

PSYCHOLOGICAL METHODS OF DEVELOPING PERSONNEL MANAGEMENT SYSTEMS IN INDUSTRIAL ENTERPRISES

Rukhieva Kh. A.

Professor of the National University of Uzbekistan. Active Member

Academician of the International Academy of Psychology

Email: muxtorova97@bk.ru, Mobil: 99894-676-46-36.

Abstract:

This article analyzes the term "art and science", and proposes a new one, since HRM is cooperation and the art of managing people using creative, psychological and phenomenal approaches; it is also a science, since it requires precision and rigorous application of theory.

Key words: metaprograms, motivation, control, coordination, regulation, planning, psychological approach, industrial production

Introduction

To date, HR management has become a hot topic for most research. HR-management currently plays a key role in the economic development of the country. In this regard, in this article, we mainly consider the concept of HR-management and its application, as well as its development in Uzbekistan. This article also briefly discusses the history of HR-management and the importance of applying the principles of HR-management in the activities of industrial enterprises.

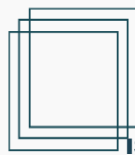
What is HR? By giving a broad overview of topics and introducing HRM practices in modern industrial organizations. However, as in this case with all observable notions, the scopes identified above have validity, the fact remains that the field of human resource management is of considerable size, and despite popular notions of the same, the "art and science" of human resource management is indeed complex. We have chosen the term "art and science" because HRM is the collaborative and art of managing people using creative, psychological and phenomenal approaches; it is also a science, since it requires precision and rigorous application of theory.

Materials and Methods

Many domestic and foreign scientists are engaged in the development of HR management and its other types, but, unfortunately, the solution of problems sometimes does not go beyond conferences and seminars. The problem of personnel management has become relevant in recent years and occupies a leading position in the works of Uzbek scientists. We can note the works of Russian authors: V.L. Sankov, L. Goncharova, M.I. Postoeva, E.S. Dashkova and others. Among the Uzbek scientists, much attention was paid to this problem: K.Kh. Abdurakhmanov, Sh.D. Kudbiev, A.G. Kalandarovna, N.K. Zokirova, A. Asrakulov.

<https://ejedl.academiascience.org>

**Emergent: Journal of Educational Discoveries and Lifelong
Learning is a scholarly peer reviewed international Journal**



But at the same time, systemic issues of innovation and development of industrial enterprises remain insufficiently studied in the scientific literature. All this determines the purpose of this work - Psychological methods for the development of HR management systems at industrial enterprises in Uzbekistan. To achieve it, it makes sense to consider: the ratio of labor resources and the motivation of employees in industrial enterprises; to characterize possible directions in HR management to eliminate negative processes in this area of personnel management.

The field of HRD spans several functions across the organization starting with employee recruitment and training, appraisals and payroll and extending to the recreational and motivational aspects of employee development.

One reason for the emergence of the RBV or the SHRM paradigm is that with the advent of the service sector and the greater proportion of companies in the service sector, employees are not merely a factor of production like land, labor and capital but in fact, they are sources of competitive advantage. This is characterized by many CEO's calling employees their chief assets and valuing their contribution accordingly. As a matter of fact, many IT and Financial Services companies routinely refer to employees as the value creators and value enhancers rather than just resources doing their job.

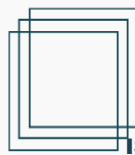
Employees must not only be motivated, but empowered and empowered to help them reach their potential. The fact is that employees were no longer treated like other assets. On the contrary, they were focused attraction and attention in a changed paradigm. It is important that the HRD function be seen as having a role to play in influencing and empowering employees, and not just as facilitators and negotiators.

In recent years, there has been a perceptible shift in the way the HRD function has come to encompass the gamut of activities ranging from routine tasks like hiring and training and payroll to actually being the function that plays a critical and crucial role in the employee development.

HRM is also related to psychology, as psychology is the science that studies human behavior. Psychology has come a long way from the study of human behavior to very complex studies based on laboratory and natural observations. Currently, psychology consists of a large number of areas, each of which is characterized by its own approach to the study of behavior.

3 Problems in modern HR management

The first is related to the fact that in conditions when it is difficult to earn money, when a crisis situation, the moral bar is lowered for many, and people go to things that are not very pretty, just to make money. As they say, need forces, or someone hides behind the fact that need forces. This is one problem. Therefore, it is desirable to take into account the level of ethics when recruiting people so that there are not too many people with a lowered bar.



The second problem that we see is that people are good specialists, valuable employees, they begin to look around, not always trusting the company that everything will be fine there. The second problem is related to the need to retain valuable personnel. And the third problem is a significant reduction in education budgets, which requires new strategies in training their employees. These are the three problems that we seem to see.

Results and Discussion:

How to retain valuable employees

Motivation - interesting work, advanced training, money and everything else, then we forget that a huge motivation is how comfortable he is with his colleagues to work, how interesting he is in this company.

A person not only receives some bonuses and so on. He still lives, and this time of life should be interesting and meaningful, so it is important for companies to have such a tool as internal corporate seminars, where people are equal, where the head is equal to the youngest manager, if both speak at the seminar, they can criticize each other, ideas can be expressed, new heroes can light up.

The problem is now - much in the world is automated, and many people live with the feeling that I lived, that I did not live, no one will notice when I am not in this world, some want to be noticed through bad deeds.

It is better when a person is noticed at least in his team by the fact that he is quoted, his ideas are discussed. It does not matter that he does not occupy a high position, then he will occupy it, but this kind of democracy of ideas and democracy of intellect is very important in the company. Therefore, such seminars, where it is best if the first leader participates, they hold a person very strongly. I don't want to leave this group.

Staff Development Goals

The following goals of the personnel development management process can be distinguished:

Providing the training necessary to enable the employee to perform well at the level of competence in current and future assignments.

Creating an atmosphere that promotes self-realization of the individual, efficiency, creativity.

Saving. It's very expensive to hire employees who can't cope and then fire them. It is also expensive to lose great employees because they do not see opportunities for professional growth. If you do not give employees the opportunity to develop, the company will certainly lose good people, and with them its investment in their development.

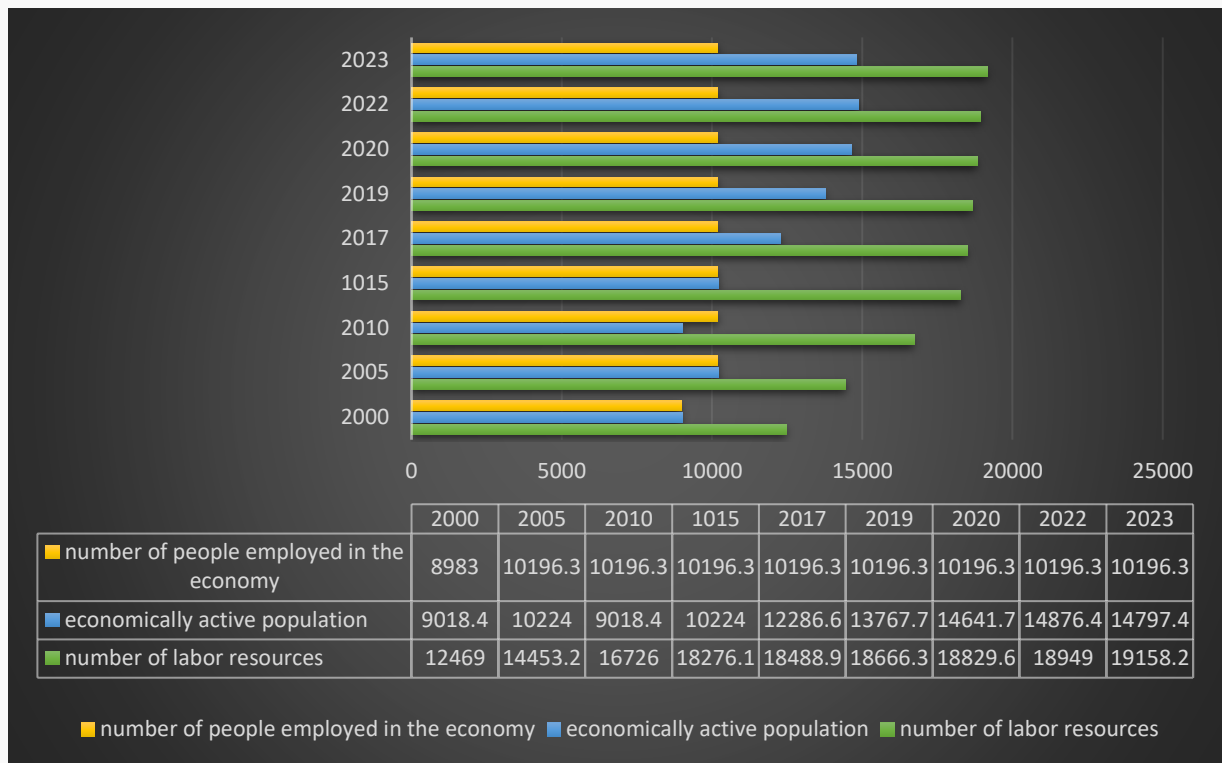
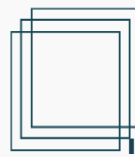


Fig. 1. Labor resources and employment of the population of Uzbekistan

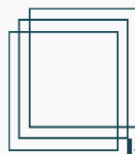
The chart shows that despite the pandemic in 2022-2023, employment rates had a small, but growing trend. Thus, the number of economically active population in 2023 in relation to 2000 increased by 64%, by 2005 - 45%, by 2010 - 20% and by 2015 - 7%. We take into account the change in the number of labor resources for 2000–2023. by 53%. Studies of data on labor resources have revealed the relationship between employment and the level of development of information technology.

Speaking about approaches to motivation, several very important factors should be noted:

People of aspiration are much more effectively motivated by encouragement (in various forms), as well as by setting a high goal bar; for people of avoidance, censure or an opportunity to avoid trouble is often more effective (“in order to ...” is the wording of people of aspiration, “in order not to ...” is the wording of people of avoidance).

It must be remembered that avoidance in general is a less effective life position, therefore, for avoidant people, it is necessary to add motivators and formulations of aspiration, but do this gradually, alternating with avoidance formulations that are closer to them.

For people whose desire dominates, a high bar of goals is more effective. For avoidant people, setting goals too high is unacceptable, as they begin to avoid situations where they cannot succeed.



For people in whom avoidance manifests itself pointwise, it is very important not to overestimate the bar of goals and not to use criticism and punishment, if possible, where avoidance manifested itself: these are pain points that can only be gradually eliminated. It is important for a manager to remember that an absolute desire often has an inability to see and avoid dangerous moments, so with such an employee it is worth paying more attention to “pitfalls”.

A strong discrepancy between the “desire-avoidance” ratio in an employee can have a negative impact on management effectiveness and requires correction by the manager. The easiest and most reliable way to assess the type of thinking and perception of reality by a person is to listen to his speech, first of all, paying attention not to the content, but to the form, i.e. phrase structure. The main advantage of the technique is that it avoids socially desirable responses, since a person cannot constantly control the form of his speech.

Meta-programs are "patterns that we use to determine what information will be admitted into consciousness ... Meta-programs are key points in the process of motivation and decision-making." Thus, by evaluating a candidate's meta-programs, we can understand the characteristics of his thinking, decision-making, motivation and preferences in working relationships.

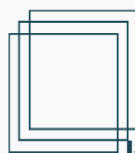
There are several meta-programs that are essential for the success of a potential employee in the organization, in the team and environment in which he will work.

To identify the necessary competencies and form a profile from them, it is best to use the RDK model (result - actions - competencies):

- **Outcome** — we determine the results that should be optimally achieved as a result of the performance of a certain functionality by an employee. It is worth highlighting not only the final, but also related results that are significant for the business. Cheese Race - Be the first to grab a head of cheese. Associated - do not get hurt. Sales - make a sale. Related - customer satisfaction, cost reduction, discounts (profitability of sale).

- **Actions** - we define a complete list of those actions (behaviors) that will lead to the desired results. Cheese racing - run fast, keep your balance, grab well. Sales - find a client, establish contact, etc. To achieve a related result, it is also necessary not to deceive the client, to bargain successfully without providing excessive discounts.

- **Competences** - those abilities and characteristics of a person that allow you to perform the necessary actions. How to find your people Cheese racing - willingness and ability to run fast, good coordination, optimal height-to-weight ratio, ability to quickly navigate situations and grab large objects. Sales (we will take only the stage of establishing contact with a client found on our own) - readiness for “cold” contact, the ability to quickly find a common language, the ability to interest, stress resistance in case of failure, the ability to effectively overcome objections and reach agreements for the future.



Developing viable and meaningful workforce development programs enables staff to work towards company goals and their personal goals.

Create individual development plans

The first step in employee development is the creation of an IDP - an individual development plan for each employee (from IDP - Individual Development Plan). It is important to discuss personal interests and career goals with the employee. This conversation will help determine which areas are worth developing.

Conclusion

After all, not everyone has the same goals or the same vision of what they want to achieve in their careers. Someone is not at all sure that he wants to spend time on this, so an individual approach is very important here.

The development plan should provide an action plan for the employee that includes measurable goals and a realistic time frame to achieve each of them. By taking the time to discuss and add details to your employee development plan, you will increase the likelihood of a return on investment.

References

1. Karabaeva G.Sh., Irmatova A.B., Nematov Zh.A., Tairov S.O., Nazhmitdinov A.Zh. HR-management: transformation of innovative employment in Uzbekistan // Leadership and Management. - 2022. - Volume 9. - No. 1. - doi: 10.18334/lim.9.1.114288
2. S. Ivanova. "How to find your people: The art of recruiting and evaluating personnel for a manager" Russia. 2021, - 203p.
3. Sh. R. Kholmominov, K. Z. Khomitov, N. U. Arabov, A. B. Khayitov, J. X. Bobonazarova, A. B. Irmatova. "Analysis of the development of the labor market" (monograph). -T.: "Science and technology", 2016, 308 p.
4. Абдурахмонов Қ.Х. Меҳнат иқтисодиёти ва социологияси. Дарслик. – Т.: «Fan va texnologiyalar», 2012.
5. Арабов Н.У., Тешаев Б.Р., Абдуллаева Д.И. Корхоналарда персонал меҳнатини ташкил этишни оптималлаштириш йўналишлари. // Самарқанд. Илмий Ахборотнома, 2015 йил, 4-сон (92), 161 б
6. "Economics, organization and enterprise management": Proc. allowance. — М.: INFRA-M, 2005. — 491 p. - (Higher education)
7. Collection of curricula / "Disciplines of the economic block" / - М.: MESI Publishing House, 2000. - 494 p
8. I. E. Nelidov. -"Organization, planning and management of a power engineering enterprise"1977.