

ANALYSIS OF FACTORS AFFECTING THE EFFECTIVENESS OF PERSONNEL MANAGEMENT

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Abstract : *The article examines scientific research conducted by foreign scientists, scientists from the Commonwealth of Independent States and Uzbek scientists on personnel management in industrial enterprises. The research methodology is presented. The types of factors influencing the effectiveness of personnel management are studied. The study examined the specifics of such factors as information and know-how, financial and material resources, human resources, internal communications and relationships. The features of personnel management in America and Japan are studied. Currently, many Western companies are working in three main areas of human resource management: full automation of production processes, improvement of forms and methods of business management, as well as training and advanced training of personnel. The content of physical, technical and technological, socio-economic, socio-psychological, territorial-contextual and innovative factors influencing personnel management is indicated.*

Keywords: *management, personnel, resource, information, efficiency, technology, communication, competence, motivation, need.*

Introduction

At present, the goals and tasks of "personnel management" in industrial enterprises are as follows: creation and implementation of personnel policy and principles of general economic activity; preparation of a staffing table in accordance with the enterprise's strategy and its structure; development of professional qualification requirements; employment of specialists, selection and selection of personnel; personnel management, rotation, appointment, management of career movement, attestation, election, replacement; prevention of social and economic conflicts, prevention of unnecessary stress; employment management; professional and organizational adaptation of personnel; labor relations, regulation of psychophysiological requirements, ethical, aesthetic, labor economy requirements";

Currently, the effectiveness of personnel management is not sufficient, but at the same time, the attention of many enterprises to this area is increasing. The interest of enterprise managers in personnel is growing, but at the same time, the personnel involved in personnel is not formed at the required level. Therefore, in conditions of strong competition and uncertainty in the market, a systematic form of personnel policy is a very important task for all enterprises. The competitiveness of any enterprise is directly related to the employees working in it and the system of personnel management in this organization. Therefore, in the modern concept of enterprise management, special attention should be paid to the functional tasks related to personnel management.

Personnel management methods are administrative-organizational, economic and moral-spiritual methods known as persuasion, motivation and coercion. The specific principles that are manifested in personnel management are often associated with the leadership style.

Relevance of the problem

Production efficiency depends on many factors, which are described in detail in the economic literature. In the first classification factors of production efficiency included classical ones factors, long ago considered in the works A. Smith, D. Ricardo, P. Samuelson and others. They have not lost their relevance in modern conditions. However The globalization of the world economy has expanded the range of efficiency factors. Since industry is the leading sector in every country, scientific, theoretical, methodological and practical aspects of its development and effective management always were at the center of attention of economists. Issues of increasing the efficiency of management staff at industrial enterprises they discussed Foreign scientists I. Ansoff, L. Vodachek, F. Taylor, O. Vodachkova, P. Drucker, M. Mescon, B. Karloff, R. Waterman, Lee Iacocca, P. Drucker, M. Eto found reflection in scientific research Mescona, D. Thompson, F. Kheduori, V.L. Eremi and others.

Among the economists of the CIS countries are V.K. Potemkin, A.P. Dobrovinsky, T.Yu. Bazarov, V.E. Bystritsky, S.D. Ilenkova, A.Ya. Kibanov, Yu.G. Odegov, G.G. Rudenko, S.I. Sotnikova, A.I. Kochetkova, V.V. Travin, O.S. Vihansky, B.M. Genkin, G.G. Zaitsev, Yu.D. Krasovsky, A.L. Slobodskoy, E.A. Utkin studied the issues of improvement management on a scientific basis.

Uzbek scientists Sh.N.Zainutdinov, G.Kh.Abdurakhmonov, Sh.R.Kholmuminov, N.K.Yuldashev, D.S.Kosimova, D.N.Rakhimova, N.S.Ismoilova, AARakhimov, B.A.Abdukarimov, B.N.Urinov, D.A.Azlarova and others dedicated their scientific activities to working with personnel.

In recent years, institutional changes in various sectors of the economy have increased the responsibility of enterprises for managing their activities and making decisions. Therefore, today's manager must master his profession, learn the rules, methods and culture of management. However, despite the diversity of scientific developments on theoretical and some practical aspects of personnel management problems, organization and improvement of personnel management at enterprises, in particular, the features of personnel management at industrial enterprises and aspects influencing production management have not been studied. served as the basis for determining the goals and objectives of the study [1, p. 87].

Analysis of literature on the topic

Russian economists Varnavskiy V.G., Julie L.V., Popov E.V., Semyachkov K.A., Sadykov N.N., Semenov Yu.A., Stavtseva T.I., foreign economists Barron I., Curnow R., Bell D., Cruz-Jesus F., scientists such as Oliveira T., Bacao F., Irani Z., Gates B. Irawan, T. Jonsher K. Lane N. Martin J., Malgan G. Toffler A., Urry J. conducted research on personnel management.

At the present stage of socio-economic development it is important to thoroughly study the necessity of personnel management. In modern researches the theory of hierarchy of needs of A. Maslow, the theory of achieved needs of McClelland, two-factor theory of Herzberg, the theory of expectations of K. Levin, the theory of fairness of Porter-Lowler, the model of choice of risk of D. Atkinson, Douglas, McGregor and others are widely used. In researches of Russian scientists A. G. Yadov, A. T. Zdravomyslov, V. P. Rozhin, N. F. Naumova, I. F. Belova and others not only needs are considered, but also the process of formation of motivation and its functioning.

Research Methodology

This article attempts to effectively use induction and deduction, systematic and logical analysis, and comparative analysis methods.

Analysis and results

The proposed factors are not only of production but also of resource nature. They can be summarized as follows:

- ✓ Information and know-how;
- ✓ financial and material resources;

- ✓ Human resources potential;
- ✓ External connections and relations.

All enterprises or organizations have some common characteristics: firstly, they are social systems; secondly, their activities are integrated, they work as a team; thirdly, their activities are purposeful and solve a common problem.

In enterprises, each individual employee carries out a wide range of activities in cooperation with other managers. Consequently, the employee is a product of his own behavior and aspirations, which change significantly under the influence of certain factors and circumstances. At present, information about the character, tendencies, additions and installations that help the administration to influence the employee more effectively are of great importance. For example, Americans solve these problems with the help of various tests. Japanese managers, on the contrary, try to conduct a deep analysis of the actions, interests and hobbies of the employee in order to better reveal his personal qualities [2, p. 125].

To increase the importance of the latter condition, each manager should spend part of his time communicating with subordinates, studying the personnel comprehensively. These expenses, in particular, will subsequently be compensated by a more effective impact on the personnel.

In our country, foreign experience in managing personnel and enterprises has been little studied by both theorists and practitioners for a very long time. However, the studies conducted show that it is possible to study the vast experience of these countries, to objectively approach it and use its practices, methods, and forms in managing enterprises and personnel in our country. In addition, it has become clear that the management mechanism can be made more flexible and easily adapted to the implementation of any new management style. This, in turn, makes it possible to rationally and sufficiently effectively manage the use of the creative potential of the organization's personnel.

In the current pandemic situation in the world, the crisis in the personnel management system encourages scientists and managers to search for the latest methods of improving and improving management. This helps to eliminate stereotypes in managerial thinking and develop new conceptual approaches. It should be noted that the study and research of new approaches to personnel management does not immediately give satisfactory results. "The reason for this is that Western corporations initially used the experience of other countries (for example, Japan and the USA), without completing the necessary modernization of their labor management systems, and used this experience, which was determined by the socio-economic, organizational and ethno-psychological characteristics of the countries. At the same time, mechanically copying the experience of Western countries, it is necessary to remember and evaluate the impact of the consequences of use on the economy of the country where these experiences are used. The experience of Western countries is disseminated and has an impact on other areas, in particular, the spiritual and social spheres, but the values, culture, knowledge and much more of the Western and American way of life are not the same as these experiences. It is gradually influencing the minds and consciousness of the citizens of the countries where it is used."

As noted above, currently, little attention is paid to the issues of organizing the use of personnel labor in enterprises and the effective formation of a personnel management system. To solve these problems, it is necessary, first of all, to effectively organize the system of using personnel labor, study the experience of developed foreign countries (Japan, the USA, China, Germany, Korea, Russia) and apply them in the industrial sectors of our country.

The very intensive development of Western traditional values has been confirmed by many experts, sociologists and scientists. This situation can be observed in the sphere of politics and economics. However, it raises the most striking problem of the loss of civilizational identity, which is impossible to restore.

At the same time, the globalization processes of the world economic community and the development of modern technologies set their own standards in the field of personnel management. For example, for personnel management in our country, the attitude of the management mechanism to the invisible and visible final results is currently of great importance. It covers all aspects of

planning the future and work activities of employees of organizations and enterprises, the formation of an economic thinking mechanism of personnel oriented to the end user.

Therefore, it is important for operating organizations and enterprises to understand and adapt foreign experience and management for themselves and the country's working conditions.

The human resource management system in foreign countries is usually divided into seven points: "development and training, management, selection and appointment, benefits and incentives, labor relations, health, labor safety and confidentiality".

In world practice, there are two approaches to forming a personnel management system - the American approach and the Japanese approach.

Both approaches emphasize the strategic focus on activating human resources, continuous technological improvement, a large range of products and services produced, and excellent development skills, and the transfer or delegation of rights, authorities, and responsibilities for a number of important decisions to a middle level. At the same time, they are distinguished by the fact that they are designed to create and implement long-term plans for the development of the enterprise.

The American system of personnel management.

The American system of personnel management is based on the principle of individualism. American companies, when selecting employees, give preference to charismatic individuals who bring the necessary positive results, have a bright and creative, original and inventive approach to the assigned tasks. In order to perform the assigned tasks qualitatively, the responsibilities of personnel management managers at all levels in the USA include planning, organizing, coordinating, motivating and controlling the activities of employees. The personnel management system in enterprises and corporations includes the following closely related areas of activity: "recruitment of employees, selection of candidates, determination of wage and service systems, professional orientation and social adaptation of personnel, training of personnel, evaluation of personnel performance, career management, training of managerial personnel, evaluation of the performance of managers and specialists, evaluation of the performance of personnel management services."

Currently, American corporations face a number of problems in personnel management. One of the main problems is associated with the activities of large multinational corporations (MNCs). The increase in labor productivity is greatly influenced by the socio-psychological climate in the team and in the corporation. In America, where large multinational corporations (MNCs) form the basis of the economy, the main task of the human resources management system is to develop mechanisms that facilitate the adaptation and acclimatization of personnel in the composition of various groups formed in the team, to form a team and eliminate conflicts in it.

American researchers in the field of human resource management have identified another important problem: the diversity of the workforce.

"With the passage of federal legislation prohibiting discrimination in employment, hiring policies and systems also changed. It became possible to hire young adults and women, the fastest-growing segment of the workforce. Meeting their needs became the responsibility of managers. With the decline in the birth rate in the United States and the further strengthening of globalization, it became easier for Latin American, Asian, and other foreign nationals to find jobs."

The problem of the division of workers into younger and older generations is also considered one of the potential problems. The preparation of the younger generation of the workforce is assessed by the low level of experience and the lack of necessary skills for performing high-tech work. The lack of skills and experience affects the efficiency of the corporation, that is, leads to low quality of work and productivity. As a result, large losses can occur. This situation leads to an increase in the number of complaints from consumers. Human resources require the education system to be in the spotlight and require significant costs from companies. These processes should be carried out with the direct participation of companies, corporations, enterprises, and the state.

The American corporate personnel management system involves the use of questionnaires and various tests at all stages - from recruitment to subsequent career advancement. Almost all corporations and enterprises strive to find personnel who have unconventional thinking, are resistant

to stress and are able to independently make important management decisions and innovative ideas that will help ensure the stability of the corporation in the market and increase its competitiveness.

In the US, the processes of using personal labor are based on a large database, advisory support, and a developed management infrastructure. The results of this management infrastructure are also used in countries such as Great Britain, Canada, Japan, and New Zealand in their work processes.

The most effective modern approach in US companies is based on its appearance and methods of working with personnel, as well as the use of new information technologies. Personnel management in companies is based on the individual labor process of each employee. The labor of personnel is evaluated in accordance with the personal results achieved in the labor process, and their position can be increased. A sincere and friendly relationship is formed between management and personnel. In order to increase the responsibility and labor efficiency of personnel in companies, labor duties are assigned to the head of the brigade (workshop) or a higher management position. An employee who is given increased work responsibilities strives to perform at a high level of efficiency in order to justify the trust placed in him by the company's management and demonstrate his current abilities.

In US companies, the hiring of employees is carried out on a selective basis: "based on the results of an interview and test, taking into account basic knowledge, knowledge of the company's activities and procedures, level of qualification, and personal characteristics."

In the HR system, the USA and Japan are strong competitors. They have different approaches to the same problem and different attitudes towards personnel. In the USA, every eighth employee is a boss, while in Japan, on the contrary, every employee is a boss. However, each of these schools can benefit from the successes achieved and not repeat the same mistakes in the practice of HR management.

The American system of government is built on the basis of independence, enterprise, obvious individualism, optimism and conscientiousness, which are considered the main qualities of Americans. If a person has these qualities, then the road to life opens for him. In general, Americans are very businesslike people - in their life they can change jobs up to 30 times.

Americans are somewhat selfish. They work to succeed at work only with the desire to get more money and improve their reputation. Even if he knows for sure that he cannot carry out the orders of the boss, he says that he will do it - this increases his reputation in the eyes of the management and colleagues.

The main principles of American management: strict individual leadership, delegation (one of the most common models), formal relationships with subordinates, incentives and evaluation based on individual personal results, low guarantees for employees.

The characteristic priorities of the American system of government are:

1. The US is characterized by the desire to achieve success and establish oneself independently, so everyone tries to rely only on their own interests when doing this or that work. As a result, cohesion and a friendly team cannot be observed in American companies.

2. The manager independently controls the team's work and makes decisions quickly. A good manager is distinguished by such personal qualities as the ability to make the right decision, initiative and a clear management structure.

3. The type of behavior that is characteristic of men is characteristic not only of men, but also of women. The main goal of most representatives of society is material progress, success and self-expression. Therefore, women who want to achieve success in one area or another must have a "masculine character" in a figurative sense.

The shortcomings of the American system of governance are as follows:

1. Difficulties in introducing new management methods. Because Americans are very conservative.

2. There are a huge number of recommendations that must be strictly followed.

3. Advantage for narrow specialists.

4. Focus on short-term profit rather than stable income.
5. Decrease in the volume of investments.
6. Increase in consumer spending.

The American HR system is rarely found in its pure form, like the Japanese one. However, they have common characteristics. What are the characteristics of the Japanese management system?

1. One of the main features of the Japanese personnel management system is the system of lifelong (at least long-term) employment. Everything is carefully thought out here - companies cooperate with universities that train specialists in the necessary fields. Thus, before a potential candidate passes the exam, which will become the key to employment, the company will have enough information about him. After the candidate is approved for a given position, he must work as an intern for one year. But after a year, the employee becomes a permanent member of the group, guaranteeing that he will not be fired under any circumstances (of course, if he commits a crime or the company goes bankrupt, this law will be invalid). When an employee resigns of his own free will, he resumes his work, so there are practically no problems with staff turnover in Japan.

2. The decision-making system in Japan is also very interesting. Here, decisions are made collectively, from the average worker to the management, everyone can express their opinion on this or that decision. In fact, one decision goes through several stages - first, the average employees put forward their proposals, and then they bring them to the top management. Ultimately, the decision is submitted to the top management for consideration.

3. A very big disadvantage of the Japanese management system is the close connection between the management personnel and subordinates, encouraging various (formal and informal) relationships. The management of companies is in close contact with workers, often working together with them at the enterprise. On the one hand, such a situation speaks of good management and its ability not to put itself above subordinates, on the other hand, workers do not respect the administration so much, so often in many companies work begins with morning meetings.

4. Salary in Japan depends on the length of service of the employee. Even if a young employee shows excellent abilities in a certain field, he will not be promoted to a higher position until he reaches the required age.

In modern conditions, many Western companies concentrate their efforts on three main areas: comprehensive automation of production processes; improvement of forms and methods of management, including the organization of production and development of the technical and mechanical base; building up potential and improving the qualifications of personnel. Until recently, competition for these resources was the most promising for the creation of new-generation adaptive production systems that existed only in theory [4, p. 143].

Without information and communication, the process of human resource management cannot be effectively organized. It is important to note that each individual employee of an enterprise or organization is a carrier of information, and communication is a means by which people unite to achieve their goals. A manager needs objective information to make personnel decisions. Information is an important element of its activities as a factor in personnel management in the organizational system. Communication as a means of communication has the following principles: - the principle of reliability - a message is not considered complete until it is clear, and this requires attention and verification; - the principle of good faith - the purpose of management messages is to understand each other in order to achieve the goals set between employees in the production process; - The principle of strategy – on this basis, a strategy for increasing communication channels is developed, based on the presentation of the situation [3, p. 91].

Competence is a very important condition for increasing the efficiency of employees. The term competence is the central concept of the entire concept of personnel management. The term competence was first used in the studies of the American scientist W. McKelville, who showed that the essence of the organization, the core of which is the existing set of powers of all employees. Personnel management is a process of comparing the needs of the enterprise with the available

resources and choosing the forms of influence for their coordination in practice. In this case, resources are the personnel of the enterprise with acquired powers, desires, motives, aspirations.

Authority management can be implemented both at the enterprise level and at the level of individual employees. Competency management at the enterprise level is associated with the following functions: - assessment of available human resources, as well as their capabilities, knowledge and skills; - assessment of the company's personnel needs in accordance with the goals, objectives, strategies set by the company for the coming years; - assessment of the comparison of resource needs on the basis of systematic analysis. Authority management at the enterprise level and at the individual level is an interrelated process, since one complements the other. This ultimately determines suitability for the position held. Evaluation of employee performance encourages them to activate the knowledge, skills and expertise they have previously acquired. It forms the goal of its activity in the workplace, determining whether its powers correspond to the current requirements of functional responsibilities [5, p. 62].

Another important condition for increasing the efficiency of personnel management is motivation of work activity. Officials have always created conditions for motivating their employees, whether they understand it or not. In ancient times, threats and, for some people, rewards served as whips. From the end of the 18th to the 20th century, it was widely believed that if people had the opportunity to earn more money, they would always work harder. Thus, motivation is considered a simple task, and appropriate monetary reward is offered for efforts. This was the basis for the approach of the scientific management school to motivation. In the first and subsequent economic publications, there are many different theories of motivation. Motivation is related to the process of motivating an individual and other employees as a primary task or condition of management activity. Research on employee behavior at work provides some general explanations of motivation and allows for the creation of pragmatic models of employee motivation in the workplace.

Behavioural research has shown that a purely economic approach is insufficient. Leaders have discovered that motivation, the creation of an internal desire to act, is the result of constantly changing complex needs. Managers now need to identify what these needs actually are in order to motivate employees effectively and to explain to them that these needs can be satisfied through good performance. However, needs cannot be directly observed or measured. Their existence can only be assessed by people's behaviour.

Needs are the motivation for action. Needs can be satisfied with incentives. So, the next condition of motivation is motivation. Incentives are the process of activating the staff to maintain the interest of employees in increasing their productivity. Spiritual and material incentives are important for the staff. This ensures interest in achieving high productivity in the enterprise. This includes creating conditions for the staff to work more efficiently and effectively as a result of hard work. Here, incentives to work allow employees to understand that they can work more efficiently, which leads to the need to work more efficiently.

Although incentives motivate employees to work, they are not enough for effective work. The system of incentives and motivations must be based on a certain base - the normative level of work activity. The fact that an employee enters into an employment relationship means that he or she must perform a number of tasks for wages. In this case, there is still no room for incentives. There is a controlled sphere of activity and it is motivated by fear of punishment for non-compliance [6, p. 106].

The motivational management system should be developed on the basis of administrative and legal management methods, but does not replace them, since labor stimulation will be effective if the management can achieve the level of their payment. Therefore, the main goal of incentives is not only to motivate a person to work in general, but also to motivate him to do more than what is provided for in labor relations. Based on the economic essence, we propose the following classification of factors influencing the effectiveness of personnel management:

1. Physiological factors: gender; age; health; mental abilities; physical abilities, etc.

2. Technical and technological factors: nature of the tasks to be solved; complexity of work; technical support; level of use of scientific and technical achievements, etc.; working conditions; ratio of the number of personnel categories; size of the enterprise; work schedule; work experience; personal qualities; level of use of personnel, etc.
3. Socio-economic factors: material incentives; social payments; standard of living, etc.
4. Socio-psychological factors: spiritual environment in the team; psychophysiological state of employees; status and recognition; organizational culture of the enterprise; gratitude; career growth prospects in the service, etc.
5. Territorial and situational factors: location of the enterprise; travel time from home to the enterprise; level of competition; inflation; unemployment; income stratification; degree of transformation of enterprises into joint-stock companies, etc.
6. Innovative factors: use of digital technologies; information and know-how; innovative management [7, p. 226].

Conclusions and suggestions

There are other factors that increase the efficiency of personnel: quality of work, work discipline, culture and corporate values. It is difficult to cover all the factors and conditions that influence the efficiency of personnel within the framework of one article. Working with these factors and conditions is another issue that needs to be studied. Thus, increasing the efficiency of personnel management at an enterprise depends on many factors and conditions, the subsequent study of which will help to develop a strategy for economic development in general for production.

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