

## IMPROVEMENT OF PERSONAL POLICY AT ENTERPRISES

*Solijonov Mirfayozbek Shokirjon ugli*  
*Assistant, Andijan Machine-Building Institute*

---

### Abstract

It is known that the scientific and technical progress, as a result of the rapid increase in the requirements for new knowledge and skills in various fields, helps to increase the important role of professional education, which allows the company to respond to modern market conditions. Therefore, understanding the development characteristics of the organization's employees and how to activate their potential is a key element of the company's survival in the competition. The article shows ways to organize the company's effective activities by improving the activities of employees.

**Keywords:** Personnel policy, personnel, situation in the labor market, management system and leadership style, organizational strategy, enterprise goals, external environmental factors, technologies.

---

The main task of any modern enterprise in the management process is to find highly qualified employees, to call and motivate all employees to a single goal, to unite them in order to achieve the highest social and economic results, to develop at a rapid pace in the conditions of changing market relations, and sometimes to overcome the hardships of a crisis . requires the use of exit measures.

Personnel policy is a concept that has been used in the field of human resources of our country for a long time.

The most important aspect of the company's personnel policy is working with the reserve of managerial employees. The growth of the professional (professional) position of the employees in the enterprises (organizations) of the Republic is based on the results of the evaluation of the employee's work.

In practice, in all enterprises of Uzbekistan, special evaluation of the professional qualities of employees is not carried out officially. Therefore, the professional growth of employees and promotion to administrative positions are carried out by chance or on the basis of acquaintance.

A number of important factors affect the process of forming the company's personnel policy. Some of them are presented in Table 1.

**Table 1. Factors affecting personnel policy<sup>1</sup>**

Factors	Parameters
Organizational strategy	<ul style="list-style-type: none"> <li>•Innovative development strategy</li> <li>•Investment strategy</li> <li>•Strategy for introduction of new technologies</li> <li>•Strategy for improving the quality of goods and services</li> <li>•Cost reduction strategy</li> <li>•Customer satisfaction strategy</li> <li>•The strategy of updating the organizational</li> </ul>

---

<sup>1</sup> Travin V.V., Dyatlov V.A. Management personnel in the enterprise: Teaching and practice. posobie. - 3-e izd. - M.: Delo.- 2000. – 73 p.

	structure of the enterprise
The status of the enterprise during its life cycle	<ul style="list-style-type: none"> <li>•State of formation and development</li> <li>•Status during growth</li> <li>•Status in adulthood</li> <li>•Situation in crisis</li> </ul>
Production scale of the enterprise	<ul style="list-style-type: none"> <li>•Small</li> <li>•Medium</li> <li>•Big</li> </ul>
Management system and leadership style	<ul style="list-style-type: none"> <li>•Authoritarian</li> <li>•Democratic</li> <li>•Liberal</li> <li>•Centralized</li> <li>•Decentralized</li> </ul>
The level of technologies used in the control system	<ul style="list-style-type: none"> <li>•Modern</li> <li>•Traditional</li> </ul>
Enterprise goals	<ul style="list-style-type: none"> <li>•Quick profit</li> <li>•Step-by-step development based on objective laws</li> </ul>
Types of interaction of employees with the enterprise	<ul style="list-style-type: none"> <li>•Consumerism</li> <li>•Cooperation</li> </ul>
Organizational culture of the team	<ul style="list-style-type: none"> <li>•Leadership (leadership) style in the organization</li> <li>•A transparent decision-making process</li> <li>•Good attitude to specialists</li> <li>•Control procedure</li> <li>•Support employees in the management process</li> <li>•Organization of suitable working conditions and work process culture</li> <li>•The order of interaction in the process of quality improvement, etc</li> </ul>
Personal characteristics	<ul style="list-style-type: none"> <li>•Professional-qualification structure</li> <li>•Level of authority and capacity</li> <li>•The quality of the balance of work and rest</li> </ul>
Technologies	<ul style="list-style-type: none"> <li>•Modern</li> <li>•Outdated</li> </ul>
External environmental factors	<ul style="list-style-type: none"> <li>•The situation in the labor market</li> <li>•Legislative features</li> <li>•The pressure of the competitive system</li> <li>•Increasing consumer demand for products</li> </ul>

Many executives confuse the concept of personnel policy with the concept of modern personnel strategy. In ancient times, strategy was understood as the art of the behavior of the commander in battle, the ability to clearly define the goals of military operations, to distribute the forces in the most important directions in the right amount.

In the current period of transition to the innovative economy of Uzbekistan , personnel strategy is defined as the determination of personnel management tasks taking into account prospective goals, external environment, as well as tools, methods, decisions and existing labor resources. With the help of the above, activities are carried out in the best way, clearly defined goals are achieved and tasks are

solved, the competitiveness of the enterprise in the economy is supported. Such an understanding of the strategy is considered correct, as the HR policy does not differ from the above-mentioned definition. Separating the concepts of "personnel policy" and "personnel strategy" is probably theoretically more important. They are closely related. Practitioners do not care which term is used, they are primarily interested in the content and how it can be implemented in the personnel management of a particular enterprise[1].

Personnel policies are changing standards of management behavior related to personnel. The strategic goals of the enterprise may change, taking into account the changing conditions of the internal structure and the demands of the external environment. Internal and external factors resulting from changes in the company's ability to implement the previously developed personnel policy include:

- ✓ change the economic and legal conditions of management;
- ✓ change in the regional or sectoral labor market situation;
- ✓ change the financial, management and technical policy of the enterprise;
- ✓ the appointment of a new leader;
- ✓ difficulties in returning funds spent on personnel training.

It should be noted that the above-mentioned factors change from time to time in all countries. Therefore, one of the main problems of the development and implementation of the personnel policy is to take into account the changing factors of the internal and external environment.

It is natural that there is considerable resistance in the team to the implementation of innovations in the company's personnel policy and the improvement of the personnel policy in the human resources management system. The reason for this is the difference in knowledge and organizational thinking of leaders and department managers at different levels, as well as employees of the technological direction. Let's start from the beginning and consider the usual and optimal ways to solve the problems that arise.

1. Aversion to news and fear of news. People don't like news and are skeptical of news introduced by management. They are afraid that the change will lead to a transfer to another position, an increase in the volume of work due to an increase in salary, the risk of losing the job or the state of the workplace. They also fear that they may not be able to learn new technologies and ways of working.
2. professional and position growth (change). Employees fear that changes in personnel policy, on the one hand, skills, professional skills, in general changes can lead to unemployment, impatience to learn new skills and abilities. As a result, from the eyes of the employees, the improvement of the existing personnel policy seems to be contradictory and even harmful to them.
3. Disadvantages. They believe that changes in personnel policy can make the way of work, its complexity, the amount of income and life difficult.
4. The threat of known persons, including informal relationships. The improvement of the existing personnel policy of the enterprise will lead to actual structural changes, which will lead to the destruction of established informal ties, social groups, and false opinions that the work encourages team members to perform completely different roles.

**Improving the company's personnel policy** should be closely related to the departments of the company's activity and development plan. Often it is related to supply plans, production, marketing, etc. In this case, two methods can be distinguished:

1. The project of improving the personnel policy of the enterprise is a continuation of other important plans, which in turn is the basis for the development of the personnel plan.
2. a part of the form filled out as part of the general plan of the organization [2].

The perspective of the systematic approach to the project of improving the personnel policy of the enterprise is determined by the following features:

- the complexity of the structure. Each project has a separate hierarchy in its system, in which subordinate and subordinate relationships are defined;
- interaction of project elements with each other and with the environment;
- dynamic processes with a high level of uncertainty;
- integrity of the project as a system. That is, in a project, participants have a form of hierarchy, but in an organization it is completely different;
- multifunctionality of project elements. This project includes all functions to manage and implement its goals and objectives [3].

interrelated elements of the internal environment (management, subordinates, resources, deadlines, goals, methods), which interact with each other and with the elements of the external environment (state, organization). considered as a system.

### List of used literature

1. Solijonov Mirfayozbek Shokirjon o'g'li, Alijonova Kumushxon Erkinboy qizi. (2023). DIRECTIONS OF EMPLOYEE MANAGEMENT IN THE ENTERPRISE. Web of Scientist: International Scientific Research Journal, 4(5), 866–870. <https://doi.org/10.17605/OSF.IO/35S2Y>
2. Dadajonova Martabakhan Mahmudovna, Solijonov Mirfayozbek Shokirjon o'g'li. (2023). TAX REGULATION OF INNOVATION ACTIVITIES AS A COMPONENT OF THE SYSTEM OF STATE SUPPORT FOR THE INDUSTRY OF UZBEKISTAN. Open Access Repository, 4(2), 810–816. <https://doi.org/10.17605/OSF.IO/4CWUA>
3. Yulchev Erkinjon Yusupovich, Solijonov Mirfayozbek Shokirjon ugli, Tokhtamurodov Akhmadali Mukhammadali ugli. WEB OF SYNERGY: International Interdisciplinary Research Journal. Volume2. Issue 3, 2023 ISSN:2835-3013 <http://univerpubl.com/index.php/synergy/article/view/595/499>
4. B.Umurzaqov, G.Abdurahmanova, S.Xolmuratov. Korxonada kadrlar siyosati. O'quv qo'llanma. – T.: «Fan va texnologiya», 2019, 200 bet
5. Армстронг М. Основы менеджмента. Как стать лучшим руководителем / М. Армстронг. – Ростов н/Д: Феникс, 2015. – 509 с.
6. Dadajonova M. M. (2021). Prospects Of Development And Problems Of Introducing Digitalization In The Economy Of Uzbekistan. *The American Journal of Applied sciences*, 3(04), 55-62.
7. Dadajonova M.M. (2022). JAPANESE EXPERIENCE ISSUES OF MODERN MANAGEMENT AND PERSONNEL RE-TRAINING SYSTEM. *INTERNATIONAL JOURNAL OF SOCIAL SCIENCE & INTERDISCIPLINARY RESEARCH* ISSN: 2277-3630 Impact factor: 7.429, 11(06), 123-128.
8. Khalilov Nurullo Khamidillayevich, Safina Nafisa Talgatovna, “Development of the quality management system of industrial enterprises-the main factor of increasing the competitiveness of products”. “World Economics and Finance Bulletin”, 2022. <https://www.scholarexpress.net/>.
9. Rakhmatjanov Lazizkhon Turabaevich, & Khabibullaev Davronbek Bakhodir ugli. (2023). REGULATION OF EXPORT ACTIVITIES OF SMALL BUSINESS IN THE REPUBLIC OF UZBEKISTAN. *World Bulletin of Management and Law*, 22, 1-4. <https://scholarexpress.net/index.php/wbml/article/view/2633>
10. Khalilov N.Kh, Safina N.T. DIGITALIZATION-AS THE MAIN FACTOR IN THE DEVELOPMENT OF THE QUALITY MANAGEMENT SYSTEM OF THE TEXTILES INDUSTRY OF THE REPUBLIC OF UZBEKISTAN //World Bulletin of Management and Law. – 2023. – T. 19. – C. 156-160. <https://scholarexpress.net/index.php/wbml/article/download/2263/1948>