table 1
Comparative Analysis of Production Management Approaches¹

Management Approach	Primary Objective	Implementation Outcomes
Lean Manufacturing	To eliminate production waste and improve the efficient utilization of resources	Reduced production costs and increased operational productivity
Just-in-Time (JIT)	To minimize inventory levels and accelerate production processes	Lower inventory holding costs and shorter order fulfillment lead times
Six Sigma	To reduce process variability and defects while ensuring consistent product quality	Improved product quality and reduced defect rates

The data presented in Table 1 indicate that all modern production management models pursue a common objective: improving production efficiency. However, their implementation mechanisms differ. In particular, Lean

¹ author's development

Manufacturing focuses on eliminating waste from production processes, Just-in-Time (JIT) aims to optimize inventory levels, and Six Sigma is designed to reduce defects and process variability. The integrated application of these approaches enables enterprises to utilize resources more efficiently and improve product quality [7].

In the textile manufacturing industry, advanced production management models, including Lean Manufacturing, Just-in-Time (JIT), and Six Sigma, function as complementary management mechanisms. Their implementation enables enterprises to use resources more rationally, improve product quality, and strengthen their competitive advantage.

Lean Manufacturing, Total Quality Management (TQM), Just-in-Time (JIT), and Six Sigma have established the organizational and methodological foundations for quality management, waste reduction, and the efficient use of resources in production processes. At the same time, intensifying global competition, rapidly changing market demand, and the need for real-time decision-making have increased the importance of integrating these approaches with digital technologies. As a result, production management systems have gradually undergone digital transformation, leading to the adoption of digital management models based on the Industry 4.0 concept [8].

In the twenty-first century, production process management has entered a fundamentally new stage driven by information and digital technologies. Modern textile enterprises are increasingly implementing integrated platforms such as Enterprise Resource Planning (ERP), Manufacturing Execution Systems (MES), and Supply Chain Management (SCM) systems. These technologies enable enterprises to manage all stages of textile production, from raw material procurement to the delivery of finished products, within a unified information environment, thereby improving operational efficiency, coordination, and managerial decision-making.

The key characteristics of the digital production management model include:

- real-time monitoring and control of production processes;
- comprehensive analysis of the product life cycle through the integration of product development, manufacturing, storage, and distribution stages;
- evaluation of production performance using key performance indicators (KPIs);
- automation of production processes, application of artificial intelligence (AI), and implementation of robotic technologies in accordance with the principles of Industry 4.0.

The modern digital management model provides enterprises with several significant advantages, including:

- real-time analysis of production processes;
- reduction of operational errors through the minimization of excessive dependence on human intervention;
- alignment of product quality with international standards;
- more efficient use of resources and improved energy efficiency.

This model represents an important step toward strengthening the competitiveness of Uzbekistan's textile industry and supporting the implementation of the digital economy principles outlined in the "Uzbekistan–2030" Strategy [9].

Furthermore, this model not only accelerates production processes but also promotes the efficient use of resources, improves product quality, and enhances energy efficiency, thereby contributing to the sustainable development and long-term competitiveness of textile enterprises (Table 2).

Table 2

Generalized Analysis of the Evolutionary Stages of Production Management Models²

Period	Management Model	Key Representatives	Key Characteristics	Key Outcomes
18th–19th Centuries	Classical Management Model	Adam Smith, David Ricardo, Charles Babbage	Division of labor, workshop-based manufacturing, specialization of production	Increased production capacity
Early 20th Century	Scientific Management Model	Frederick Winslow Taylor, Frank Gilbreth, Lillian Gilbreth	Standardization of work processes, work measurement, scientific organization of labor	Improved labor productivity

² author's development

1930s–1960s	Human Relations Model (Neoclassical Approach)	Elton Mayo, Abraham Maslow, Douglas McGregor	Employee motivation, communication, teamwork, emphasis on human factors	Enhanced employee performance and productivity
1920s–1970s	Flow Production Model (Fordism)	Henry Ford	Mass production, assembly-line manufacturing, product standardization	Increased production volume; limited product flexibility
1970s–1990s	Advanced Management Model (Quality Management and Continuous Improvement)	W. Edwards Deming, Joseph Juran, Kaoru Ishikawa, Taiichi Ohno	Quality management, continuous improvement, waste reduction, collective responsibility	Improved product quality and organizational flexibility
21st Century	Digital Management Model	Klaus Schwab, Michael Porter, Peter Drucker	Digital transformation, integrated management systems, artificial intelligence, automation, Industry 4.0 technologies	Operational efficiency increased by approximately 25–30%

The findings presented in Table 2 clearly illustrate the historical evolution of production management models. At the initial stages, management primarily focused on the division of labor and the expansion of production output. In subsequent periods, greater emphasis was placed on quality management, process optimization, and the human factor. By the twenty-first century, digital technologies had become the principal driving force behind the development of production management. As a result, production processes became increasingly automated, enabling faster and more accurate managerial decision-making [10].

The analysis of these evolutionary stages demonstrates that production management models in the textile industry have gradually progressed from the traditional division of labor toward integrated management systems supported by digital technologies. This transformation reflects the continuous adaptation of production management approaches to technological advancement and the evolving requirements of modern industrial enterprises.

Overall, the evolution of production management models represents a transition from conventional approaches centered on work organization and supervisory control toward modern management concepts based on digital technologies, artificial intelligence (AI), and integrated information systems. These contemporary approaches enhance operational efficiency, improve the quality of managerial decision-making, and strengthen the competitiveness of textile enterprises in the era of digital transformation.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that the evolution of production management models has followed a consistent progression from classical management principles to digitally integrated production management systems. Each stage of this evolution has introduced new approaches to organizing and coordinating production processes, thereby contributing to improvements in enterprise performance and overall production efficiency.

The findings further demonstrate that Lean Manufacturing, Total Quality Management (TQM), Just-in-Time (JIT), and Six Sigma are effective approaches for optimizing production processes, ensuring the efficient use of resources, and improving product quality. Moreover, the Industry 4.0 concept has transformed production management by integrating these approaches with digital management systems, including Enterprise Resource Planning (ERP), Manufacturing Execution Systems (MES), and Supply Chain Management (SCM). This integration contributes to higher production efficiency and supports timely, data-driven managerial decision-making.

Based on these findings, textile enterprises are recommended to integrate modern production management models with digital technologies, establish real-time monitoring and control systems for production processes, and expand the implementation of automated management solutions. The adoption of these measures will strengthen the competitiveness of textile enterprises, improve resource efficiency and product quality, and support the sustainable development of the textile industry in the context of digital transformation.

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