

**MODERN LIGHTING IN HUMAN RESOURCE MANAGEMENT AND
METHODS OF ITS IMPLEMENTATION**

Sitora Xasanova Uktam kizi, teacher at
Samarkand economics and service institute,

E-mail: hasanovasitora1997@gmail.com

Akbarova Sabrina Anvarovna, student at
Samarkand Institute of Economic and Service. Service

e-mail: sabrinaakbarova253@gmail.com

Annotation: This article discusses the concept of human resource management (HRM), its development and its role in the modern era are highlighted. The article examines the main areas of human resources management, such as employee recruitment, motivation, and development, and emphasizes the strategic importance of human capital in today's global competitive environment.

Keywords: Human resources management, HR management, modern management, strategic HRM, industrial revolutions, labor market, competitiveness.

Annotatsiya: Ushbu maqolada inson resurslarini boshqarish (HRM) konsepsiyasi, uning rivojlanishi va zamonaviy davrdagi o'rni yoritilgan. Maqolada inson resurslarini boshqarishning asosiy yo'nalishlari, jumladan, xodimlarni ishga olish, motivatsiya qilish va rivojlantirish kabi masalalar ko'rib chiqiladi hamda bugungi global raqobat muhitida inson kapitalining strategik ahamiyati alohida ta'kidlanadi.

Kalit so'zlar: inson resurslarini boshqarish, HR menejment, zamonaviy boshqaruv, strategik HRM, sanoat inqiloblari, mehnat bozori, raqobatbardoshlik.

Аннотация: В данной статье рассматривается концепция управления человеческими ресурсами (HRM), освещаются этапы ее развития и роль в современную эпоху. В статье анализируются основные направления управления персоналом, такие как подбор, мотивация и развитие сотрудников, а также подчеркивается стратегическая важность человеческого капитала в условиях сегодняшней глобальной конкурентной среды.

Ключевые слова: управление человеческими ресурсами, HR-менеджмент, современный менеджмент, стратегический HRM, промышленные революции, рынок труда, конкурентоспособность.

Human Resources -a concept that reflects a core organization that loves wealth is resource generation, development that takes into account everyone's interests, and bloom when creating conditions for use-can flourish. Concept of "human resources" have more opportunities than "human resources" and "employees", because social of people-cultural characteristics and personal psychological characteristics are summarized.

Main types of human resources management:

*1-Results-based management-*This management system is based on the organization of decentralized leadership (corporate benefit centers) with the task of giving results. Tasks will be assigned to working groups and will be clear results will be achieved. Such a system is based on the different stages of determining the results. There are stages of measurement and stages of

monitoring results. Handed over by the center, tasks are controlled on the basis of comparison with the results obtained.

*2-Management through motivation-*This model is based on the study of the needs, interests, moods, personal goals of employees, as well as the possibilities of combining motivation with production requirements and enterprise goals. Personnel policy in this model is aimed at developing human resources, strengthening the moral and spiritual environment, and implementing social programs. As is known, in management science, various motivational models have been developed that are widely used in successful companies in developed countries. Among them, the most traditional are: the rational motivational model (use of material incentives), the self-expression model (activation of a person's internal motives, the possibility of self-expression), the ownership model (development of cooperation, partnership, participation in management).

3-Basic management- This model is based on the assumption that employees can make decisions on their own within predetermined boundaries (frames). The system can be defined by the importance of the process, its unpredictability and the norms that should not be violated. The technology of framework management includes the following sequence of actions: defining the task, its acceptance by the employee, creating an appropriate information system, determining the boundaries of independence and methods of intervention by the manager. Framework management creates conditions for the development of employee initiative, responsibility and independence, increases the level of association and communication in the organization, contributes to the growth of job satisfaction and develops a corporate leadership style.

4- Management based on delegation- The representative of authority has long been used in management, which is the transfer of functions directly assigned to his superior to a lower level, that is, the transfer of tasks to a lower level. Management based on the distribution of authority and responsibility is fundamentally different from the above. The essence of such a management model is to combine three actions:

- a clear statement of the problem
- a clear basis for decision-making
- a clear definition of responsibility for actions and results.

The model is designed to activate the unrealized potential of employees and create ordinary performers who think and work as entrepreneurs.

5- Team Management- This model is based on the premise: if an employee participates in the company's affairs, is engaged in management and is satisfied with it, he will work more interestingly and productively. From the point of view of the personnel management methodology, employees are transformed from an object of management into a subject of management, independently solving the problems of organizational development. On the basis of self-management, an employee can fulfill his needs for self-expression, recognition and partnership, and the enterprise achieves high labor productivity and product quality.

6-Entrepreneurship Management- The essence of this concept is the development of entrepreneurial activity within the organization, which can be represented as a community of entrepreneurs, innovators and creators. The main thing that distinguishes an entrepreneurial organization is the formation of an entrepreneurial philosophy that is embedded in the entire management system, including the human resources management system.

The goal of HRM-is to ensure the use of the company's employees, i.e. its personnel so that the employer can get the maximum benefit from their skills, and employees can get the maximum material and psychological satisfaction from their work. Personnel management is

based on the achievements of labor psychology and uses technologies and procedures called “personnel management”. Personnel management is the practical rules and procedures that regulate the provision of personnel to the enterprise, the identification and satisfaction of employee needs, as well as the relationship between the organization and its employees. Everyone subordinate to him is involved in the management of human resources; no manager can avoid this function and delegate it to specialists.

Basic concepts of HRM theory. The idea that employees should be viewed not as a source of costs, but as assets of the company, or in other words, as human capital, was first formulated by M. Bier et al. (1984). As K. Legge (1995) noted, the HRM philosophy states that “human resources have value and are a source of competitive advantage.” M. Armstrong and Baron (2002) state the following: “It is now believed that people and their collective skills, abilities and experience, the ability to apply all of the above in the interests of the employing organization, make a significant contribution to the success of the organization and are an important source of competitiveness”. Human resources development - is an activity aimed at developing the potential abilities of employees for their continuous professional growth and development. The development of HRM theory - personnel management or personnel management is a part of managing the entire organization. The concept of HRM encompasses all the activities described in this course of lectures.

Personnel management includes:

I. Preliminary work on the search for personnel:

- Personnel search

II. Work with personnel:

- Personnel training and development
- Business relationship management.
- Labor organization

III. Strategic (only long-term) work with personnel:

- Corporate culture management

The main methods of personnel management include the following.

- Economic methods - methods and techniques of influencing performers using specific measures of costs and results (material incentives and sanctions, financing and lending, wages, costs, profits, prices).

- Organizational and management methods are methods of direct influence, which are receptive and mandatory. They are based on discipline, responsibility, power, coercion.

- Socio-psychological methods (motivation, moral stimulation, social planning, etc.).

HR specialist - HR manager (HR specialist). Sometimes enterprises solve personnel management problems with the help of qualified personnel agencies with the appropriate qualifications (knowledge, experience, results). In practice, the work related to the recruitment of personnel is often entrusted to recruitment agencies. The activities of recruitment agencies are actively developing in order to carry out work in the organization quickly. In order to improve personnel management in connection with the need to recruit new employees, the personnel department can be given recommendations on career management at the enterprise and the development of a program for adapting new and dismissed employees.

Control over the activities of the employee, his professional and business growth, rational use of his professional opportunities. Personnel management is recognized as one of the most important areas of the life of the enterprise, capable of increasing its efficiency several times, and the concept of "personnel management" is considered in a very wide range: from economic and statistical to philosophical and psychological. The personnel management system provides

for the continuous improvement of methods of working with personnel, the use of domestic and foreign scientific achievements, advanced production experience. The essence of personnel management, including employees, employers and other owners of the enterprise, is to establish organizational, economic, socio-psychological and legal relations between the subject and object of management. These relations are based on the principles, methods and forms of influencing the interests, behavior and activities of employees in order to maximize their use.

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