

IMPROVING THE ORGANIZATIONAL AND ECONOMIC MECHANISM OF PERSONNEL MANAGEMENT IN INDUSTRIAL ENTERPRISES

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Abstract: In the socio-economic reforms implemented in our country, it is important to effectively manage the personnel of industrial enterprises and to study the factors affecting it. Developing an effective personnel management mechanism, studying the factors affecting it, diversifying the economy, modernizing and technically updating the leading sectors of the industrial sector, especially in the context of a pandemic, all-round support for personnel management is defined as one of the main tasks implemented in the republic. This article analyzes the essence of personnel management and the main directions of its improvement.

Key words: personnel, system, systematicity, organizational-economic mechanism, management principles, personnel management.

INTRODUCTION

The problem of finding ways to improve the company's personnel management strategy is multifaceted and requires a systematic-targeted approach and, in particular, attention to the development of analytical methods of studying competitiveness and organizational-economic methods. It is the only organizational and economic mechanism of personnel management support that combines management, technical and technological measures for the improvement of the enterprise.

In scientific literature, a system is understood as a set of interrelated elements that have common characteristics and are united to achieve a specific goal. Systematics is an approach in which all relationships, elements, functions and management problems are considered as a whole. The selection of systems is based on five main factors, according to which the system: has a common purpose; consists of interconnected elements that make up its internal structure; has an external environment that constitutes its limitations along with internal elements; has certain resources to ensure its operation; under the leadership of the control center ensures its movement towards the intended goal.

LITERATURE REVIEW

The growth of requirements for human resources requires the formation of a system of their development aimed at updating knowledge in accordance with the changes in technology and the content of the labor process. The main goal is to improve the overall potential of the personnel and, first of all, their professional competences in terms of quality. As a result, human resources are brought to a more progressive (higher) level of development.

"Systemicity" means the presence of subsystems, levels, interdependence of various elements of the development process. E. V. Galinskaya, A. A. Ivashchenko, D. A. Novikov defines the personnel development system as "a set of organizational structures, methods, processes and resources necessary for the effective implementation of current and future production tasks and optimal satisfaction of personnel in terms of self-development, professional training and career achievement." As part of this system, they highlight aspects of motivation, professional adaptation, career and training. V. I. Bashmakov, E. V. Tikhonova, A. Yes. In addition to the aspect of

professional development, Kibanov emphasizes the need for social development of the organization's personnel. There is work done on differentiating national, regional, collective and individual levels of development.

Many scientists (A. Ya. Kibanov, A. V. Molodchik, S. V. Parshina, I. A. Khentse, etc.) considered the problem of personnel training as a system. In their works, professional development is described as a complex discrete transformational process of improving the professional activity of personnel aimed at acquiring the competencies necessary for the enterprise.

Other authors say that professional development is the process of preparing personnel to perform other work functions, tasks and solve new production problems.

There are interpretations that determine the development of personnel with the whole complex of organizational and economic activities of the human resource management service.

N. P. Belyatsky, A. P. Egorshina, A. A. Ushakov, L. I. The Menshikovs studied some areas of personnel training. In their works, the need to distinguish between the terms "development" and "training" of personnel is based. Training is considered as an element of personnel development system, along with personnel training and retraining, career planning, adaptation to new professional tasks and functions, etc.

THE MAIN PART

Thus, the organizational-economic mechanism for managing the personnel of the enterprise and, accordingly, the complexes of relevant technical, management and technological measures should be developed based on a system of integrated principles based on goal setting, for this it is appropriate to use the following seven groups of principles.

1. System-level principles: complexity - separate parts of the organizational-economic mechanism of managing employees should be adapted to all functional units of the enterprise; systematicity - the process of development and implementation of the organizational-economic mechanism of personnel management should be based on the methodology of systematic analysis of developing systems; continuity - work on the personnel management strategy should be carried out continuously, changes in the form of jumps in its structural factors should be monitored; optimality - the choice of management should be based on the use of criteria reflecting the principle of optimality arising from the value system adopted in the enterprise; constructiveness - the organizational-economic mechanism should form personnel management strategy and tactics, justify their choice and develop methods of their implementation.

2. Principles of development management: principles of systems development; modeling principles; management decision-making principles; the principle of self-organization; principle of synergy. In order to adequately describe the organizational-economic mechanism of personnel management, it is necessary to use an approach based on self-organization and pay attention to the implementation of the main principles of synergetics as the main theory of self-organization.

3. Strategic principles (concentration of efforts, balance of risks, cooperation).

4. The principle of awareness and adequacy of the participants of the management process.

5. The principle of applying continuous monitoring, which provides continuous monitoring and control over the implementation and dynamics of the life cycle of the enterprise's personnel management process.

6. The principle of continuous monitoring and preparation of alternative management strategies to ensure and support the diversification of enterprise personnel management strategies.

7. The principle of feedback, which allows to adapt the organizational-economic mechanism of personnel management in relation to the changing market environment. Taking this principle into account allows the necessary structural, organizational and resource changes to be made in the enterprise, which may ultimately affect its interests and opportunities.

When developing the organizational-economic mechanism of personnel management, it should be approached as a multidimensional social system. It should be developed as a heterogeneous

mechanism that ensures the interaction of the enterprise with the environment, including market, ecological and social components, through management strategies.

The organizational-economic mechanism developed on the basis of the above systematic principles of enterprise personnel management works effectively in the following cases: optimal combination of centralized and decentralized initiatives; the unity of goals and actions of the entire enterprise and its separate links; a motivation system that creates the interest of all executives to increase the competitiveness of the enterprise; use of modern technological and technical bases of management, which allows to solve the issues of ensuring the competitiveness of the enterprise in real time with minimum resources.

The success of personnel management of the enterprise's organizational-economic mechanism depends on its initial state, its functional and structural structure. The proposed organizational-economic mechanism should work as a program-target management structure acting on the type of project management, i.e. to have the authority to control and ensure its implementation, to have resource support - financial, material-technical and personnel production resources for the implementation of its actions. The organizational-economic mechanism should have such powers that it should allow it to effectively influence the organization of all material and financial flows within the enterprise, to assess the appropriateness of their use from the point of view of competitiveness.

The proposed organizational-economic mechanism includes the following blocks: selection of competitive development strategies; reforming the system of personnel management and labor incentives; increase the quality and competitiveness of products and enterprises, introduce quality management systems and their certification; a systematic approach to production diversification and planning; achieving unity of actions of all links and management processes in the external and internal policy of the enterprise; reorganization of the accounting and analysis system; improvement of marketing direction, strengthening of marketing service; activation of investment and innovation activity, externali.

Each of the blocks, in turn, is considered as a system that contains components that make up a different system. We will consider in detail the main components of each block of the proposed organizational-economic mechanism of personnel management, as well as the rationale and structure of their formation.

1. Selection of competitive development strategies. A correctly selected competitive strategy of enterprise development allows to define more precisely the range of measures that increase the adaptability, dynamism and sensitivity of the economic mechanism to changes based on a strategic analysis of its competitive positions and potential. in market conditions and to increase the scientific, technical and production potential of the enterprise. In the management literature, various classifications of strategies of enterprises, which are most common and proven in practice in the conditions of strong competition, are given. It is the ability to implement broad maneuvering strategies in the conditions of the market economy that is the driving force of business.

M. Porter in his monograph "International Competition" distinguished three strategies that are universal and apply to any competitive force - cost advantage, differentiation and orientation. Describing the concept of competitiveness, he states that companies can have an advantage over their competitors if they have lower costs and product differentiation. According to him, low costs reflect the company's ability to sell goods at a lower price than competitors. When the goods are sold at the same price as the competitors, the company makes a big profit. Differentiation is the ability to provide a unique value to the customer in the form of a product, its consumer characteristics, or after-sales service. Any strategy should focus on competitive advantages. In addition, there is another important factor that determines the competitive position - segmentation. Different market sectors require different strategies and capabilities, so different market sectors have different sources of competitive advantage.

It is this approach that should be the basis for choosing a long-term development strategy for industrial enterprises of Andijan region, in particular: cost minimization during the entire technological cycle of production and its large-scale diversification; creation and production of

products that meet international quality standards, introduction of advanced technologies, expansion of strategic management areas. Taking into account the selected strategy and development goals, the mission of industrial enterprises of Andijan region can be defined as follows: meeting the needs of the domestic and foreign markets as a leading manufacturer of light industrial products due to the effective use of intellectual and technical capabilities; to ensure the sustainable growth of society's well-being on the basis of high professional work.

2. To achieve unity of action of all links and management processes in the external and internal policy of the enterprise. Based on the specific characteristics of light industrial enterprises, management reorganization in them cannot have a single feature and implies the need for a differentiated approach to choosing the directions of structural changes in each of them. However, what they have in common is the need to ensure a systematic approach in the process of serious structural changes in the field of management. Only on this basis, it is possible to implement the unity of actions of all links and management processes in the external and internal policy of the enterprise, that is, to achieve management synergy in the management system and thereby ensure that the enterprise has more influence from the management system. On this basis, it will be possible to concentrate the forces of all personnel, eliminate the shortcomings in the potential capabilities of the strategy and management system, and create the necessary conditions for active entrepreneurial activity.

Taking this into account, the following areas of activity are proposed as components of this block: optimal solution to the problem of property relations reform; introduction of entrepreneurial type of management within the enterprise; radical restructuring of the organizational and economic structure of management; creation of product centers of profit and responsibility for self-sufficient results of activity; providing a comprehensive approach to reorganization of the enterprise management system and structure. It should be noted that the task of reforming property relations is important for achieving management synergy, because the positive effect of privatization can be achieved only when the change of property relations is inextricably linked with the process of creating enterprise management. This includes the decentralization of property relations. management system, increasing the independence and responsibility of structural units, that is, it is achieved when the problem of management is put first, and not the problem of changing the form of ownership.

The experience of local enterprises shows that it is most appropriate to preserve the principles of collective management in the process of privatization, that is, to switch to collective ownership, from the point of view of forming an effective owner. World practice shows that the transfer of enterprises to the ownership of their employees is supported at the state level in many countries, regulated by legislation, encouraged by preferential loans, and, as foreign experts note, is an effective form of private ownership for medium and large enterprises.

Different development strategies require significantly different management systems and structures, the formation of which, in turn, is predetermined by the appropriate organizational style of enterprise behavior. In the management literature, the step-by-step and entrepreneurial methods of organizational behavior are described. The step-by-step method of organizational behavior is aimed at minimizing deviations from traditional behavior both within the organization and in relations with the external environment. Changes are not accepted, they are limited or minimized. The entrepreneurial style requires a different approach to change. Enterprises of this style are in favor of constantly changing the status quo and entrepreneurially seek opportunities for growth through change.

The objective need to transition to an entrepreneurial type of management requires the restructuring of the organizational structure of management. The management structure developed and widespread in domestic light industrial enterprises, built on a functional basis, is not adapted to market conditions, it is focused only on execution, not on creative research. The purpose of the organizational structure is to support the enterprise, to help strengthen the role of management in the implementation of its strategic goals and tasks, to provide opportunities for rapid response to the changing external environment and market conditions.

An organizational and economic mechanism of personnel management is proposed as practical steps for the implementation of this block in the industrial enterprises of Andijan region: in this, the radical reorganization of production management, the development and introduction of a decentralized structure of management within enterprises; establishment of independent production centers specialized on the technological basis for the types of manufactured products; It is intended to turn the production of light industrial products into profit centers that have self-sufficient independence and are responsible for the current results of their activities and the development of the future potential of society.

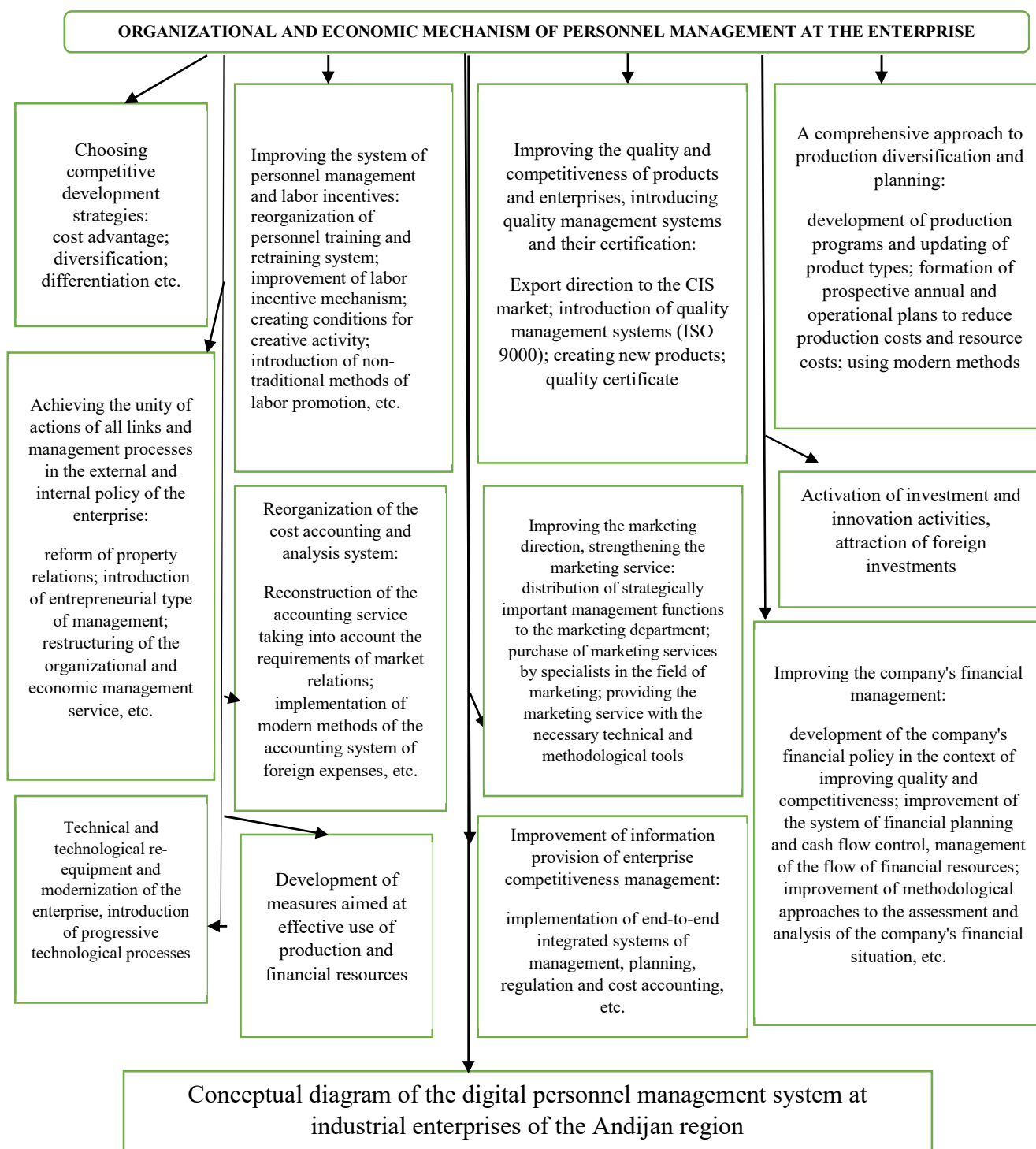


Figure 1. Organizational and economic mechanism of personnel management in the enterprise.

3. Improvement of personnel management and labor promotion system. By introducing the organizational-economic mechanism of personnel management, it is necessary to ensure that the labor team realizes and perceives the need for immediate changes in the management system and activities of the enterprise in the conditions of market relations. In this regard, on the basis of a competitive management strategy, it is necessary to prioritize the task of fundamentally reorganizing the system of personnel management and training in new methods of work. It is necessary to reach the "main mass" who know market relations and are able to work professionally in the consumer market in the key positions and decisive levels of management of the enterprise. Only in this way, it is possible to achieve quality changes based on the improvement of management efficiency and the implementation of the type of entrepreneurial management. Based on this, we propose to form the structure of the organizational-economic mechanism of personnel management of the third block as follows: reorganization of the personnel training and retraining system taking into account management and marketing requirements; improvement of the labor incentive and accountability mechanism to ensure the competitiveness of products and enterprises; pay and incentives.

4. Improving the quality and competitiveness of products and enterprises, introducing quality management systems and their certification. The organizational-economic mechanism of enterprise personnel management should form a fundamentally new strategy for product quality management, which will allow finding priority ways to achieve competitive advantages in trade markets based on an integrated approach to solving this problem.

Strategically important aspects of ensuring the competitiveness of products in the modern environment are as follows: a clear focus on the creation and production of new products that meet the needs of practice and the growing demand of consumers; improvement through the development and introduction of new technical solutions to extend the life cycle of previously acquired products; development of cooperation on mutually beneficial terms with leading enterprises for production of high-quality products and sales in foreign and domestic markets.

Modern market conditions demand the need to adapt the regulatory and technical base to international quality standards for production preparation and product production at all stages of the technological cycle. This is one of the most important factors to maintain the competitiveness of the enterprise at the required level. Solving the problems of increasing product quality and competitiveness should depend on the investment and innovation policy of the enterprise, and should be directed to the selection of priorities for the use of financial resources in the implementation of scientific and research activities. Based on the above, the organizational-economic mechanism of personnel management of this block includes the following components: development of an effective strategy of foreign economic activity, export to the CIS market; development and implementation of an integrated product quality management system (ISO 9000); certification of compliance of all production with the requirements of European and international quality standards; creation and development of fundamentally new competitive products; ensuring the continuity of the life cycle of previously acquired product types; development of cooperation with leading enterprises for the production of high-quality products on a mutually beneficial basis; certification of compliance of all production and product quality with the requirements of ISO 9000 international standards. The next three blocks - reorganization of the accounting and analysis system, improvement of financial management, diversification and a systematic approach to production planning determine the efficiency of economic security of the organizational-economic mechanism of personnel management.

5. An integrated approach to diversification and production planning. The structural structure of this block separates specific areas of activity of the economic and other departments of the enterprise, which help to solve the problems of increasing the competitive advantages of the total enterprise and actively promoting the export of manufactured products to the CIS market. Among them, a systematic approach to diversification of production, taking into account constantly changing market conditions: creation of production programs and updating of product types; formation of

prospective, annual and operational plans for reducing the cost of products, spending money, material, fuel and energy and labor resources; active use of business planning, cost accounting, functional cost analysis and other tools of modern methods of improving planning and analytical work, which contribute to solving the problems of increasing the competitiveness of the enterprise and ensuring its harmless and stable operation in economic practice.

The effective operation of the management system is largely determined by the effectiveness of its organizational support. This fact requires the development of targeted programs for the implementation of a set of organizational-economic and technical and technological measures that ensure the achievement of the planned indicators of cost reduction and product cost reduction as important criteria of the enterprise's successful operation; improving the technical level and consumer characteristics of products; increase production and sales volume; profit; receiving funds and others. It is proposed to prepare target programs for the enterprise in the form of program orders, in which the planned target indicators and the responsibility of services for their fulfillment are determined. The development of such programs should be a step-by-step iterative process, each of which further expands program positions and defines planned goals with a defined control system and accountability for their implementation.

6. Reorganization of accounting and cost analysis system. The structure of this unit of the organizational-economic mechanism of personnel management is predetermined by the following objective need to improve the accounting policy of the enterprise in changed economic conditions: timely fulfillment of obligations to the state budget; with the growing need to quickly provide enterprise management and departments with complete and reliable information for making quality decisions; with the need to reorganize the scheme of accounting work due to a comprehensive approach to the integration of accounting, management and tax accounting.

7. Improvement of financial management of the enterprise. The main tasks of the financial management system are as follows: ensuring the financial stability of the enterprise in a competitive environment; rapid assessment of the risks and benefits of various methods of investing funds to increase the competitive advantages of products; making strategic decisions on the choice of funding sources that ensure effective financial and economic activity of the enterprise; strengthening export potential.

The expanded components of the organizational-economic mechanism of personnel 8. Activation of investment and innovative activities, attraction of foreign investments.

In modern market conditions, without implementing this block of personnel management, it is impossible to solve the problems of large-scale diversification of production, technical and technological re-equipment and modernization of the enterprise, introduction of advanced technological processes, technical and technological re-equipment and modernization of production. This situation requires the following in relation to this block of the organizational-economic mechanism of personnel management: development of the enterprise's investment and innovation policy; formation and selection of priorities for the use of financial resources of the enterprise for the implementation of scientific research and experimental design works; activation of domestic investments in production development and attraction of foreign investments.

9. Improving the provision of information to the management of enterprise personnel. The implementation of the strategy of ensuring the competitiveness of the enterprise requires fundamental changes related to the introduction of information technologies.

In relation to the conditions of industrial enterprises of Andijan region, the organizational-economic mechanism of personnel management of this block consists of the following components: development of the final integrated management system for solving management, design and production problems; creation of a unified integrated system of planning, regulation and cost accounting; development of a unified information model of accounting, management and tax accounting; Development of an automated system of "Expense Management"; Creation of "Quick Marketing" and "Financial Management" information systems; development of a digital system of product quality management; introduction of advanced information technologies and modern means

of communication; creation of automated jobs in engineering and economic services at the enterprise and its production units; technical provision of information provision of personnel management within the enterprise.

10. Technical and technological re-equipment and modernization of the enterprise, introduction of advanced technological processes.

It is impossible to introduce quality management systems and produce competitive products without solving the problems of technical and technological re-equipment and modernization of the enterprise, without introducing new progressive technological processes. Solving such problems for the industrial enterprises of Andijan region is more urgent than ever, explained by the following fact - more than 50% of the equipment and machines available in the enterprise have a service life of more than 5 years, and their own funds allocated for the development of production are not a priority. In such a situation, it is recommended that this block of personnel management consists of the following components: development of a comprehensive plan for step-by-step technical and technological re-equipment of production; activation of domestic investment and attraction of foreign investment to solve this problem.

11. Development of measures aimed at effective use of production and financial resources. Currently, reduction of production costs and effective use of production and financial resources of the enterprise is a strategic direction of development of industrial enterprises of Andijan region. It is recommended that the main elements of this management block include: the formation of plans to reduce the cost of production and reduce the costs of production funds, while increasing the responsibility of enterprise services; implementation of the system of planning, standardization and cost accounting of the entire production cycle; introduction of product quality management system and others.

CONCLUSIONS AND SUGGESTIONS

Thus, the main block scheme of the above-mentioned organizational-economic mechanism for supporting the management of the personnel of the enterprise and the set of complex actions implemented in some industrial enterprises of the Andijan region allow: reconstruction of the entire management system; mobilizing internal resources of the enterprise; formation of a constant desire to increase competitiveness in structural units; increase the competitiveness of the enterprise and strengthen its position in the market. Of course, given the complexity and multifacetedness of the problem of enterprise competitiveness, this scheme does not reflect in high detail all the organizational, economic and other ways to solve this problem. However, the experience of industrial enterprises of Andijan region shows that such a structure allows for a systematic and purposeful search for methods of interconnecting all components of organizational and economic support to the management of the enterprise in order to concentrate efforts and control the factors that determine the potential. In this way, it is able to increase the competitiveness and stability of the enterprise in the market.

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