

FOREIGN EXPERIENCE PERSONNEL MANAGEMENT IN INDUSTRIAL ENTERPRISES

Guzal Juraeva

Abstract— In the article have been studied the foreign experience in the development of personnel management, the author investigates methods for improving the personnel management system. The advanced foreign experience in the field of personnel management is structurally analyzed, the structure of the human resource management system in management schools is disclosed. Also, the main trends in the development of personnel management systems in the United States and the main problems in the field of human resource management in Japan are identified.

Index Terms— management, USA, Personnel management, Japan, innovation, system, staff.

1 INTRODUCTION

FOR a very long period of time, the experience of personnel and enterprise management in more developed Western countries was not taken into account by both theorists and practitioners. But, it became obvious that an unbiased attitude to the colossal experience of these countries and the transfer of its practices, techniques, forms to the management of enterprises and personnel in industry can make the management mechanism more flexible and receptive to any introduction of a new management method, these very innovations to a greater extent contribute to the rational and adequate management of the use of the creative human potential of employees in the organization.

2 LITERATURE REVIEW

For the effective development of entrepreneurial activity, companies have to pay more and more attention to the search and retention of highly qualified employees, as well as their professional development. In the course of the study, the theoretical sources of domestic and foreign authors on the formation and development of human resources were studied in order to identify the main methods used by personnel management services in effectively developing service enterprises.

S. Robins emphasized that human resource management is a dynamic, constantly changing area, so the managers' reaction to any changes should be quick and productive. S. Robins singled out as a criterion for the effectiveness of the personnel management system: labor productivity, low staff turnover, a decrease in the number of absenteeism and an increase in job satisfaction. At the same time, he also specifies factors, including external ones: working conditions, safety and control; and internal: the content of work, recognition of personal achievements, a sense of responsibility for the work performed. Among the assessments of the personnel management system, there are also non-

economic indicators, for example, the expectation of employees that their work will be objectively evaluated. [3]

Research has revealed that the most frequently used methods in the formation of human resources, both in domestic and foreign service enterprises, are:

- the personnel adaptation subsystem for newly hired employees is used by 75%;
- recruitment of personnel through the recruitment and recruitment departments of the personnel services of the company itself (65%);
- recruiting personnel through employment departments and various recruiting agencies (61%);
- cooperation with universities (35%).

These results indicate that service enterprises in most cases try to find ready-made specialists. Only large forms of entrepreneurship organize the training process for newly hired workers, this requires certain material costs, realizing that investment in human capital is the key to the success of an entrepreneurial structure.

R. Owen noted that in order to make a profit, the owner of the enterprise must pay the same attention to the human resource as to the equipment. Owen reproached his fellow entrepreneurs for not taking into account the human factor, spending a lot of money on the best machines, but buying the cheapest labor. [4]

The innovative approach of modern business requires entrepreneurs to take into account the specifics of the market and produce the product that will be in demand. New technologies require special knowledge and skills that must be possessed by a highly qualified employee. It is not always possible to find the necessary human resources in the labor market, therefore, the problem of providing personnel for innovative service enterprises often arises.

According to I. Durakova [5], personnel management in the Taylor system includes the problems of career promotion and selection of candidates, vocational training, the study of the qualities and abilities of candidates, assessment of the leader's performance and the suitability of his position. Henry Gantt (1861-1919), like Taylor, considered the problems of reconciling the interests of workers and management, scientific selection, material incentives as a means of increasing labor productivity, and detailed work

Guzal Juraeva, Senior teacher at Tashkent state university of economics, Tashkent city, Republic of Uzbekistan

instructions.

Among the followers of Taylor, the spouses Frank Gilbreth (1868-1924) and Lillian Gilbreth (1878-1958), who were engaged in the rationalization of labor of workers, the study of physical movement in the work process and the study of opportunities for increasing productivity, stand out.

In many foreign companies, a person is viewed as a value and a main resource. There is a spread of the concept of human resource management, which is the most important trend that is interconnected and interacts with the basic forms of management.

In recent years, the attitude towards human resources has changed dramatically, the main reason being the change in the consciousness of workers of their role in production. Only high-quality human resources are able to maintain and improve the performance of an organization. [7]

Thus, the role of the leader increases. It is the leader who orients the organization's resources towards innovative activities, which should ensure the company's survival in a competitive environment. The leader must link the knowledge and abilities of his subordinates to achieve the goals of the company in a strategic personnel policy [8, 9].

Currently, the crisis phenomena in the personnel management system both at organizations and enterprises of the world community have prompted scientists - managers to search for the latest methods of improving and improving personnel management, which will initiate the elimination of stereotypes in managerial thinking, and to develop the newest conceptual approaches. It should be noted that at the same time, new approaches to personnel management outside the country did not immediately give satisfactory results. This was due to the fact that Western corporations initially borrowed the experience of other countries (for example, Japan and the United States), without completing the necessary modernizations in their labor management system to use this experience, determined by the socio-economic, organizational, and entopsychological characteristics of the countries.

3 ANALYSIS AND RESULTS

3.1. ACTUALITY OF THEME

The very intensive development of Western traditional values has been confirmed by many world experts, sociologists, and scientists. This presents the most striking problem of the loss of civilizational similarity, which, unlike politics and economics, is practically impossible to restore. Plainly presented, it is often not accepted by the community. This situation forces the need to change all methods of external influence by countries from the West, the adoption by the countries of Europe and the West of a hidden nature, which allows implicitly influencing targeted social activities to achieve their own goals and objectives, without causing the most direct resistance.

At the same time, the processes of globalization of the

world economic society and the development of modern technologies dictate their own standards in the field of personnel management. For example, for personnel management in industry, it is relevant at the moment to differentiate the management mechanism into invisible and visible end results (for organizations of various forms of ownership), the psychological disposition of personnel in an organization and an enterprise to the need to perceive modern methods of personnel management, the choice of long-term development models, including includes all the nuances of the aspects of planning the future and career of employees of organizations and enterprises, the formation of a mechanism for the economic thinking of personnel, focused on the end user. Also, the growth of industrial pollution in the East - Siberian region and the close proximity of the unique and one of a kind Lake Baikal require from nearby enterprises and organizations to introduce the fundamentals of environmental management and develop standards of environmental behavior among the personnel of organizations and enterprises. [1].

3.2. AMERICAN PERSONNEL MANAGEMENT SYSTEM

The American approach to the formation of a personnel management system is based on the principle of individualism. When recruiting, American corporations give preference to bright, charismatic individuals who are capable of bright and creative, original and creative approach to solving tasks and generating ideas that will bring the desired positive results. For the quality performance of the assigned tasks, the responsibilities of managers at all levels of personnel management in the United States include the organization, coordination and control of the work of personnel. Personnel management in enterprises and corporations includes the following interrelated areas of activity: recruitment, selection of applicants, establishment of wages and service systems, career guidance and social adaptation of employees, personnel training, assessment of staff performance, career relocation, management training, assessment of the work of managers and specialists, personnel management services and others.

There are several HR challenges that American corporations currently face. Large multinational corporations (MNCs) are one of the main problems. The increase in labor productivity is greatly influenced by the social and psychological climate in the team and the corporation. Therefore, in America, where the economy is based on multinational corporations (MNCs), the task of human resource management is to develop mechanisms that contribute to the adaptation and acclimatization of personnel in the structure of various groups formed in a team, to unite the 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 move to federal legislation outlawing employment discrimination, recruitment policies and systems have changed to allow for the employment of minors and female candidates, the fastest growing part of the workforce and the responsibility of recruiting managers to meet their needs. With the declining birth rate in the United States and an even more pronounced process of globalization, more Latin American, Asian and other expatriates began to seek employment.

The division between the younger and older generations of workers is also identified as a potential problem. The training of the younger generation of the workforce is assessed by the low level of experience and the necessary qualifications required to perform high-tech jobs. Lack of qualifications and experience affects the efficiency of the corporation, which incurs significant losses due to the performance of work of lower quality and productivity, which leads to a large increase in the number of complaints from consumers. Human resources have become an important hub for the provision of remedial education and are costly from companies, corporations, enterprises and government involvement.

The American corporate personnel management system provides for questionnaires and various tests at all stages - from employment to further career advancement. And almost all corporations and enterprises are trying to find personnel with an extraordinary mindset, who have stress tolerance and the ability to independently make important management decisions and innovative ideas that will contribute to the stability of the corporation in the market and increase competitiveness.

In the United States, the following areas of activity are intensively developed in the practice of personnel management:

- the personnel management process depends on random factors in the development of scientific and technical concepts and demand in the market for finished products;
- new technologies are being formed for personnel management associated with selection, training, advanced training and improvement of labor remuneration systems.

The same trends are observed in the work of European companies.

On the basis of the dynamic development of scientific and technological progress, one of the basic components of the effective work of enterprises in the service sector is the increased attention to human resources and methods of their management in the context of the development of innovative technologies [10].

Basic concepts of personnel management at the present stage:

- social innovation is as important as technological innovation;
- investments are needed not only in technology,

but also in human resources;

- the activity of employees should be ensured through mutual understanding and means of communication;
- joint solution of organizational problems with the team.

An important role in the activities of enterprises in the service sector is played by the relationship between the personnel management strategy and the development strategy of the organization.

Modern methods of working with personnel differ from the company's development strategy and its competitiveness. In this case, of course, much depends on the structure and development of personnel management services.

In most Kazakhstani companies, personnel development is carried out through on-the-job training and external training.

In many large corporations, many basic functional divisions plan the training system for their employees for the year, plans are consolidated by the HR department. Also, unscheduled training of employees is carried out at the expense of the company. It is an effective means of motivating employees, which increases the loyalty of specialists to the company and serves as one of the ways to reduce staff turnover. In practice, there are often cases that companies conclude an additional agreement to the employment contract with an employee who has undergone training, and in case of termination of the employment contract at the initiative of the employee, he must reimburse the cost of training the company.

In developing companies, there is a growing need for middle managers who must actively participate in a single management and corporate culture. The created corporate universities are solving this problem. After graduating from a corporate university, employees receive certificates [11].

This approach has several advantages: first of all, it is less costly, it allows you to clearly organize the training system, while there is a need to take into account the specifics of the company's activities, save time for moving to the place of training, and is one of the ways to develop corporate culture.

The practice of personnel management shows that investments in the education of employees give a company an economic effect. The system of education and training of specialists in production increases the level of knowledge and development of the employee, and increases the quality of human capital. Thus, with an increase in the level of education, the employee's labor efficiency increases by increasing labor productivity, or by gaining knowledge that forms the skills of an employee who is able to carry out such labor activities, the results of which are of great importance.

University of Pennsylvania education scientist

Robert Zemsky, together with economist Lisa Lynch from the Fletcher School of Business at Tufts University and Wharton professor of management Peter Capelli, analyzed more than three thousand hundred jobs, which revealed that with a 10% increase in educational level, labor productivity increases by 8, 6%. in comparison: with the same increase in fixed assets, labor productivity rises by only 3.4%. in foreign countries, the marginal profit from investment in human capital is almost three times higher than the profit from investment in technology [5].

According to the results of a study conducted by G. Psakharopoulos on the dynamics of social return on investment in education, per capita income of countries showed that in most of the poorest developing countries with low per capita income, the social return on primary education is 23%, average 15%, and the return of the highest is 11%. in the most developed countries of the world with a high level of income (OECD), the social return of primary education is 14%, secondary 10%, higher 8% [9].

In the process of research, which compared various forms of education, academic, or general, and technical, or vocational, secondary education showed that on average the return of the first 16%, and the second 11%. The decisive factor is the cost: vocational training is more expensive than general academic education [8].

3.3. Japanese personnel management system

The Japanese personnel management system is one of the most effective management systems in the world, and it is not officially recognized - management with a human face. In a country where natural resources are scarce, morality has traditionally been cultivated, and they say: "Our wealth is human resources." In such countries, they are trying to create the most effective conditions for the most productive use of the extracted resources. The long life of Japan and the Japanese in difficult natural, geographic and climatic conditions has developed that discipline and hard work that is amazing throughout the planet. The Japanese model of HR management is based on the principle: "We are all one big family." The main goal is to establish good relations between employees, to make them treat the corporation as to a family of origin, to form an understanding of workers and managers so that they are one big family, and work for the benefit of this family.

Training of employees in Japan is an obligatory part of the general system of labor relations in a corporation, firm, or enterprise. Recently, the so-called "knowledge management" system has become the main feature of corporations' production process and the development of the creative potential of Japanese corporations. This term means the transformation of the company into a single system that learns itself, which uses its experience, skills and capabilities as laboratories of excellence and involves the

whole family in the process of searching and new achievements. To increase the flexibility of production and its sensitivity to changing conditions in the labor market and not only, Japanese corporations very widely use the so-called "konban" system - a complex of feedbacks between the consumers of this product and those who produce it. Changes in consumer demand requirements are instantly transmitted to the very beginning of the technological line and immediately implemented without delay in the work process.

The Japanese experience in personnel management in the industrial sphere is very flexible, modern latest technologies and techniques, which for various reasons have not found themselves for various reasons, and have not found application in other countries of the world, have been introduced into Japanese production with great success. But in Japan, as in other countries, there are costs: for example, most young employees do not keep up with the given pace of life, which is so dictated by this current society, both morally and physically suffer from high rates of work.

At the present stage of development, many personnel management services of service enterprises are trying to apply the traditional principles of personnel policy and personnel management technologies. Most of the enterprises are guided by the definition of immediate needs, the general concept of personnel activities is not developed. Such a policy can only lead to a temporary improvement in the situation and will not help to resolve the entire complex of problems existing in the field of personnel management, and personnel services only in isolated cases deal with the problems of studying and implementing organizational culture [2].

4 CONCLUSIONS AND RECOMMENDATIONS

Thus, at the present stage, in large companies of the Republic of Kazakhstan, the activities of HR managers have achieved significant success, as the attitude towards personnel development costs has changed. These are investments that can bring economic benefits in the future.

Modern domestic experience shows that the increasing role of personnel services and the personnel management system is dictated by the following: the conditions in which the personnel service develops have changed significantly. These changes are associated with the transition from a shortage of human resources to their surplus. The main reserves are the rational use of personnel, its optimal distribution among jobs. Foreign experience shows that the main thing in improving the management of any organization is to improve the personnel management system [11]. at present, the efforts of personnel departments are aimed at improving labor relations, as well as developing and implementing educational programs and social development programs. Thus, it is not the accounting but the substantive

analytical and organizational aspects of the activity that prevail.

Modern concepts of personnel management contain the basic principles of personnel management and developed regulations in a single organization, but the content of personnel management includes elements that are common to many companies. These elements include:

- technologies for determining the need for personnel, taking into account the strategic development of the organization; formation of the quantitative and qualitative composition of the personnel (recruitment, selection and placement of personnel);

- HR policy (principles of selection and placement of personnel, terms of employment and dismissal, training and advanced training, assessment of personnel and their activities); personnel development system (training, career planning, etc.).

Thus, for effective functioning, it is advisable to develop a personnel management system taking into account scientifically based principles, using progressive methods and modern technologies, corresponding to the principles underlying it, and not contradicting the concept of the organization's development.

In the course of the study, it was revealed that the personnel management system is an obligatory component of the management and development of any entrepreneurial structure, it is created and arises with the emergence of the organization itself, regardless of anyone's will, determines the success of its development and competitiveness in the market.

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