

## THE CONCEPT AND TASKS OF A MODERN MANAGEMENT SYSTEM ENTERPRISE PERSONNEL

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**Abstract.** For various companies, the goals of the personnel management system depend on the nature of the organization's activities, production volumes and enterprise structure. The main goal of the personnel management system is to provide the organization with personnel, their effective use, as well as professional and social development.

**Key words:** personnel; personnel Management; work; personnel policy; company.

## ПОНЯТИЕ И ЗАДАЧИ СОВРЕМЕННОЙ СИСТЕМЫ УПРАВЛЕНИЯ ПЕРСОНАЛОМ ПРЕДПРИЯТИЯ

**Аннотация.** Для различных компаний цели системы управления персоналом зависят от характера деятельности организации, объемов производства и структуры предприятия. Основной целью системы управления персоналом является обеспечение организации кадрами, их эффективное использование, а также профессиональное и социальное развитие.

**Ключевые слова:** персонал; Управление персоналом; работа; кадровая политика; компания.

Improving the personnel management system in modern organizations is necessary, since with the dynamics of the economy and constant changes in legislation, personnel are exposed to the influences of the external environment, as well as changes in the content of labor caused by the use of new equipment, technology and production methods. It is necessary for each employee to understand his belonging to the organization as a whole; for this it is necessary to improve the system of personnel motivation.

Personnel is the composition of the organization, including all employees, co-owners, and proprietors [1]. The main characteristics of personnel should be considered:

- documented labor relations with the employer;
- the presence of certain qualitative characteristics, the presence of which determines the employee's activity in a specific position or workplace;
- uniting personnel with a common goal of the enterprise.

Human resource management can be viewed as a set of principles, methods and means aimed at personnel, ensuring maximum use of the skills of employees to perform labor functions while achieving the goals of the organization.

A management system is a set of elements and factors that influence work, both as a whole and individually for each employee, in order to achieve common goals.

An organization's most valuable resource is its staff. Effective employee performance increases the competitiveness and profitability of the organization. Resolving personnel management issues is one of the highest priorities for most Uzbek enterprises. Let's consider several definitions of the concept of "personnel management".

The personnel management system in an organization includes such elements as defining the goals and principles of personnel management, defining the object and subject of management, implementing general management functions, defining management methods and techniques, as well as approaches to determining the effectiveness of personnel management.

To design and form an effective management system, it is necessary to consider the main goals of the organization. The goals of the organization are the enterprise's achievement of increased profits through the work of motivated personnel and the organization of a favorable environment within the company for each employee. To do this, it is necessary to consider the goals of the personnel management system.

Summarizing the above interpretations, we can say that personnel management is a set of interrelated techniques, forms, methods of organizing work with personnel, which:

- firstly, they are conducted on behalf of the organization's management;
- secondly, they are aimed at providing conditions for the effective and fullest use of the employee's intellectual and physical capabilities;
- thirdly, they are aimed at increasing the efficiency and performance of the organization.

Some authors identify the following as management subsystems: administrative subsystem, personal-cultural and technical. There is another opinion that this suggests that management can be divided into two components: activity management and people management. Also, the personnel management system is considered as a number of subsystems: goals and objectives of the system, object, subject, principles, and methods.

In the personnel management system, initially there is a subject and an object. The subject may be the management of the enterprise, which directly implements management decisions. The object of the personnel management system can be individual elements - personnel, employees, and the team as a whole.

The modern concept of production management is aimed at achieving maximum productivity, quality and competitiveness. At the same time, it is important for each employee to participate in improving the production process, as the employee manifests himself in his workplace and in the enterprise as a whole.

Successfully achieving your goals requires solving problems such as:

- ensuring the enterprise's need for labor in the required volumes and required qualifications;
- achieving a reasonable relationship between the organizational and technical structure of production potential and the structure of labor potential;
- full and effective use of the potential of the employee and the production team as a whole: ensuring the realization of desires.

The organization of personnel policy is influenced by internal and external factors. Internal factors combine the structure and goals of the organization, financial condition, cultural traditions of the enterprise, and psychological climate. External factors arise outside enterprises: legislation, labor market prospects, relationships with other business entities [3].

Personnel policy should be recorded in the documents of the enterprise, which makes it possible to present management's views on improving the personnel management system. Personnel policy can be implemented by creating norms, plans, various economic, social,

administrative measures aimed at solving personnel issues. A personnel planning solves problems related to providing the necessary personnel in terms of quantity and quality. Personnel planning covers a range of issues related to employee qualifications, numbers, education, attraction of new personnel, dismissal of existing personnel, development and training of personnel, advanced training, remuneration and incentive bonuses, and various social problems.

In order to attract new employees, an enterprise can use internal and external techniques and tools:

- independently select employees;
- hire on the initiative of applicants;
- through the media;
- selection of personnel in educational institutions;
- through the employment service;
- through recruitment agencies;
- application of Internet technologies.

Indicators of the state of personnel provide the management of the enterprise with statistical information, by analyzing which and comparing it with industry leaders, management can identify “weaknesses” in the personnel management system.

These indicators should include the following: personnel movement rates, average number of employees, personnel structure according to various criteria.

The above indicators provide information about the level of productivity of the company's employees and the level of wages. A dynamic change in indicators for the worse indicates existing problems in matters of motivation, planning, and personnel analysis. As indicators we will consider labor productivity and the utilization rate of the planned working time fund.

Personnel training and development is a preparatory process for performing new functional responsibilities in preparation for a new position. As such activities, various types of training should be considered that will develop new professional abilities [3]. In the understanding of employees, a business career is a subjective opinion about future labor advancement, what are the ways of self-expression and self-realization of enterprise employees. Advancement up the career ladder, acquisition of new relevant skills, abilities, qualifications and remuneration related to the employee's activities.

When moving up the career ladder, one should distinguish between an employee's professional and intra-organizational careers. A professional career involves a number of stages that an employee must undergo without fail: vocational training and obtaining education and qualifications, entering a job, changing job responsibilities, developing professional abilities, retirement. An employee can go through this stage in several different organizations. An intra-organizational career involves a sequential change in the stages of employee development within one enterprise. A career within an enterprise can be pursued in the following directions: vertical, horizontal and centripetal.

A vertical career change involves rising to a higher level of the structural hierarchy.

Horizontal career change is understood as moving to another functional area of activity at the same level.

A centripetal career change involves advancement to the leadership of a given company.

The potential active part of the company's personnel represents a personnel reserve that is capable of filling management positions, as well as part of the personnel of the same level. The formation of a personnel reserve is possible on the basis of personnel selection technology, personnel assessment activities, and the study of personal files of future employees.

One of the main roles in the personnel management system is assigned to corporate culture. When organizing coordinated work in a team, a clear understanding of the values, goals, mission and main tasks of the organization is a prerequisite.

The set of the most important provisions adopted by the employees of the enterprise must be provided for by the corporate culture. The main provisions of corporate culture must be documented. They specify clear values, guidelines for behavior and actions of employees. Responsibility for creating a corporate culture lies with the formal leader of the organization, but it must be expressed and lived up to by all employees of the organization. The organizers of the work on the formation and development of corporate culture are often HR specialists.

Corporate culture varies from organization to organization. Its specificity is largely determined by the field of activity of the organization itself. In the financial sector, the most acceptable is strict, official behavior of staff according to a clearly developed scheme; the style of communication is exclusively formal. The trading sphere and corporate culture in it are more democratic. In it, various variations of cultural elements are acceptable, communication is friendlier, and the leadership style is democratic.

Human resource management requires public relations. The use of communication capabilities to develop external relations of the enterprise and motivate its own personnel is an important condition for the development of the organization. The positive image of the enterprise in the minds of the staff has a direct impact on the image of this enterprise in the external environment. Media relations can be used as tools; internal corporate publications; organizing and conducting various events.

When managing personnel, it is necessary to evaluate the results obtained. Performance assessment is a system that makes it possible to measure the results of company employees and the level of professional competence, as well as predict potential results. Traditionally, in the activities of an enterprise, when carrying out personnel assessment, we mean personnel certification. It should be borne in mind that assessment is a broader concept than personnel certification. Assessment has a regular and irregular nature and depends on the specific goals and needs of the enterprise. When organizing evaluation actions, a criterion comparison of the employee's actions with the work standard occurs. Comparative analysis can only be carried out in the direction of studying the extent to which one employee meets the standard of work than another [4].

Taking into account many factors and their impact allows us to develop the most effective system for managing the labor potential of an enterprise. Initially, achievable goals must be established and time frames for achieving them must be determined, and methods for achieving the goals must be considered. Improving the personnel management system involves creating a motivational program that will allow staff to be oriented toward achieving their goals.

From the perspective of the content of personnel management, the following components should be considered: determination of strategy and strategic goals, determination of the numerical

personnel composition, volume of production of products and services, formation of a high-quality composition of personnel; determining the directions of personnel policy, directions of employee adaptation; system of remuneration and incentives for personnel. The main goals of personnel management include: meeting the needs of the enterprise in market conditions; increasing production and labor efficiency, maximizing profits; organization of effective functioning of the personnel of the enterprise.

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