

WAYS TO SHAPE AND IMPROVE PERSONNEL POLICY IN ENTERPRISES***Burxonov Bekzod Saydazim o'g'li****Samarqand Institute of Economics and Service**1st-year Master's student**+998946271771*

Abstract: This article considers the ways to effectively shape personnel policy in enterprises and to improve it. It emphasizes the importance of developing personnel policy on the basis of modern management principles, personnel selection, training, and incentive systems. The article is written in Uzbek and highlights modern methods of human resource management in the activity of enterprises.

Keywords: personnel policy, human resource management, motivation, professional development, enterprise efficiency, management system

Introduction

Personnel policy is one of the main factors of enterprise success. A well-organized and improved personnel policy plays a significant role in increasing enterprise efficiency, strengthening workers' motivation, and developing their qualifications. In a modern competitive environment, under rapidly changing conditions, enterprises must constantly strive to improve human resource management. This article analyses effective ways to shape and improve personnel policy. In the process of improving personnel policy, it is very important to introduce modern technologies, specifically automated systems of human resource management. With the help of HRM (Human Resource Management) programs, it becomes possible to monitor and analyze employees' work activity, qualification improvement processes, labor discipline, and work approach. With these systems, working with personnel accelerates, errors decrease, and decisions are made more accurately.

Also, in shaping personnel policy we must improve team climate on the basis of sustainable development concept, and ensure equality and justice at the workplace. Creating equal opportunities with respect to gender, age, and ethnic groups enhances the social image of the enterprise and enables it to operate on the basis of diverse experiences and opinions.

Another innovative approach is to regularly organize trainings and seminars that enable the development of employees' creative potential. This is important to be competitive in changing market conditions. Providing employees with new knowledge and skills increases their motivation for work and enables quick adaptation to changes within the enterprise.

Implementing a mentoring system in personnel development is also considered an effective method. Experienced specialists advising and guiding young or newly employed staff accelerates their professional growth. At the same time, this system strengthens mutual trust and unity within the enterprise.

In improving personnel policy in enterprises, issues of social protection and additional benefits for employees must not be overlooked. Improving working conditions, strengthening guarantees related to health care and pension systems increases employee loyalty and encourages them to long-term activity.

Thus, a comprehensive approach to the development of personnel policy serves as a foundation for sustainable enterprise development. A policy that combines modern management methods, investment in human capital, and ensuring employees' health and well-being leads to effective results.

The effectiveness of personnel policy largely depends on organizational culture and management style. Establishing an open and effective communication system among employees, listening to their suggestions and problems creates a positive environment within the enterprise. This, in turn, increases work productivity and strengthens staff loyalty to the organization.

Also, **diversification**—that is, ensuring effective collaboration of representatives of different ages, genders, and nationalities in one team—is among essential directions of modern personnel policy. Through this, enterprises can combine diverse ideas and experiences to develop innovative solutions.

Enterprises must pay attention to developing an **individual approach** in working with personnel. Taking into account each employee's abilities, goals, and needs, establishing personal development plans increases efficiency. This, in turn, strengthens employees' motivation and loyalty to work.

Another important aspect is providing a **healthy work environment** for personnel. Reducing stress at the workplace, ensuring labor safety and protection of health help improve employees' mental and physical condition. In such an environment, employees feel valued and supported.

Also, it is necessary to **constantly improve personnel assessment systems** within the enterprise. Assessments based on clear criteria create opportunities to identify employees' weaknesses, develop their strong sides, and plan their careers. This process must be corruption-free and fair.

In recent years, **sustainability and ecological awareness** have also gained importance in personnel policy. By shaping personnel policy in accordance with sustainable development strategies, enterprises fulfill their social responsibility.

Taking the above into account, in shaping and improving personnel policy a **comprehensive approach**—strategic management, individual orientation, adoption of technologies, and creation of a healthy work environment—is equally important. Consistent work in these directions ensures the enterprise's long-term success.

When shaping personnel policy in an enterprise, first of all, the organization's goals, strategy, and values must be clearly defined. In this process, the role of managers is significant; they must fully understand and apply the human resource management system. To ensure the effectiveness of personnel policy, setting clear and measurable goals is necessary.

The **selection process of personnel** is considered a critical factor for the long-term development of the enterprise. In the selection process employees are chosen based on criteria such as qualification, work experience, personal qualities, teamwork skills. Also, it is important to develop an internal personnel reserve, and to create a system for retraining and increasing employee qualifications.

The **personnel incentive system** also plays an important role. Incentives must be not only material but also moral. Motivation systems should be aligned with modern requirements to increase labor productivity.

Introducing **modern technologies** increases efficiency in personnel management. For example, personnel management software (HRM systems) automates work processes, and enables data management and analysis. This makes personnel policy more effective.

One of the ways to improve personnel policy is to ensure **continuous learning and professional development**. Providing employees with opportunities to acquire new knowledge and skills serves the innovative development of the enterprise. Also, leadership skill development programs for managers can be effective.

In improving personnel policy in enterprises, taking employees' opinions into account and establishing effective dialogue with them is important. This strengthens team spirit, improves work environment and working conditions.

Modern information: In recent years, the digital transformation process in the field of human resource management has accelerated. Many enterprises are applying artificial intelligence, big data analysis and cloud technologies for personnel management. This enables precise evaluation of employee potential, making correct decisions, and updating personnel policy in real-time.

Moreover, during the pandemic, the transition to remote work caused enterprises to develop personnel policy in new forms. Flexible work schedules and digital communication tools for remote work are being implemented.

Conclusion: Shaping and improving personnel policy in enterprises is a key factor in ensuring enterprise sustainability and competitiveness. For this, clear strategic directions must be set, and systems for employee selection, training, and incentives must be modernized according to demand. Furthermore, new technologies and innovative approaches help manage personnel policy effectively. Enterprises must strive for continuous growth and development in human resource management.

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