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EFFECTIVE PERSONNEL MANAGEMENT IN INDUSTRIAL ENTERPRISES

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Abstract: This article presents opinions on the issues of effective personnel management in industrial enterprises.

Key words: industrial enterprise, personnel, efficiency, labor productivity, scientific management.

One of the most important factors is that companies focus on their personnel in the conditions of globalization. Systematic application of personnel management functions is the way to economic stability. Because the mood of the business is proportional to the mood of the staff. Therefore, providing the right motivation to personnel is one of the most important tasks in ensuring the organizational and socio-economic stability of enterprises. Currently, in the conditions of effective economic reforms implemented in our Republic, it remains clear that the basis of the success of enterprises is to constantly increase the attention to human resources. The experience of developed countries is a clear proof of this. The process of effective management of employees in enterprises is directly related to the function of motivation. Therefore, in terms of influencing personnel, motivation and the theoretical justification of the ways of influencing personnel through it are important. Personnel management activity and motivational factors affecting it have been constantly in the focus of attention of economists.

As the world progresses, it is necessary to improve the motivational system of influencing employees. Motive is seen as a factor, an incentive to fulfill a certain goal in human activity. Motivation (lat. movere) means to arouse. When analyzing the essence of motivation, we need to consider different theories of scientists. F.Taylor, one of the founders of the school of scientific management, a famous specialist in industry, offered scientific knowledge on scientific organization of work, motivation of personnel through material incentives, effective management of production [1].

This system was aimed at maximum utilization of personnel, which meant that weak workers were forced to quit and perform at a high level regardless of the opportunity. The disadvantages of this system are that each person's unique nature and energy capacity were not taken into account. This has led to the alienation of workers, and in many cases to damage to their health. As a result, the workers who could not meet the specified demand lost their enthusiasm for work. However, efficiency will be high if work is organized based on this system by choosing the average rate of labor.

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Another theory that has a motivational impact on personnel belongs to the representatives of the school of human relations. Elton Mayo, the main representative of the school of human relations, conducts research in a textile factory in Philadelphia in 1923-1924. He concluded that the work of the spinners in the factory was not well respected and, moreover, the opportunities for communication with each other were limited due to the working conditions. This gave him the opportunity to suggest that changing working conditions rather than raising wages was the key to reducing turnover. In agreement with the administration, E. Mayo experimented with establishing 10-minute breaks for workers to rest. The result was better than expected, the morale of the workers improved, the volume of production increased, and the inefficient turnover of personnel decreased dramatically.

Later, after the enterprise inspector canceled these breaks, the situation returned to its old state. This proved that E. Mayo's experience paid off. The goal of the representatives of the school of human relations was to eliminate the alienated system of labor and introduce a system based on the principles of mutual respect, and they achieved this. The shortcoming of this school-based system was that all personnel were treated equally humanely. But since the nature of all the employees of the enterprise is different, it is necessary to apply human relations based on individual character and interests. Another representative of management theories is prof. D. McGregor also put forward a unique theory of personnel motivation [2]. According to him, leaders should use theories XII and VII to influence subordinates. According to the XII theory, although a certain person knows that work is necessary, based on his nature, he does not like it and tries to avoid it whenever possible. Such passive personnel do not want to take responsibility.

Therefore, it is emphasized that they should be strictly controlled and used strictly. According to theory VII, work is a hobby for personnel. Therefore, he continues to work with great enthusiasm even if he is not controlled. It is emphasized that the appreciation of such personnel, appropriate treatment and appropriate encouragement will further develop their activities. After the 30s of the 20th century, meaningful concepts of personal motivation began to appear.

On the basis of this theory, an attempt was made to determine the motivation that drives the personnel and to influence the personnel based on this. The most widespread concept based on the content theory is considered to belong to Abraham Maslow, according to which it is emphasized that the motivations of the personnel come from their own needs. According to this theory, all externalities can be arranged in the form of a strict hierarchical structure [3]. According to him, needs have the following order: 1. Physiological needs 2. Stability needs 3. Social needs 4. Respect and recognition needs 5. Self-expression needs. Physiological needs are of primary importance and include food, clothing, water, shelter and other essential needs.

Stability needs, i.e., the stability of the workplace where the staff is present, security needs, the necessary length of service and security against other internal and

external influences. On the basis of social needs, the personnel wants to be a member of a relevant group in the enterprise, to feel the need to be accepted by others, to be loved and supported by the team and the leader. The need for respect, that is, the need that occurs in most workers, and by satisfying it, the personnel achieves self-esteem in the workplace. The need for self-expression, that is, the need for personal growth, self-improvement and work. According to D. Greenberg and R. Baron, A. Maslow's theory provides several effective ways to satisfy needs while doing work [4]. That is, the system of motivating personnel based on their existing needs.

Even now, the systematic use of Maslow's pyramid of needs in personnel motivation improves work motivation. A. Maslow's theory has been criticized a lot. But this concept is the starting point for the development of a motivational system in the management of enterprise personnel. David McClelland is another scientist who saw the motivation of personal activity based on needs. According to his scientific opinion, the staff feels the need for power, success, and belonging. Makklel and power success affiliation personal theory according to McClelland's theory. The scientist emphasizes that the desire to influence others, to have one's say, to draw others' attention to oneself, and to be eloquent comes from the desire for power. The need for achievement is the need to enjoy one's work and the pursuit of victory based on doing it with interest and interest.

Those who feel the need for success among the existing personnel in the company tend to take responsibility, take risks based on knowledge in work, and solve problems effectively. Individuals with a need for belonging tend to care about their team, are helpful, prefer friendship, and have other social traits. Of course, if the team is well formed, most of the personnel who are members of this team feel the desire to be an integral part of this team. It is effective to motivate him based on this desire. In the second half of 1950, F. Hertzberg and his colleagues created a unique model of motivation. F. Hertzberg and a group of experts conducted a survey on the employees' satisfaction with their work and when they were not satisfied with the work of the Lac-paint company. After the conducted studies were scientifically justified, F. Hertzberg divided the factors affecting personnel activity into —Hygienic factors and —Motivational factors.

Groups of "hygienic factors" and "motivational factors"[5] Hygienic factors Motivational factors Company and administration policies Success Working conditions Promotion in the service ladder Salary Recognition and approval of work results Interpersonal relations with superiors, colleagues and subordinates High level of responsibility Direct work control over control. Opportunities for growth in the creative field and work field. According to F. Hertzberg, the lack of hygienic factors in the personnel gives him job dissatisfaction. Therefore, he emphasizes that motivational factors and hygienic factors should be given equal attention.

Above we talked about the most common theories of personnel motivation. In the current globalization conditions, the use of these theories by the managers of the

enterprise will bring positive results to the enterprise. Because these theories are being used in practice in enterprises worldwide. In our opinion, the application of these theories, enriched with additional modern factors, will improve the system of working with personnel in the digital economy. For example, according to A. Maslow's pyramid of needs, in the enterprise, with the help of programs working with MS Access or other databases, an appropriate database is created based on the existing needs of employees, and their needs are controlled based on this.

The HR (human resource) department updates the database as a result of daily studies. Based on the weekly analysis of the database, the manager develops and implements a motivational system for effective personnel management. Currently, there are effective systems of motivational management of personnel based on world experience, but we need to develop a motivational system suitable for the conditions of Uzbekistan, having studied foreign experience. Because every nation has its own customs, nature, interests, and beliefs. Taking these factors into account, it is necessary to enrich the above theories and introduce improved systems to enterprises.

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SANOATDA BIZNESNI REJALASHTIRISHNI IQTISODIY AXAMIYATI VA VA UNING KO’RINISHLARI

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Jamiyatimizni rivojlantirishda iqtisodiy munosabatlarni tartibga keltirish kerak. Chunki iqtisodiy munosabatlarni xarkatisiz xech qanday rivojlanishni ko’z