

**THE EXPERIENCE OF DEVELOPED COUNTRIES IN MANAGING THE QUALITY OF HUMAN RESOURCES IN PUBLIC AND NON-PUBLIC ORGANIZATIONS (JAPAN AND THE USA)**

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**Annotation:** *Foreign experience in personnel management includes well-developed opportunities for the development of the organization of a public or non-public organization using human resources, as well as preserved scientific works of scientists dealing with the problems of human factors of enterprise development and organization. This article examines the experience of developed countries, including Japan and the USA, in managing the quality of human resources.*

**Keywords:** *quality of human resources, quality management system, Japanese human resource management system, US human resource management system.*

Japan is a special country, unlike other countries. Numerous tricks, actively developed and applied by scientific personnel management specialists in workshops, offices, and shops, have developed over the centuries, and in addition to the field of production and marketing, they are nothing more than add-ons on a solid foundation.

In these relations, an atmosphere is formed, which is very beneficial for manipulating human factors. At the same time, it is being created spontaneously, spontaneously, reflecting national characteristics.

The personality of the Japanese nationality embodies an incredible combination of continuity, stability, and immutability with incredible openness to new trends in all spheres of material and spiritual existence, the fastest changes in the external environment.

The introduction of elements of family relations into Japanese corporate governance has created favorable conditions for strengthening labor discipline, improving interpersonal relations both vertically and horizontally, and, ultimately, increasing production efficiency.

In order to maximize labor productivity, a very important aspect of family relationships simulated in the field of labor control is the formation of a dense network of vertical and horizontal obligations, which, in principle, encourage the Japanese to step at every step.

The negative consequences of behavior programmed by obligations can be a difficult problem if they are artificially introduced into an already-formed public consciousness. But the duty is rooted in the most secret corners of the unconscious Japanese and is taken seriously. For them, these responsibilities are invisible, but they are important and automatically adapt and respond immediately to certain situations.

One of the conceptual components of personnel management can be called "full participation". The concept includes several objects that make a huge reputation for the labor process in the eyes of employees.

For Japanese workers, the recognition of strict discipline, and strict daily rules comes from a position of admiration for work. Someone might accuse the Japanese of working hard with "thrifty animals." Nevertheless, from the point of view of economic efficiency, a tougher tightening of the working time limits of Japanese companies is preferable to the labor system, which is an endless delay, unwinding of the crossword puzzle, and distraction to completely or partially unrelated events.

"General participation" means that the work style of the team is dominant in Japanese companies. It is also here to borrow ideas and practices about the function of clan families. The altruistic work of the entire team, which each team member decided to dismiss without a trace, was considered a patriotic duty, the best way to achieve a production goal.

An employee who is a member of the brigade feels confident in the most familiar and familiar "family chest", immediately mobilizes to protect it with hard work, and is afraid that his colleagues do not feel incompetent or diligent. By the way, these concerns, in particular, encourage participation in the rotation system, that is, to acquire appropriate jobs and ensure mutual support and exchange of team members.

The constant interest of each employee in the interests of the team forms the prerequisites for the development of labor competition in Japanese companies. However, the purpose of the competition is to emphasize thorough implementation, not overflowing existing problems.

Although the team strives to comply with the guidelines of the program, it should be noted that the administration of the Japanese company strongly encourages rationalization activities, one of the consequences of which is to adjust the program after a successful solution is found.

The largest share of innovation activities is due to efforts to improve the quality of the product, and special quality groups make a valuable contribution to such improvement.

The second component, based on the concept of personnel management, allows you to take into account "trust". This concept describes the firm belief that the contribution to the success of the company, the sacrifice in the name of prosperity, will be compensated in one form or another.

In Japan, "lifelong hiring" and annual salary systems have become widespread. The first motivating role of the first motivation is to ensure stable employment, regardless of market fluctuations and other factors, and the second is to ensure an increase in payments for long-term loyalty to the company.

This characterization of both systems has been repeatedly criticized by critics who usually rely on "Western" statements. They guarantee that calm and unscrupulous employee can feel under the cover of this or that idler. One year of additional experience and was excluded from a really important job. But in the situation in Japan, this requirement does not apply. Because there are no bankrupt workers as a social category and private examples are not taken seriously.

The Lifetime Recruitment system almost exclusively includes graduates of educational institutions who have not previously entered the labor market, as a rule, do not have professional skills and whose very important experience in Japan meets the requirements of the hiring company.

Therefore, first-year students should first go through industrial training mechanisms with rotations for various types of professional profiles in order to determine and direct a specific occupation only after completing the training course.

Therefore, at least entering the "lifetime employment" field has no direct relation to the need to fill vacancies and seems to be a worthy act. These "courts" undoubtedly improve the overall motivational effect.

A much more visual direction for a particular employee is a feature of the senior payment system. On the one hand, persons accepted on the basis of "lifetime employment" are immediately placed on the escalator of salary increases, and the initial level does not seem to take into account the fact that the newcomers are not professionally prepared. In other words, although they received compensation for some time (the duration depends on the degree of assimilation of production requirements), their contribution to the work did not justify it, that is, turned into hope for future achievements.

On the other hand, annual allowances are recorded not only in the form of cumulative experience, experience, and improvement in the quality of staff work (in many cases there is no strict relationship between these indicators) but also in recognition of the growing demand for marriage by the administration. Children acquire, "force" a lot of consumer goods and services to appear.

Dependence on "trust" is not associated with tangible risks in management. At the same time, since moral obligations are imposed on the huge weight of employees, there is an ill-considered attitude that is unacceptable for the prevailing repository of personal and public consciousness.

Carefully developed, flexible, and timely methods of labor motivation contributed to the expansion of production in Japan, increased labor productivity, and, ultimately, the creation of a variety of goods and services on the market. Emphasizing the status of employees as consumers has become a powerful method of labor motivation. And the area of personal consumption presented the production area with an unprecedentedly differentiated and literally draconian requirement for the classification, classification, and quality of materials and non-material products.

Thus, the conceptual basis for personal control in Japan can be understood by all efforts to strengthen the constant training and motivation of people who can strictly fulfill their obligations to elders, young people, and equal positions, especially to the team.

The concept and practice of human labor have been formed for decades in conditions of virtually unlimited labor markets, high turnover of personnel, and the absence of employers' obligations to dismiss employees, therefore, additional labor costs were considered deducted from capital and companies.

The idea of minimizing investments in wage labor formed the basis of the principles of personnel management, which follow from the rules of the school "Management of Science". The science of bourgeois management had to minimize the dependence of technological processes on subjective factors. Meeting these requirements, especially when designing workplaces, has reduced the dependence of production on the quality of manufacturers' labor. By dividing the technical process into simple basic operations, it is possible to solve the problem of minimizing the qualification requirements of operators and using cheap labor with cheap qualifications. Strict division of labor was carried out not only between operators but also between the performance and management of labor, functions, and

hierarchical levels of management. Representatives of the schools of "scientific management", including F. Taylor, could verbally demand a more humane attitude, but this contradicted the implementation of the basic principles of management in pursuit of profit.

This practice can be explained by the practice of hiring workers at the beginning of the century at Ford factories and other companies. This was done among the workers who worked right outside the door of the enterprise. The worker was immediately placed near the conveyor and the labor force was determined. As soon as an employee realizes that he cannot keep up with the speed set by the pipeline (which may happen during the first week or a few days or later), the cycle usually repeats after the dismissal and hiring of new employees. The revenue was presented in two figures, but this did not affect the economic situation of the company.

The attractiveness of the school of "human relations" is practically unreasonable from the point of view of the goals of capitalist production. She was unable to prove her recommendations to managers about the humanization of industrial relations in the profitability debate (in the context of traditional technologies, the activities offered by representatives of the school of "human relations" are often aimed at the benefit of individual companies). Proposals to improve the work with employees were limited by a small labor budget or were rejected by the industry. Often, recommendations affect only the external properties of the employee's working conditions.

Consequently, by training managers with less authoritative communication with their employees or with the aim of increasing labor productivity, creating a favorable socio-psychological climate and improving relations between administration and staff, changing the working conditions of employees (for example, improving lighting in the workplace).

The difference between the concept of "human resources" and the concept of personnel management, is the possibility of investing in attracting labor, maintaining working conditions, training, and creating conditions. A more complete identification of the capabilities and abilities inherent in the individual.

One of the principles of the theory of "human resources" is the applicability of ratings to the categories of cost and use of labor. At the same time, the use of "human resources" is characterized by specific costs of the employer, in addition to the payment of wages. This includes employee recruitment, training, and social security expenses. On the other hand,

human resources are characterized by the ability to generate income when the employer has.

The amount of income depends on labor productivity, duration, and effectiveness of the individual. Healthy employees with a high level of qualifications, training, and motivation bring the company more income, which determines its "value".

In economic studies, American scientists have concluded that in the post-war years, the total national output of the United States was largely associated with the "labor factor", and not with the so-called "capital factor", while the "land factor" was rarely used. The impact of the labor coefficient is characterized by two points: quantitative (increase in labor force) and qualitative change.

The main theoretical premise of the concept of human resources is to consider employees as key production resources and reject the concept of labor as a gift, which does not require financial financing and organizational efforts from the employer's point of view. Thus, human resources are "equalized" with financial and fixed capital. In the practice of corporate governance, until recently, personnel management was not one of the main functions. It is becoming more and more expensive to buy new equipment, and companies have created a system that allows them to maintain physical capital in good condition for a long time. Hiring a new employee is inexpensive, and the employee's departure or early "wear and tear" does not affect the state of the company's assets and interests.

At the expense of the company's capital, the total cost of "investing in people" (starting with the cost of hiring, training, and retraining and ending with the cost of creating suitable conditions) should be reimbursed and bring profit in the long term.

An important starting point for the theory of "human resources" is the change in the "value" of human resources. We are talking about the ability of employees to bring surplus value to the company. The difference in cost is determined by the individual differences between employees with the same job title and the nature of the position. I did a special study. In one of them, F. Schmidt, D. Hunter, and K. Perlman conducted a monetary assessment of the difference in employee values, which was experimentally derived as "the interval between companies providing employees better than average." Secondly, he showed a significant difference in the "personal value" of the company's employees in relation to most professions and professions. The deviation in both directions is 40-70% of the official salary.



Compared to the average, the difference in cost between top managers and the company was \$30,000.

In Schmidt and other studies, it was found that very few tasks are insensitive to the individual efforts and qualifications of individual performers. These are especially positions with strict labor rules and strict turnover. For example, the location of cashiers in corporate accounting services.

Note that at the present stage of research by an American sociologist, and an economist of science and technology, the ability of workers to influence the results of production and economic activity is rapidly expanding. This is explained not only by the fact that workers are starting mass materialized work today, strict standards should provide a certain autonomy in direct decision-making at work, and at the same time limit the ability to control the behavior of operators. American sociologist D.Yankelovich considers the expansion of the individual power of modern workers as one of the defining signs of the "second industrial revolution" in comparison with the partial workers of the Industrial Revolution era. These changes in the composition of the workforce undoubtedly occur and affect the restructuring of the approach to personnel management.

Access to labor as a resource implies the recognition of a limited source of specific categories of qualified specialists, managers, and workers in comparison with the needs of production, which leads to competition for ownership of the most important and rare categories. NTR should increase the cost of the enterprise for training, vocational training, systematic training, and retraining. The persecution of many enterprises looking for the most qualified workforce with practical experience will solve certain problems but will increase the overall imbalance in the labor market.

So, the American experience of human resource management includes the organization of personnel management, labor, human factor, and personal characteristics of workers in a developed competitive environment.

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