

TRANSFORMATION OF HR MANAGEMENT IN ENTERPRISES

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Abstract: *The article discusses the need to organize effective forms of using employees engaged in official activities to ensure the economic efficiency of creating enterprises in a market economy. In a market economy, the use of innovative technologies in the process of providing services, the role of employees in the process of providing services by the management of enterprises and institutions increases, there is a need to ensure the formation of relations between employees based on market requirements. Personnel management at enterprises depends on the economic policy of the state and each enterprise in the service sector. The main goal of the economic policy of the Republic of Uzbekistan is the formation of an economy based on national traditions, free competition, bringing national products to the level of developed countries in the world market.*

Key words: *personnel, social problems in management, social protection of workers, human capital, innovative personnel management, coaching, corporate culture, digital HR.*

INTRODUCTION

In a market economy, the process of personnel reorganization and enterprise management covers the stages of production, distribution, exchange and consumption of economic development. It is formed at the stage of reprocessing, starting with the process of reprocessing the workforce (workers). Preschool educational institutions, schools, academic lyceums, secondary specialized professional colleges, higher educational institutions, and institutions of higher professional education take an active part. At the stage of distribution and exchange, they are organized into working employees who can actively participate in the provision of services and have the ability to work.

The distribution and exchange of workers in enterprises are the second and third stages of the reproduction process, which is realized in the labor market, and at the consumer stage of reproduction it is carried out by the subjects of production in their use.

In corporate institutions, the management of service activities by employees gives rise to certain conflicts between them and employers, which requires timely resolution of these conflicts.

In our opinion, there are the following social problems in the management of service personnel in enterprises:

- ✓ underdevelopment of the socio-cultural complexes that are provided for them when organizing effective management of enterprise employees;
- ✓ labor market, the discrepancy between labor exchanges that provide jobs and the requirements of a market economy;
- ✓ an enterprise created on the basis of the requirements of market relations promptly adapts the system of managing the retraining of personnel necessary for the provision of services to market requirements;
- ✓ the company's employees are not sufficiently motivated to ensure growth in labor productivity;
- ✓ that the level of social protection for workers employed in the service sector at enterprises

does not meet their needs;

- ✓ the level of adaptation of the social security system to the requirements of the market economy does not meet the requirements;
- ✓ when employees working at the enterprise reach retirement age, the amount of pension provision established for them turns out to be unsatisfactory;
- ✓ Failure to comply with labor protection requirements for service workers employed at enterprises in a market economy.

Effective organization of management of service sector workers employed in enterprises, in the conditions of market relations, is carried out at the expense of the country's budget and the income of enterprises.

The efficiency of labor management of personnel employed at enterprises can be assessed by the growth of profit, which is an indicator of economic success, by the reduction of service costs per employee engaged in the process of providing services to the enterprise, by the growth of the cost of services rendered.

Improving the social environment for the implementation of personnel services at enterprises depends on the effective organization of their management. Ensuring the future cost of pensions for employees of enterprises working under a fixed-term employment contract, close to the cost of their labor associated with the provision of services to the enterprise, or at least 75 percent of the monthly salary for retired employees will increase the productivity of their labor activity.

LITERATURE REVIEW

In the modern conditions of the formation of a market economy in the Republic of Uzbekistan, it is necessary to improve social and labor relations between economic entities in the production and service sectors based on various forms of ownership. Insufficient development of services at enterprises at the level of market requirements and existing social problems of the company, that is, the activities of service employees to eliminate deficiencies in their management leads to an improvement in their socio-economic situation. Thus, to manage the organization of labor activity of enterprise employees at an effective level, it is necessary:

- ✓ creation of socio-cultural conditions related to the provision of adequate services to the enterprise's employees;
- ✓ in order to improve the activities of the labor exchange, promptly identify vacancies for available blue-collar jobs at enterprises;
- ✓ retraining of unused personnel in the service sector in new areas, taking into account market requirements for their specialties;
- ✓ Stimulating labor and strengthening social protection of workers based on the fundamental economic law of a market economy - the law of supply and demand;
- ✓ We believe it is necessary to review the pension amounts for retiring workers taking into account their work activity.

The creation of a socio-economic base depends on the level of organization of personnel management. Labor creates profit for the enterprise in the process of providing social services, ensures its development and expansion of the service process.

The economy of the enterprise, in connection with the development of the general economy, actively participates in the development of created material and intellectual goods, the improvement of the provision of services covering exchange and consumption, and spends a certain part of the profit received on improving the life and work of workers. Workers in the service sector of the enterprise, based on the expansion of the service sector, implement their social protection only on the basis of state intervention. Since the market is based on free competition, the state does not interfere in the processes of providing services by enterprises of various forms of ownership, and distributes the profit created in the service sectors by enterprises through adopted laws.

In order for the establishments of enterprises to be economically efficient in the conditions of a market economy, it is necessary to organize effective forms of using workers engaged in their

official activities. The use of innovative technologies in the process of providing services in the conditions of a market economy, the role of workers in the process of providing services by the management of enterprises and institutions will increase and there will be a need to ensure the formation of relations between workers based on market requirements.

Personnel management at enterprises depends on the economic policy of the state and each enterprise in the service sector. The main objective of the economic policy of the Republic of Uzbekistan is to form an economy based on national traditions, free competition and the sale of national products on the world market at the level of developed countries. - ensure competitiveness. To achieve this goal, entrepreneurial institutions must:

- ✓ allocate the necessary credit funds for the development of entrepreneurial activity, create conditions for increasing the competitiveness of their products;
- ✓ Provision of state support to enterprises in the manufacturing industry that, for various reasons, cannot meet the requirements of free competition in a market economy, in order to ensure that entities in the manufacturing industry meet the requirements of free competition;
- ✓ It is necessary to pay attention to reducing tax payments in order to increase the level of competitiveness of service sector enterprises and ensure their efficiency.

To implement the economic policy developed in the republic, it is necessary to use budgetary and financial, monetary and credit, antimonopoly, scientific and technical, innovative and other measures of a general nature. In addition to the above-mentioned management institutions, institutions of foreign investment, customs and foreign economic relations are also of great importance in the implementation of economic policy.

The economic efficiency of personnel management is expressed in the form of profit received by enterprises in relation to their transaction costs. Satisfaction with the level of consumption of service sector workers and their development in general is the main socio-economic indicator of efficiency. This is expressed mainly in the following indicators: the efficiency of capital investments provided to legal entities and individuals, the efficiency of using production technologies, the profitability of enterprises, the payback period of capital investments, the volume of production per worker employed in production, its cost, growth, reduction in cost price, and others. The efficiency of enterprises is expressed in the reduction of the cost price of the services they provide and the increase in profit. In short, the economic essence of enterprise employee management is expressed in the growth of their economic interests and the harmonization of the economic interests of production entities.

The social nature of enterprise management depends on the social policy pursued by the state.

The implementation of social policy requires the active participation of workers of each enterprise and institution. Social policy is expressed in the economic system in two ways:

- ✓ First, the progress of economic growth is expressed in the form of national wealth at the level of a particular country and gross income at the level of an enterprise. This wealth is the main goal of economic activity in organizing social conditions;
- ✓ Social policy is the goal of economic development. Economic development ensures the implementation of social policy;
- ✓ Secondly, social policy is considered a key factor in economic development.

Economic growth is reflected in the social conditions created for the work of service personnel at each enterprise. As the economic level of the enterprise grows, the demand for labor of service workers also increases. In this case, the social essence of managing the enterprise's employees is that they are intellectually developed in all respects, highly professional and highly qualified specialists, and that their qualifications are formed. The results of the enterprise's personnel policy are reflected in the level of development of working and living conditions of service personnel, as well as in its social infrastructure.

In the context of globalization of the economy in the world, the effectiveness of the market economy, first of all, the attention of the state and enterprises to the personnel management system, the search for innovative forms of personnel management depends on the volume of investments spent

in human capital. In the reforms of recent years, special attention was paid to the development of two main areas in personnel management: personnel and innovation. As the history of economic development has shown, without taking these two factors into account, it is impossible to ensure sustainable development of society. The human factor began to be considered as the main object of investment, and even more important than factories, equipment, technologies and other production capabilities¹.

There is no single theoretical definition of human capital development among specialists. Certain natural resources and people do not bring us economic benefits in themselves. In order for a person to be useful, he also needs to be trained in a certain field or to ensure his qualifications are upgraded. It is on this basis, by organizing human resources, and from them labor resources, that this factor begins to bring benefits as physical capital in the production process.

Human capital was originally defined by its academic degree and ability to work. This is due to the fact that human capital has been considered primarily as a social factor, not an economic one, for many years. Therefore, it is assessed as a social factor and is recognized only as a cost factor in the economic sphere.

Only by the middle of the 20th century did the attitude towards human capital change, and initially in developed countries it was viewed as an economic factor.

In the mid-20th century, American economists T. Schultz and G. Becker first studied the concept of human capital as an economic factor.

American economist T. Schultz, based on his study of the period of improvement of human capital, substantiated that it is the main factor in the production of "human capital". In his research, the scientist substantiated the human factor as a factor in development in the "industrial" and "post-industrial" periods of economic development.

According to T. Schulz, the results of investment funds invested in a person are necessary for the formation of his ability to work, and health care should ensure its effective functioning. Providing the production process with human capital is very progressive and justifies the need to establish high wages for effective workers².

Economist E. Bogart expressed his thoughts on the need to assess the value of human lives lost in war in monetary terms, on the economic significance of these losses and on the tragic significance of human losses as a result of war, considering human life as a decrease in the value of total capital. According to him, there is a general relationship between human capital and material capital.

In our opinion, it is necessary to consider human resources not as a necessary factor of production, but as the main resource of production. Because it embodies labor, social relations and working conditions. Based on this, human resources, first of all, should be considered as the main factor influencing the general quality of a person, that is, knowledge, profession, health, as well as the quality and results of his activities.

G. Becker estimated the investment costs associated with the education of a person as a factor in achieving economic efficiency. These investment costs primarily benefit the worker who is engaged in the production process, and the ratio of additional income is expressed as the difference between the income of a highly educated worker and the income of an ordinary worker³.

Among the economists of our republic, K. Yu. Yuldoshev and K. Muftidinov believe that "labor force is the sum of physical and mental forces possessed by the human body, the ability to work. They usually consider labor force as a personal factor in the development of labor⁴."

A. Kadyrov stated that "the human factor is a manifestation of the mental and physical abilities of the workforce. "The presence of work capacity makes a person a workforce, and in the

¹Gerchikova I.N. Management.-M.: 2000. S. 31; Gudushaura G.V., Litvak B.G. Management of a modern enterprise.: 1998. S. 78; Daft R.L. Management. - KPb.: Piter, 2000. S. 217; Whitmore J. New style of management and personnel management. - M., 2000. S. 58.

²Edward Woods. America's Human Wealth: The Money Value of Human Life / E. Woods, K. Metzger. - New York: F.S. Crofts @ Co. 1927.

³Becker, G. Human Capital. - New York: Columbia University Press, 1964.

⁴Yuldoshev K.Yu., Muftaydinov K., Students of Economics. Do not use the word "Uku". T.: Teacher. 1999. - 25 p.

*process of work he also expands his knowledge, influencing changes in nature*⁵. "

*K.Kh. Abdurakhmanov "retraining of the workforce is the restoration of its ability to develop mental and physical strength , that is, its nutrition, clothing, rest and cultural leisure "*⁶ - he understands.

*According to economists J.Kh. Ataniyazov, T. Dzhililov, "Human capital is a factor and a necessary condition for the development of innovative activities. Human capital remains a priority for the national economy."*⁷ - they think.

*S.S. Gulyamov, N. Ochilov, O. Saidakhmedov paid attention to "financing human capital in the social sphere and the development of the Uzbek model in Uzbekistan"*⁸.

*D.A. Rakhimova believes that "in order to stimulate economic growth and innovative activity, financing of human capital should, in our opinion, be directed to the areas of education and healthcare"*⁹.

*And Z.D. Oripova writes, "people with a high level of education have more opportunities to benefit from this factor." "In addition to the economic benefits of higher education, its impact on the well-being of life, as well as on the social and political life of the country, is immeasurable"*¹⁰. "

*According to D. Tadjiboeva, "the main factor that ensures the effective work of the human factor and motivates it to work is special attention to labor rights, economic relations in the process of organizing and managing labor"*¹¹. "The effectiveness of personnel management is of particular importance, especially in the production sphere, since the manufactured products satisfy both the physical and spiritual needs of society.

The introduction of innovative methods of effective personnel management ultimately increases overall economic efficiency. Therefore, it is important to choose the right concept of managing employee innovations, which constitute the main component of human capital. "Efficient personnel management is based on the targeted activity of the enterprise's management personnel, including the development of the concept and strategy of personnel policy, principles and methods of personnel management"¹². That is why a number of foreign and domestic economists have conducted research on the problem of personnel management.

Russian economist Dresvyannikov V.A. "Human Resources Management is a field of activity aimed at increasing the efficiency of an enterprise by increasing the efficiency of work with specialists, which is understood as a system of employee management by the enterprise management using psychological, legal, economic and social methods"¹³. "

*Local economist, academician K.Kh. Abdurakhmanov emphasized that personnel management is a system of organizational, socio-economic, psychological, moral and legal relations aimed at the effective use of human resources in order to ensure the interests of individual employees and the enterprise as a whole*¹⁴.

In our opinion, it is appropriate to understand personnel management in the sense of increasing the efficiency and competitiveness of an enterprise through the effective use of the physical and intellectual capabilities of the enterprise's employees through interconnected techniques, forms and methods of organizing work with personnel.

⁵Kodirov A. Iktikodiyot nazaryati . T.: TDTU. 2002. - 17 p.

⁶Abdurakhmanov K.Kh. Cocktail bar. T.: Trud. 2004. - 76 p.

⁷ Ataniyazov J.Kh., Dzhililov T. The role of human capital in the innovative development of the economy // International finance and high-tech. T.: 2019. No. 2. - P. 1-9.

⁸Gulyamov Ch.K., Ochilov N., Chaidakhmedov O. Intellectual economic factors of business // Economic Bulletin of Uzbekistan. T.: 2015. No. 6. - P. 38-41.

⁹Rakhimova D.A. Improvement of the methodological verification of sources of financing of social trade in Uzbekistan. Abstract of the doctoral dissertation in economic sciences. T.: 2018. - 72 p.

¹⁰Oripova Z.D. Orientation of investments to non-commercial capital in China // Modern education. T.: 2014. No. 6. - P. 3-8.

¹¹Todjiboeva D. Economist-theorist. T.: 2002. - 220 p.

¹² Kosimov Farkhod Orifzhonovich_dissertation.docx

¹³ Dresvyannikov V.A. - Center for assessment and development of personnel (Center for assessment and development): creation and technology of work - Rukaints - 2017 - 221 p. - ISBN: 978-5-4365-2242-5 - Electronic text // EBC BOOKRU - URL: <https://book.ru/book/927768>

¹⁴ Abdurakhmonov K.Kh., Kholmominov Sh.R., Zokirova N.K.. Perkonal management: Darklik. - Tashkent. Vostok, 2008.

MAIN PART

In the theory and practice of human capital management of a voluntary enterprise, four concepts are distinguished: the use of labor resources, personnel management, human resource management, and people management. These concepts were developed within the framework of three main areas - economic, organizational, and social approaches.

By investing in attracting and developing qualified specialists, increasing their intellectual, i.e. innovative, knowledge, retraining and additional education, it is possible to achieve a high level of profitability through the efficient use of workers.

Changes in working conditions in the production process of an enterprise require improvements in the methods of payment and the mechanism for organizing it.

Since employees are the top priority of a company, maximizing productivity is a serious challenge for many companies. Manufacturing companies pay great attention to product quality and employee productivity. The manufacturing industry is one of the sectors that plays an important role in the process of structural changes in the economic cycle.

There are the following areas of effective personnel management in manufacturing enterprises:

1. Creation of the necessary conditions for obtaining high economic results from the work of the enterprise's employees in the production process;
2. Protection of the rights of employees of the enterprise by the management of the enterprise;
3. Ensuring transparency of production relations between production units of the enterprise;
4. Ensuring full use of workers' labor by the enterprise management;
5. Creation by the enterprise administration of conditions for the implementation of initiatives proposed by the enterprise employees;
6. Motivation of employees by the management of the enterprise taking into account the qualitative and economic aspects of labor results.

The scientific concept of innovative personnel management is formed as a result of the synthesis of the most effective management methods used at enterprises. This concept mainly uses the methods of the organizational approach, and also includes methods of the corresponding economic and humanistic approaches. In our opinion, the synthesis of methods in such proportion fully covers the features of the current stage of socio-economic development of our country.

Managing employees at enterprises using innovative methods. Modern economic development in the context of globalization covers the following areas:

To ensure effective results of the enterprise's activities, it is advisable to clearly define the strategic goals of its development and align them with the personnel management strategy:

- ✓ *maintaining constant and consistent interaction with the external environment, conducting various marketing research, monitoring, studying public opinion and communicating this information to employees;*
- ✓ *differentiation of forms and methods of corporate management of employees based on functional tasks, teamwork and individual identification of problems;*
- ✓ *motivate employees to build self-confidence in the enterprise and create opportunities to solve their personal problems, maintain their high innovative activity, which allows employees to demonstrate creative abilities;*
- ✓ *formation of a sustainable corporate spirit, formation of creative groups responsible for solving production problems and management issues;*
- ✓ *formation of stable, effective special groups on individual production and management issues;*
- ✓ *creation of institutional foundations regulating social and labor relations of all participants in the labor process;*

- ✓ *develop standards and rules that take into account the participation of workers in the production process, constantly improve them and revise existing ones.*

Coaching, corporate culture and digital HR are becoming innovative ways to manage employees.

In order to achieve high and effective results, companies need to retain their employees, and employees must devote themselves to the company during working hours. Labor efficiency is associated with good employee productivity. For this reason, the management of the enterprise has to use various approaches and methods to improve business efficiency. According to Mazis and Jackson, coaching is an action taken by a manager to improve the efficiency of employees, but according to Minor, the essence of coaching is more clearly revealed if it is translated as training. That is, training is a process during which a manager introduces an employee to the true nature of the workplace and helps him overcome obstacles to achieve his goals. Coaching is a teaching method aimed at developing individual competencies that uses various knowledge to shape behavior. Enterprises and organizations can improve their business by developing coaching. At the same time, coaching creates conditions for employees to fully reveal their potential, and also gives an opportunity to analyze their work. This consolidates success and allows you to quickly correct mistakes. As a result, coaching (training) accelerates the process of improving efficiency. Coaching enables managers to think critically and select the best employees at all levels of the business. It is important for the company's management to use a variety of approaches and methods to improve business performance.

At the present stage of development of personnel management systems, there are many developments, methods and approaches that make a significant contribution to the qualitative and operational study of any management system. From the position of the systemic approach, the enterprise personnel management system should be studied as a structure consisting of subsystems, components, elements and a set of connections between them. In addition, the personnel management system itself can be presented as a separate system or as an integration of several areas that are parts of a smaller system.

CONCLUSIONS AND SUGGESTIONS

The concept of the management system is based on a dialectical approach that allows studying the emergence, development and interrelation of various management problems. Using the laws of dialectics, it is possible to determine the main trends in the development of the personnel management system. The rapid development of the digital economy and artificial intelligence sets new trends in human resource management. Digital HR is the most important component of human resource management, based on the integration of rapidly developing digital technologies with the capabilities of rapidly developing technologies to ensure transparency, reliability in the construction and measurement of human capital management processes in all areas of human resource management. Thus, in the context of the development of digital personnel management, the new concept of personnel management considers the authorities, rather than personnel, as the object of management, that is, it can be concluded that:

- ✓ Human resource management system is a set of subsystems that include principles, tasks, methods and technologies of human resource management aimed at the effective socio-economic development of human resources in accordance with the goals of the enterprise;
- ✓ The personnel management system is a mobile subsystem of the general management system, which differs depending on the size of the enterprise in functional subsystems;
- ✓ The objectives of the personnel management system are the main structure-forming factor that determines the development of the organizational structure of the personnel management system.

Based on the above, it can be concluded that this enterprise is moving towards a broader understanding of the importance of the innovation process in using innovations in working with

personnel. The growth, development and improvement of any enterprise are inextricably linked with the use of innovative technologies in personnel management.

The efficient use of production capacities required by the enterprise to stabilize production depends on the development of high-quality production technologies and the growth of the level of capitalization based on innovative innovations in personnel management for the production of goods that meet the requirements of the consumer market.

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