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THE IMPORTANCE OF HUMAN RESOURCES MANAGEMENT IN INCREASING THE ECONOMIC EFFICIENCY OF THE ENTERPRISE

Abstract: *The article analyzes the problem of personnel management in enterprises, its causes and the positive effects of their elimination. It also analyzes the potential of employee motivation to achieve economic efficiency of the enterprise.*
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Introduction

The urgency of the problem of improving human resources (HR) management is also determined by the fact that in practice this work is often not effective enough and does not lead to the expected result. One of the main reasons for this is that the ongoing reforms do not provide personnel who can solve complex tasks in a non-traditional, highly professional way in the process of transition to a market economy. Another important aspect of the urgency of this problem is the constant improvement of all aspects of human resource management in enterprises, which is becoming one of the decisive factors of economic reforms.

These issues are included in the general problems of personnel policy of enterprises, especially in the process of modernization of the economy of Uzbekistan. In this regard, it should be noted that the innovative development of the economy, in turn, means the technical and technological modernization of production, as well as the use of modern technologies of personnel management.

URGENCY

The effectiveness of any system of enterprise management, including human resource management, is determined by the extent to which the enterprise's staff is able to use its potential to achieve the tasks at hand. However, in practice, in the process of market reforms in many enterprises there is a tendency to assess the effectiveness of personnel management only on the basis of specially created indicators [1].

These indicators include staff satisfaction, staff turnover, and hours spent on vocational training. However, when each of them is taken separately, it is not enough to assess the effectiveness of personnel management as part of the enterprise human resource management system.

In modern conditions, when considering the problem of improving the efficiency of human resource management and personnel management in enterprises, it is expedient to take into account their specific production indicators. These indicators include [2]:

➢ the optimal number of employees of the enterprise;
➢ the level of utilization of staff capacity;
➢ evaluation of staff performance;
➢ evaluation of the results of the work of managers;
➢ wages, labor incentives, etc.

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THEORETICAL APPROCHES

In calculating the optimal number of employees of the enterprise is used analytical-normative approach, which is the main modern approach to determining this indicator. This approach involves the ability to determine the amount of personnel for each group and for all personnel in the enterprise. Depending on the tasks of any enterprise, it is possible to determine the optimal number of its staff.

There are different approaches to determining the effectiveness of personnel labor in the economic literature. For example, A.P. Egorshin, one of the well-known scientists in the field of personnel management, argues that the principal circumstances in assessing the effectiveness of the work of enterprise personnel should include: [3]:

1. Evaluation is carried out using certain economic, social and organizational indicators selected by the methods of expert assessment and correlation analysis, describing the final results of the enterprise, the labor and social activities of staff.

2. Economic incentives will be introduced to achieve the end result with the highest quality product, labor and management with the least expenditure of resources. Incentives that reflect the laws relating to the economic activity of the enterprise are carried out with the introduction of mathematical functions.

3. Comparison of different economic and social indicators and their importance A complex indicator of personnel performance is determined using comparative coefficients determined by expert evaluation and color correlation methods.

4. The complex efficiency indicator is calculated in the form of the sum of points expressed as a percentage unit (100 points). This provides an opportunity to compare the quantity and quality of labor in different divisions of production, management and enterprise.

The applied integrated approach allows to determine the following most important indicators of staff performance:
- labor productivity;
- the ratio of labor productivity and wage growth;
- the degree of injury in production;
- loss of working time per employee;
- salary fund;
- average salary per employee;
- quality of staff work.

It should be noted that along with the economic indicators of staff performance, the following social indicators are also important:
- ✓ staff dissatisfaction;
- ✓ level of labor discipline;
- ✓ the ratio of workers to employees;
- ✓ reliability of personnel work;
- ✓ uniform distribution of personnel work;
- ✓ labor participation or contribution rate;
- ✓ the socio-emotional environment in the community, etc.

Quantitative values of economic and social indicators are obtained from statistical and operational reporting forms and are calculated as a percentage of the current value to the basic final result:

$$X_i = \frac{P_i^f}{P_i^b} \times 100 \qquad (1)$$

Here,, X_i - i the percentage of the individual efficiency index (in percent); P_i^f – the actual value of the final result i economic and social indicators for the reporting period (in physical units); P_i^b – the base value of the final result i indicator for the reporting period (plan, norm, indicator for the previous period) (in natural units).

The quantitative value of X_i obtained as a result of the calculation provides information about the degree of achievement of the final result (completed, overfulfilled, unfulfilled) and should have different economic value [4].

In the process of determining the effectiveness of measures for human resource management and personnel management, it is possible to determine the performance indicators of the staff of the enterprise and its divisions.

In this case, the amount of costs corresponding to the contribution of each unit of the enterprise to the overall economic result must correspond to the norm of labor efficiency, calculated on the basis of the following formula:

$$r = \frac{D - Z}{Z} \qquad (2)$$

Here, r is the labor efficiency of the enterprise staff; D - value added; Z - labor costs (or staff costs).

This ratio describes the share of labor productivity wages (or personnel costs) in the new value created in that enterprise [5].

ANALYTICAL PART

The personnel of any enterprise, including managers, specialists and executives, who ensure that the main economic goals are achieved directly in the course of their work. Therefore, in a market economy, in accordance with its main objectives, all categories of employees have the task to reduce current costs and increase the final results of the enterprise. At present, the end result in all enterprises is gross income or profit, the ability of employees to pay and personal income, and so on.

The main indicator of economic efficiency in modern production is the high income generated by the full use of all organizational resources, mainly the labor potential of employees of the enterprise. Based on the analysis of the assessment of the quality of work performance and performance indicators of work, it is possible to determine the contribution of each employee to the overall results of the enterprise or individual working group.

At the same time, performance quality and performance appraisal analysis is a creative and very complex process. Thus, in the process of forming an effective personnel management, the head of the personnel department of the enterprise must understand the essence of his work, as well as executives of professional groups or divisions of the enterprise, as well as specialists and managers [6].

Calculating the effectiveness of measures aimed at improving personnel management involves determining the nature of the main types of work activities of the staff. In this

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case, in our opinion, it is possible to use a structural-diagnostic model of personnel management, which describes the three main objects of production, which are popular abroad: people, factors and the mechanism of interaction of the enterprise [7].

Within the framework of this model, the nature and effectiveness of the staff of the enterprise can be assessed on the basis of data analysis, such as workplace, staff recruitment, staff training, labor discipline, career planning, remuneration. In this case, the following can be used as indicators to assess the effectiveness of personnel management: work results; job satisfaction; absence of absenteeism; staff turnover; number of disagreements and complaints; amount of injuries, etc.

One of the important aspects of a modern personnel management system, including personnel management, is its increasing role in the production activities of the enterprise. At the same time, it should be noted that in the context of liberalization of economic management in Uzbekistan, the improvement of financial incentives for staff play a particularly important role, which will increase the level of wages, resulting in increased incomes.

We offer our own way to improve the system of remuneration of labor in the enterprise, using the incentive coefficient of personnel. This method is based on the following principles:

1) for workers, employees and specialists - taking into account the level of education in determining wages;

2) for staff - taking into account the length of service at the enterprise;

3) for staff - taking into account the complexity of the work performed;

4) determination of the level of responsibility of certain categories of personnel for technological process and technical safety in addition to specialists;

5) for managers - to determine the level of managerial work.

Based on this, it is possible to propose three separate ways to determine the coefficient of incentives for different categories of employees of the enterprise - workers and employees, specialists, as well as managers.

The determination of the labor incentive coefficient for workers and employees is carried out using the following formula:

$$K_{MR} = 1 + \frac{T + S + IM}{N * Q} \text{, (4)}$$

here: K_{MR} – labor incentive coefficient; T – level of education (in points); S – work experience in the enterprise (in points); IM – the complexity of the work performed (in points); N – the number of indicators evaluated by points; Q – the coefficient recommended for use in increasing the tariff rate.

The approach to improving the system of remuneration of labor in the enterprise is fairer and more effective than the usual tariff system when using K_{MR}. The peculiarity of this approach is that it takes into account such important indicators as the level of education, work experience in the enterprise, the complexity of the work performed, as well as the level of management work, the number of employees.

CONCLUSION

The approach to remuneration allows for a fair assessment of the workplace and the functions assigned to the employee and the correct determination of wages.

Moreover, the peculiarity of this approach is that it combines the positive aspects of the Japanese and American systems of personnel management. In the Japanese method of personnel management, it is accepted to take into account the indicators of education and work experience in the enterprise when determining the salary of an employee of the enterprise.

As noted above, the emerging national model of personnel management and personnel management in the country has adopted the positive aspects of Japanese and American schools, but it also reflects the characteristics of the national mentality of the Uzbek people. Thus, we believe that the use of the proposed method of labor incentives on the basis of the above indicators will be a positive step in the transition from the old methods of working with personnel in the planned economy of Uzbekistan to modern systems of personnel management and personnel management.

In conclusion, it should be noted that the proposed method of assessing the performance of staff and the principles of its incentives fully meet the requirements of the state personnel policy of the Republic of Uzbekistan, the main task of which is to improve the level of education and skills of workers. In addition, targeted financial incentives for managers of manufacturing enterprises, in our opinion, serve to increase the responsibility of managers and their interest in the final results of the enterprise.

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