

PERSONNEL MANAGEMENT PRINCIPLES AND METHODS

Ayubkhon Kutbiddinov

Doctoral student of Namangan Institute of Engineering Technology

Abstract: *Changes in the principles of labor resources management, orientation to the implementation of the motivation policy, which is important in modern conditions, as well as the system and principles of personnel management, the author explained by*

Key Words: *Labor resources, principles of management, changes, modern conditions, important, motivation policy, personnel management system.*

The concept of management has a long and deep historical development. Its occurrence is one of the most important processes of human development. In the initial period of management activity, people managed production based on their knowledge and experience, but gradually, as a result of the development of technology, the growth of production rates, and the emergence of various organizational conditions, this type of activity became more complicated. Realization of this situation, deeper study and knowledge led to the emergence of the "Science of Management".

A number of theoretical and practical tasks of management were founded by F. U. Taylor. He defined management as "the art of knowing exactly what needs to be done and how to do it in the best and most convenient way."

Great scientists, thinkers, specialists have expressed and written many opinions about the meaning and essence, importance and content, principles and methods of management.

Management is a special function, it is the activity of leading people in various fields (the national economy of the country and its regions and its branches, the enterprise and its departments).

The most important problems of economic management can be the following:

1. Scientific and practical development of the theoretical bases and fundamental rules of management: to determine the essence, importance, content, purpose and tasks of management in the new conditions of the development of society;
2. Harmonization of management with principles and methods of democratization of market economy and economic activity;
3. To determine the most effective methods of economic management;
4. Determining the organizational structure of management agencies, their functions, rights and obligations;
5. Providing management agencies with modern techniques and technology, introducing statistical and economic-mathematical methods in their activities on a

large scale, improving the documentation system used in the information supply and management process;

6. Finding the best forms and methods of team management and introducing them in production management;

7. Large-scale use of best practices of foreign countries in the management of industry and all its branches.

Management principles are fundamental rules of leadership. They reflect the essence of realities related to the movement of economic laws and management methods.

The control mechanism can be described as follows:

laws - principles - methods - techniques

The most important element of this mechanism is the law. Therefore, it is necessary to say two words about him. The law is a necessary connection, a relationship between various events in this objective existence, which exists independently of human consciousness and free will. For example, the laws of social and economic development: the law of supply and demand, the law of value, etc.

The law is an official document adopted by the state authority, which defines social and legal norms and relations that are binding for everyone, including those who work in industrial production. For example, the Constitution is the main law of Uzbekistan.

The principles can be called the foundation of the theory and practice of management science. It is known that the more perfect and solid the foundation, the more powerful the management apparatus.

The formation of management principles has deep historical roots. In particular, these principles began to form and develop in Uzbekistan during the reign of Amir Temur. A great country like Uzbekistan in Central Asia, which has its own compact and efficient administration, was governed on the basis of principles such as science, independence, hierarchy (order of submission), knowledge, responsibility, democracy.

A principle (principle) is a scientific basis, a rule that must be taken into account or followed when making a decision. Personnel management as a management function should combine, harmonize, interconnect, and integrate all other functions into a single unit. This is achieved by implementing the principles of personnel management. When the leader manages the personnel, he does not limit himself to giving orders to his subordinates, but directs their efforts to a specific goal, unites his colleagues around helping them to show their potential, that is, leading the personnel it is necessary to be able to use the principles. This includes:

- assign responsibility to each employee for the work he performs;
- every employee should know who to obey and from whom to receive assignments;

- the purpose of personnel management. Modern leadership implies the cooperation of personnel and administration to achieve a set goal;
- direct participation of the leader. The first leader, who is the head of the entire labor team, must personally participate in the introduction of innovations, improvement of production and other issues;
- compliance. Personnel policy should be in accordance with the intended purpose and relevant criteria.

The management system consisting of different levels (links) requires that different levels of management be attached to individual leaders or management bodies (apparatus).

The personnel management system must meet the following principles:

Flexibility is the ability to reorganize the system structure in a short period of time in accordance with changes in production and personnel composition.

Centralization - reasonable centralization of employee functions in the company's departments and services, transfer of operational management functions to individual departments.

Management standards - reasonableness of the number of employees subordinate to the head of each line. In practice, there are 4-8 employees subordinate to the top managers of the enterprise, 8-20 people in the middle level (functional leaders), and 8-20 people in the lower level (senior foremen, foremen-brigade chiefs) It is desirable to have 20-40 people.

Shared rights and obligations - this requires the sharing of rights and obligations of the company's departments and personnel. Delimitation of powers - according to this principle, line managers should make decisions related to product production, and functional managers should prepare these decisions and ensure their implementation.

Management methods are means of exerting management influence on personnel to achieve the goals of production management. Usually, the following styles of management are distinguished: Administrative styles of management. This method is based on granting privileges to the authorities and personnel and taking punitive measures. There are five main means of administrative influence on personnel.

1. Organizational impact is based on regulatory documents (enterprise charter, collective agreement, staff schedule, service instructions, workplace organization rules) that coordinate the enterprise's activities. In enterprises with a high level of organizational influence, labor and execution discipline, final production results are high, and there is no need to use command influence.

2. Influencing by command is aimed at achieving management goals through direct administrative management. Management orders, orders, and instructions aimed at the organization of production, labor and performance discipline, labor

regulation, coordination and control of work can be cited as means of influencing personnel through orders.

3. Financial responsibility. This is compensation for the material damage caused to the company by the employee as a result of work activity or lack of activity.

4. Disciplinary responsibility is responsibility in case of non-compliance with the current labor legislation.

5. Administrative responsibility is the responsibility in cases of administrative violations committed by the employee. These punitive measures are applied in accordance with the current legislation against an official who has committed an administrative offense by state or local authorities.

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