



# MANAGEMENT SYSTEM FOR THE EFFECTIVE USE OF LABOR POTENTIAL IN THE DEVELOPMENT OF INTEGRATION PROCESSES

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## ANNOTATION

*The system of management of effective use of labor potential in the development of integration processes is discussed in the article, according to which the emergence of human capital is a form that is specific to almost all sectors of society. The essence of the effective use of labor potential is that it requires placement, development, justification, along with other resources.*

**KEYWORDS-** *personnel selection, labor potential, integration, human capital, able-bodied, educated, professional knowledge, effective, qualified, specialist, placement, management system.*

## INTRODUCTION

At present, there are a number of problems in the field of employment of able-bodied labor resources of the Republic of Uzbekistan. In order to increase the level of student employment, a number of decisions are being made and reforms are being implemented. For example, the Resolution of the President of the Republic of Uzbekistan dated June 27, 2017 No 3151 "On measures to further expand the sectors and industries of the economy in training and improving the quality of management in higher education" and covers a wide range of tasks facing employers<sup>1</sup>.

One of the ways to improve the mechanisms for attracting extra-budgetary funds for education and training is to develop competitive non-governmental educational institutions, as well as public educational institutions. As a result, a market mechanism for the provision of educational services has been created. Scientific research shows that the more qualified personnel there are, the higher the efficiency of

agricultural production. That is why a qualified specialist is required for any profession. Analyzing the data related to the provision of enterprises with specialists, it can be seen that in farms that are considered to be economically insolvent, there are more employees with less knowledge and experience in specialized positions. can be viewed. However, in the current situation, knowledgeable, cultured, highly qualified entrepreneurs and personnel are required to hold leadership positions in various sectors of the economy with different forms of ownership.

Structural changes are being carried out based on the strategy and tactics developed in the process of economic development of the republic. As a result of structural changes in the economy, the potential of the regions is being used more widely.

The organization of management, the choice of organizational structure, the formation of the administrative apparatus and learners - all this depends on the effective use of the labor potential of the enterprise. Today, the selection and rotation of staff, systematic evaluation and retraining should also be based on two main criteria: first, a high level of professionalism and ability to learn; second, experience and hard work.

The activation of the human factor in the socio-economic sphere of society contributes to the development of democracy. In other words, the activity of the human factor is determined by the level of consciousness and culture of each citizen, his

<sup>1</sup>Yevropa komissiyasi erasmus+ dasturining "O'zbekistonda oliy ta'lim jarayonlarini modernizatsiyalash va halqaro loyihalashtirish" loyihasi doirasida ishlab chiqilgan tavsiyalar Erasmus + Capacity Building Project. Project Number: IMEP 561624-EPP-1-2015-1-UK-EPPKA2-CBHE-SP-ERASMUS+CBHE © Head scientific and methodological center, Tashkent, 2018y 23 bet.



participation in the management of the state and society. Therefore, the process of liberalization and democratization in the socio-economic sphere in the country is associated with human resources. Since the purpose of renewal and reform is to ensure the interests of the people, it is necessary to create ample opportunities to increase the activity of citizens in addressing them. It does not require large sums of money or effort. But there is great hope for him. That is, the process of socio-economic development cannot take place without the active participation of man<sup>2</sup>.

The experience of many foreign firms and companies shows that more than 90% of failures in the implementation of business projects are due to poor management, ignorance of management rules, incomplete staff and low professional skills, lack of management experience in management. stems. Unfortunately, these shortcomings are also common among enterprises in our country.

## LITERATURE REVIEW

It is no secret that the goal of labor capacity management today is to ensure the effective organization of labor resources within the enterprise. For example, W. Grant and J. Smith state: "The function of personnel management is related to the identification, evaluation, coordination and control of the human factor, which is a key element of the management system of the enterprise."<sup>3</sup> However, there are proponents of a broader understanding of the problem of labor potential. For example, Wandel, a professor of management and organization at the University of Washington, is one of the most ardent advocates of the French concept of universal human resource management.

The book "Human Resource Management: Human Resource Management" describes the overall management process as "a dynamic aspect of human resource management". It should be noted that the concept of labor capacity management, which is the main tool for achieving organizational goals, was developed much earlier. As Ordway Tid and Henry Metgelf's book "Personnel Administration: Its Principles and Practices" (first published in 1920) states, "Personnel administration is the planning, control, management, and coordination of organizational activities. achieving a specific goal without the least amount of manpower and effort

involves taking care of the well-being of all members of the organization."

Later, Henri Fayol's popular five-link management scheme (planning, organizing, managing, coordinating, controlling) is replaced by a more complex model of organizational management processes and operations with a goal and resource interdependence model. In this regard, the general definition of the task of personnel management in accordance with the views of U. French in the systematic analysis of the organization becomes more clear:

## RESEARCH METHODOLOGY

At the enterprise level, the meanings of labor potential and human resources potential are synonymous.

"Human resource management is the planning, coordination and control of the entire network of the organization. These are the broad processes of improving the system, ensuring the specialization of labor, meeting the demand for personnel, leadership, legal guarantees, labor evaluation, compensation for its expenditure, collective bargaining, organizational training and development. it is necessary<sup>4</sup>".

An important feature of management within the firm remains the unique and complex impact on the staff as a whole. In this regard, a system of personnel work is formed. Personnel management integrates the firm into a common management system, linking it with strategic guidance and corporate culture, research, production and sales, quality improvement, and:

- covers an expanded system of regular and program activities in the field of employment regulation, job planning, selection and placement of personnel, forecasting the content of work, training, remuneration, etc ;

- provides for careful consideration of the qualities and professional characteristics of employees, as well as the results of their activities;

- Provides advocacy and educational work with employees of the company, as well as with their families (Japanese experience);

- Centralizes the management of labor in the company in the hands of one of its vice-presidents or a member of the board of directors, as well as takes measures to improve the mechanism of personnel work.

The essence of hr management is that people are seen as a competitive asset of the company, it is required to place, develop, justify, along with other resources. The purpose of this is to achieve the strategic goals of the organization.

<sup>2</sup>Qobulova Maxpubaxon Yakibovna. Agrosanoat integratsiyasini rivojlantirishda kadrlar salohiyatidan samarali foydalanish. "Iqtisodiyotda innovatsiyalar" jurnali. ISSN 2181-9491. №8 (2020). 86-94-bet. <http://dx.doi.org/10.26739/2181-9491-2020-8>

<sup>3</sup>V.Grant va J.Smit "Kadrlar ma'muriyati va ishlab chiqarish munosabatlari" Moskva «Znaniye» 2001y.

<sup>4</sup>U.French «Upravleniya kadrami predpriyatiya» S.Piterburg «Dom Karpova» 2009g.



An enterprise and an organization are primarily a collection of two subsystems: technical and social (or personal, human) systems. These subsystems perform completely different functional actions, which allows them to be described as hard and soft systems. The technical subsystem is rigid because its actions (i.e., commands to accomplish a goal that the control object receives from the control body, in response to programs) are predetermined and highly controlled. Usually this system is similar to a cybernetics system. A conveyor belt is an example of this. The essence of this rigid system is much more pronounced in automatic lines.

People's responses and behaviors to the commands they receive are uniform and give clear results, because people's production tasks are determined not only by the laws of mechanics, but also by the laws of mind. Without considering the impact of these laws, the management of social systems will not be effective. For this reason, in contrast to technical systems, social systems are called soft systems.

Labor potential is the ability and at the same time the ability of the staff of the enterprise to

perform the production, scientific, technical and socio-economic tasks facing the enterprise in a timely and effective manner.

The effective use of labor potential in the enterprise requires a number of measures to work with personnel, in particular:

- development of criteria for evaluating labor activity and their delivery to the staff;
- Improving the organization of working conditions, ie improving the quality of work;
- increase staff experience through transfer to another position or workplace;
- improving the socio-psychological environment in the community.

Personnel management is a set of principles, methods, forms and means of influencing the interests, behavior and activities of personnel in order to make the most effective use of mental and physical abilities in the performance of these tasks. Personnel management is focused on achieving fairness and efficiency in the relationship between them. Personnel management is shown in Table 1 in the form of a scheme.

**Table 1**  
**Personnel management system**

| Development and implementation of personnel policy               | Remuneration and incentives         | Group management, community and union relations | Socio-psychological aspects of management                           |
|--|-------------------------------------|---|---|
| Determining the need for staff and planning their number         | Forms of remuneration               | Involvement of staff in lower management        | Personnel work motivation and creative initiatives                  |
| Terms of hiring, selection and dismissal                         | Ways to increase labor productivity | Working brigades and their tasks                | Organizational culture of the enterprise                            |
| Staff training and education                                     | Remuneration system                 | Interactions in the team                        | Influence of management employees on the activity of the enterprise |
| Evaluate the work of personnel and departments of the enterprise |                                     | Interaction with trade unions                   |   |

Human resource management is one of the components of management and is concerned with people and their relationships within the enterprise. It is people who are the source of creativity, initiative and strength to carry out the tasks facing the enterprise. No organization, large or small, commercial or non-profit, can function without managing people. The main task in the field of

personnel management is to create conditions for each staff to realize their potential and to find the necessary means of influencing a person in each case to solve the tasks facing him.

The personnel management structure covers the following areas of activity:

resource planning: development of a plan to meet the need for human resources and the necessary costs for



this;

- Recruitment: creation of a reserve of potential candidates for all positions;
- selection: evaluation of candidates for the job, selection of the best from the reserve;
- setting salaries and benefits: developing a structure of monthly salaries and benefits in order to attract, hire and retain staff;
- Vocational orientation and adaptation: the inclusion of employees in the organization and departments, explaining to the staff what the organization expects from them and what kind of work is valued;
- training: development of training programs to increase the efficiency of staff;
- performance appraisal: development of a performance appraisal methodology and its delivery to staff;
- promotion, demotion, transfer to another job, dismissal: development of other methods of transfer of personnel with more or less responsibility, transfer to another position or workplace increase of experience, as well as termination of the employment contract;
- management training, management of the hierarchy: development of programs aimed at developing the skills and efficiency of management;
- labor relations: negotiation of collective agreements;
- Employment: Develop a program to provide equal employment opportunities (employment guarantees and reduction of staff turnover increase economic efficiency and encourage staff to increase labor efficiency).

With the spread of the idea of "scientific management" in many enterprises appeared new professions engineers (engineers), who were engaged in the study and facilitation of working methods.

The development of mechanized labor (production), which unites the masses of workers within industrial enterprises and transforms their labor into mechanical and homogeneous labor, has led to a rapid growth of trade unions in virtually all industrialized countries.

The social stratification of society in industrialized countries and the unprecedented growth of the productive forces in the first decades of the twentieth century led to an increase in the influence of socialist and communist parties, as well as radical trade unions. This has forced the governments of these countries to actively participate in the regulation of relations between workers and employers.

State intervention has led to the establishment of national social insurance systems, the payment of unemployment benefits, the establishment of a minimum wage, and the limitation and reduction of working hours. In some countries, this has led to the

emergence of special state bodies to monitor the working conditions of workers and protect their interests. As a result of these legal changes, companies need specialists who are experts in the field of labor law. These experts were to ensure that the company's management complied with the law, as well as liaise with government agencies. Enterprises and organizations have begun to create special departments to deal with these issues. These departments were commonly referred to as HR departments. In the 50s and 70s, another wave of legislation erupted in industrialized countries, which made it more difficult to regulate labor relations through the state.

The new laws were aimed at combating all forms of discrimination in the workplace, strengthening the social security of employees, and establishing detailed standards for labor protection and environmental protection.

Emerging in the 20s and 30s of the century, specialized departments for human resource management have long played a secondary role. They have mainly done work related to paperwork, dispute resolution, participation in court proceedings, payment of wages, and so on. Their duties were seen as highly technical, ancillary work for the company's management.

All decisions related to people management were made by senior executives, with the HR department not involved. During World War II, the human resources department of industrial enterprises (especially in the United States and the United Kingdom) set itself the vital task of hiring and training hundreds of thousands of new employees in all professions. These officers were to replace conscripts. This task has been successfully solved, and since then the issues of personnel selection and training have become the most important area of activity of human resources management departments.

The "Productivity Management", which emerged at the beginning of the century, was further developed, the essence of which was to develop methods of work and plan the number of workers on the basis of economic indicators, ie the product produced per unit of time, profit.

In the post-war period, companies, primarily American companies, were engaged in retraining engineers and other "white collars" for the first time. The scope, complexity, and importance of vocational training within the company has increased, as has the importance of the human resources department that manages the process.

As early as the late 1920s, American scientists E. Mayo and F. Roelziz Berger advanced the concept of "human relations." This concept affirmed that labor productivity depended not only on the methods of organizing production, but also on how managers



treated executors, i.e., the human factor, not the mechanical factor. The effects of the Great Recession and World War II for some time diverted the attention of business leaders from the ideas of Mayo and Roelziz Berger, but in the 1950s interest in them emerged with renewed vigor as Taylor's ways of organizing labor had not given the desired effect. In 1960, David McGregor published his later book, *The Human Side of Enterprise*. In this book, he criticized the basic tenets of "scientific management" theory. According to McGregor, the detailed measures and rules outlined in this theory, the division of labor entering all areas, and the concentration of decision-making functions in the upper echelons of the organization absorb the creativity and initiative of the organization, limit the independence of employees, between employees and their leaders leads to disagreement, which ultimately has a negative impact on productivity. The work of McGregor and other management theorists, who developed the views of Mayo and Roelziz Berger, had some influence on both management practice and the training of future leaders. In the 1960s and 1970s, American business schools expanded their programs to include human resource-related disciplines such as industrial psychology, organizational behavior, and personnel management. As a result, leaders began to come to the economy who understood the need and importance of human resource management, as well as the specifics of this process in relation to financial or procurement management.

Reaffirming a humane approach to human management for human resources departments that became "human resources departments" in America in the 70s and Western Europe in the 80s to enhance their status within the organization and at the same time career planning and development activities, intra-organizational communication, meant the emergence of new directions, such as the enrichment of labor, the involvement of workers in management work.

Colleges and business schools began to train specialists in human resource management, and many associations and trade unions were formed in this field. Human resource management has become an important organizational function, such as the development of finance and technology, and their leaders have become full members of the top management of many modern companies.

## CONCLUSIONS AND OFFERS

In order to maintain a system for managing the effective use of human resources in the development of integration processes, we propose the following:

- organization of management processes of effective use of labor potential based on the general development strategy of enterprises;

- Ensuring the competitive advantage and sustainable operation of the enterprise through an effective management and personnel management system;

- training, retraining and professional development of managers and staff in higher education institutions and further development of this area;

- Continuous analysis, renewal and improvement of human resources, taking into account changes in the labor market.

In short, a system for managing the effective use of labor potential in the development of integration processes primarily aimed at the selection and placement of personnel in accordance with modern requirements, as well as their effective use.

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