Specifics of personal management systems and problems in Uzbek companies

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Abstract. In the state described the theoretical basis of personnel management, as well as a specific system of personnel management and problems in the process of personnel management in the first deystvuyushchego in Uzbekistan "British American Tobacco" and "Savdogar" joint-stock commercial bank

Keywords: management of personnel, human resources, theory of justice, «Just in time», «British American Tobacco», Joint-stock commercial bank «Savdogar».

Introduction

Personnel management activities are targeted influences on the structure of the organization aimed at coordinating the capabilities of employees and the goals, strategies and conditions of development of the organization. One of the important components of management activity - personnel management is based on the concept of management. In the theory and practice of managing the human side of the organization, three main approaches to management can be distinguished - four concepts developed within the economic, organic and humanitarian.

The economic approach to management has given rise to the concept of the use of labor resources. Under this approach, the leading position in the enterprise is occupied not by administrative training of people, but by technical (in general, instrumental, ie, the acquisition of labor techniques) activities. Organization here means the arrangement of relations between clearly defined parts of the whole, which have a certain order. In fact, an organization is a set of mechanical relationships, and it must act like a mechanism: algorithmic, efficient, reliable, and predictable.

The main principles of the concept of labor resources use include:
- ensuring the unity of leadership - subordinates receive orders from only one leader;

- adherence to a strict management vertical - the chain of command from boss to subordinate runs from top to bottom throughout the organization and is used as a channel for communication and decision-making;

- the establishment of the necessary and sufficient number of controls, the number of people under one head should be at a level that does not pose a problem for communication and coordination;

- adherence to a clear definition of the headquarters and structural units of the organization - the personal composition of employees, responsible for the content of the activities, under no circumstances can not exercise the powers vested in managers;

- Achieving a balance between power and responsibility - it makes no sense to hold someone accountable for any action if they are not given the appropriate authority;

- Ensuring discipline - the manifestation of signs of obedience, diligence, diligence and external respect should be carried out in accordance with accepted rules and customs;

- to achieve the subordination of personal interests to the common cause through perseverance, personal example, honest agreements and constant supervision;

- Ensuring equality at all levels of the organization on the basis of goodwill and fairness to encourage employees to perform their duties effectively; a worthy reward that increases morale but does not lead to overpayment or re-motivation.

Within the organic approach, two concepts have been consistently developed: the concept of personnel management and the concept of human resource management. It is this approach that has set a new perspective in personnel management, taking this type of management beyond the traditional functions of labor and wage organization. The staffing function gradually evolved from registration and supervision and expanded to recruitment and selection, career
planning of employees that are important to the organization, evaluation of the performance of management staff, and their professional development. The focus on human resources has helped shape a new understanding of the organization. It began to be accepted as a living system that existed in the environment.

However, not all companies follow the same principles in the personnel management system. In particular, the main problems in some modern companies are the lack of adherence to the principles of fairness in personal management, personal example, the use of motivational tools in personnel management.

Research methodology

The comparative analysis method was used effectively during the study. In particular, a comparative analysis of the specific system of personnel management was made on the example of British American Tobacco and Savdogar joint-stock commercial bank operating in Uzbekistan.

The method of scientific abstraction was also used in the study of theories on the subject.

Level of study of the topic

The theoretical and methodological foundations of research on personnel management (literature) were books and articles by the following authors: Demina N.V. [1], Jarikov V.V., Ivanova S., Kazakov M.V. Patraxina T.N. etc., as well as information from sites and Internet portals.

The theory of justice was proposed in 1963 by the American psychologist John Stacey Adams. It is based on the idea that people subjectively evaluate the relationship between the effort expended and the reward received, and compare this relationship with the activities of other people doing the same work [2].

Adams cited six proofs of injustice:

1. Reduce your energy costs.
2. Trying to raise a fee for your work (requirements).
4. Trying to influence the organization to change the salary or workload of others.
5. Choose another comparison object for yourself (“I don’t equate them”).
6. Trying to move to another department or another organization.

**Analysis and results**

We analyze the experience of Uzbekistan in personnel management on the example of some companies operating in the country.

British American Tobacco is the second largest international tobacco company with a wide portfolio of brands sold in more than 180 countries.

The company was founded in 1902 and by 1912 entered the top ten of the leading companies in terms of market capitalization.

British American Tobacco owns 44 cigarette factories in 41 countries. Of these, eight factories and one plant produce cigarillos (cigar type), pipe tobacco and other tobacco products. The Company also owns a factory that produces snyus, an unlimited type of tobacco product.

Today, the British American Tobacco Group employs 55,000 people worldwide. There are people belonging to the nation and culture who stood in the staff. Each local company is given sufficient scope and responsibility to resolve working situations at the level of its activities in accordance with the specifics of local legislation and taking into account the interests of the relevant local parties.

British American Tobacco Uzbekistan strives to be responsible at all stages of its operations. The company is implementing a number of social projects. In particular, the project "Dreams come true", which provides grants for students from tobacco families, the project "Artesian wells" to provide the population with drinking water, the reconstruction of the city and many other projects [3].

Elements of the joint venture strategy:

Growth;

Understanding and satisfying consumer desires;

Efficiency;

Efficient use of resources to increase profits and working capital;

Talented staff, strong teams, excellent workplace;

Sustainability;
Ensuring business sustainability in accordance with the needs of society [4].

It should be noted that the human factor plays an important role in the company's activities, and employees and consumers of the joint venture are a key factor in the success of the company.

Modern methods of management are used more in the management of the joint-stock commercial bank "Savdogar". In particular, the presence of feedback in the bank is a clear proof of this. In addition, the consensus method is one of the main management methods in banking.

Just in time management is one of the most common methods of Japanese management, in which employees plan and control the timely completion of their work tasks. One of the biggest problems in the management style is the use of unpaid extended working days or weeks in banks (paid in the joint-stock commercial bank "Savdogar"), although the state has developed a clear time norm for the working day of commercial banks.

Conclusions and recommendation

Based on the findings, in order to improve personnel management mechanisms based on a comparative analysis of management methods in companies, the following is proposed:

- It is necessary to use more modern management methods in the activities of enterprises in our country. Management efficiency would be increased if modern management and analysis methods such as “Just in time”, SWOT, GAP were more widely used;

- A broader study of the experience of foreign countries in personnel management.
References


