

Organizing Improvement of Personnel Management System Efficiency in Enterprises

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Abstract

The scientific article is devoted to the problems of personnel management in production enterprises, factors influencing it, levels of personnel management and their specific characteristics. The relevance of this topic is based on market changes in the economic and social spheres.

Keywords: *personnel, personnel selection, personnel development, personnel evaluation, personnel motivation, operational level, tactical level, strategic level.*

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Introduction

In the process of modernization of the economy, rational organization of personnel management is of particular importance for enterprises and organizations of various ownership types in the Republic of Uzbekistan, where large-scale deep economic reforms are being consistently implemented. Because the transition to market economy relations requires the improvement of the management system in the economy first of all.

The successful operation of each enterprise in the market economy and fierce competition conditions depends on the competence, knowledge and experience, initiative, discipline, and responsibility of its team and personnel. It is well known for a long time that in the countries where market relations were formed much earlier, the decision-making and development of these and other qualities in the personnel of the enterprise can be achieved due to the improvement of management [1].

In world practice, a large-scale scientific research has been carried out in the field of improving personnel management in industrial enterprises. In particular, scientific research works were carried out on the introduction of modern methods of personnel management in industrial enterprises, the identification of factors affecting the efficiency of personnel management in industrial enterprises, and the evaluation of the efficiency of personnel management. The formation of management culture in personnel management in industrial enterprises, the procedure for following internal and external mechanisms of management, the study of the interests of the parties in the process of personnel management in industrial enterprises, and the further improvement of conducting research on effective personnel management in such enterprises are considered scientific trends.

In our republic, the process of personnel management in industrial enterprises is to develop a work plan, to combine them for the implementation of labor activities, to lead the work processes, to coordinate the work of separate departments and employees of the enterprise, to control the work process, and to know the international standards in the field at the required level. The existence of problems such as shortages requires the introduction of new principles of management.

Literature review

CIS economists I.V., Kibanov A.Ya., Durakova I.B., Fedoseev V.I., Kapustin S.N, Bazarova T.Yu, Yeremina B.L and others in their scientific research on issues of personnel management. Zokirova N.Q., Rakhimova D.N, Sharifkhodjaev M.Sh., Ghulomov S.S., Ergashev T.E., Ubaidullaeva R.A and others who conducted research.

Research methodology. In this article, the methods of economic comparison, monographic study, logical thinking, and statistical grouping were effectively used.

Analysis and results. It is a practical proof that the structure, skills, potential, creativity, responsibility of the labor team, which is called "Personnel" in science, are of decisive importance for enterprises to operate with high efficiency and compete successfully in the conditions of the market economy.

Personnel management is a system of organizational, socio-economic, psychological, ethical and legal relations aimed at the effective use of human potential in order to ensure the interests of individual employees and the enterprise as a whole [1]. There are four components that reflect the main functions of personnel management:

1. Selection of personnel.
2. Personnel development.
3. Personnel evaluation.
4. Staff motivation.

Personnel is currently a generally recognized term in economics and covers the components of the labor team. In essence, it gives the meaning of the composition of employees, which is derived from the term "employee" mentioned in the Labor Code of the Republic of Uzbekistan. Earlier, this concept was used as the term "personnel". Personnel consists of production personnel and management personnel [3].

Production personnel (workers) - usually consists of employees engaged in material production. They produce products, sell them, and provide services for them. Production personnel, in turn, are divided into two categories:

- key personnel - workers who are mainly engaged in production and product assembly;
- auxiliary personnel - mainly workers employed in service departments of the enterprise. The product of labor of production personnel is manifested as goods (buildings, cars, clothes, food products, etc.).
- Management staff (employees) - are usually more engaged in mental work and manage production. The main product of their labor activity is to collect relevant documents and information, summarize them, analyze them, prepare draft decisions, and after the decision is made by the leader, implement and control its execution [2].

Management personnel are also divided into two main categories: managers and specialists. The main difference between managers and specialists is that managers have the right to make decisions and they have subordinates.

According to management experts, in particular, the Russian economist A.Ya. Kibanov, the concept of determining the role of employees in production went through four stages during its development [3]:

1. Use of labor resources. It covers the period from the end of the 19th century to the 60s of the 20th century, and according to this concept, in production, only man, his function - labor, which is measured by time consumption and wages, served as a criterion.
2. Personnel management. As the theoretical basis of this concept, which began to form in the 30s of the 20th century, it is accepted that a person is viewed through a service task, and management is carried out through administrative means (principles, methods, powers, functions). is caught.
3. Human resource management. According to this concept, a person is considered not through a service task, but as an element of a social structure with three main components (labor function, social relations, employee status). This theory was formed in the 70s of the 20th century and was reflected in the ideas of "activating the human factor" during the period of "reconstruction" in the former Soviet Union.
4. Human being management. The founders of this concept are Japanese economists K. Matsushita and A. Marita. According to them, a person is the main subject of an enterprise and

the main subject of management, and it cannot be considered as a "resource". Enterprise strategy and structure should be based on human desire and potential.

At the same time, it should be noted that modern approaches to personnel management are related to the theory of human relations to management [5]. According to this point of view, personnel management should be based on the following principles:

1. Man is the basis of corporate culture. In enterprises operating with high efficiency, the main attention is paid to personnel. When people are placed at the center of changes, they become the driving force behind these changes.
2. Management is for everyone. Management should be carried out at all three levels: upper, middle (team) and lower (employees).
3. Efficiency - as a measure of enterprise success. This means achieving the goal of the enterprise at the expense of rational use of resources and obtaining as much profit as possible.
4. Mutual relations - as a criterion of enterprise success. Problems arising from the "world of feelings" (psychological relations, interactions, values, interests) should take precedence over problems arising from the "world of facts" (technique, technology, enterprise). According to this principle, "customer first" is superior to "job level (hierarchy) first".
5. Quality is the criterion of efficiency. It covers five interrelated features of the general concept of quality: personal quality; team quality; product quality; service quality; enterprise quality.
6. The team as a criterion of the success of the enterprise. All people working in the enterprise are employees. They are members of a social group - team. The team and its members have a role in the success and failure of the enterprise.
7. Staff training. It is a component of the process of changes in the enterprise, which is considered the key to development and renewal, as well as a vital necessity for the enterprise. Training programs should appeal to the minds and hearts of employees.

Scientific research on personnel management is carried out at the following levels [7]:

1. At the level of management processes. People are directly involved in these processes and they cover the following areas of knowledge:
 - ✓ communication fields;
 - ✓ social conflicts;
 - ✓ ways to improve management relations;
 - ✓ interest and control;
 - ✓ employees as team members.
2. At the enterprise level. In this case, the enterprise is approached as a system of achieving certain goals through people and their activities. This degree covers the following areas of knowledge:
 - ✓ enterprise - as a technical, technological, ecological, informational and financial complex open system;
 - ✓ enterprise as a social system;

✓ legal conditions of work.

3. At the human level. At this level, a person is treated as a person and a participant in the relations of production. Scientific research at this level is carried out in the following areas:

- ✓ composition of personal qualities and abilities;
- ✓ the results of his work for a person, especially these results for other people
- ✓ its relative and comparative importance;
- ✓ person and enterprise;
- ✓ people and management.

The concept of personnel management is interrelated with the formation and development of the potential of employees of the enterprise and is classified as follows:

Formation of personnel capacity is the organization of personal labor relations based on the procedures established by the personnel management service. This category refers to the processes connecting the relationship between all functions of management (for example, investment management and personnel management, production management and personnel management). Communication and management decisions appear as connecting processes.

Personnel management is carried out at the following three levels according to the scope of tasks and the period of their execution [12]:

Quick level. It directly covers the related sphere of personal labor activity and personnel management. That is, at this level, all the functions of personnel management are performed - from the analysis of information about employees to the determination of the cost of expenses for them, as well as personnel management.

Quick level. Tactical level. This means that personnel management refers to general personnel management.

Quick level. Tactical level. Strategic level. It shows that personnel management is inextricably linked with production management. The strategic level will be aimed at increasing readiness for competition, supporting the enterprise's production strategy, forecasting the foreign labor market.

Conclusions and suggestions.

Based on the given information, the following can be concluded:

Personnel (salaried workers) are interested in having a stable workplace, receiving the highest possible salary, social guarantees, good working conditions, and the prestige of their company. They are also interested in the opportunity to show their abilities and personal recognition.

Personnel should be approached as a main system consisting of unique individuals.

Formation of personnel capacity should be organized on the basis of the procedures established by the personnel management service.

Based on the introduction of an effective system of personnel management in the industrial enterprises of our country, it will be possible to solve the following tasks:

- ✓ use of innovative ideas in personnel management;
- ✓ improvement of personnel qualification;

- ✓ improvement of personnel evaluation system;
- ✓ improvement of personnel incentive system;

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