

FOREIGN EXPERIENCE IN EFFECTIVE PERSONNEL MANAGEMENT

(JAPAN EXAMPLE)

Khudoiberdieva Guzaloy

PhD Researcher at the Academy of public administration
under the President of the Republic of Uzbekistan

Khujakulov Uktam

PhD Researcher PhD researcher at the Academy of public administration
under the President of the Republic of Uzbekistan

Annotation

This article discusses the international experience in effective human resource management, the features of the Japanese approach to management, the main aspects leading to the best results of work and production in the organization. Based on the analysis, recommendations were made to improve the working climate and corporate spirit in national organization.

Keywords: effective management, foreign experience, japan model, human resources.

Аннотация. В этой статье рассмотрены международный опыт по эффективному управлению человеческими ресурсами, особенности японского подхода к управлению, основные аспекты приведущие к наилучшим результатам труда и производства в организации. На основе анализа были рекомендации по улучшению рабочего климата и корпоративного духа в национальных организациях.

Ключевые слова: эффективное управление, мировой опыт, японская модель, внутрифирменный климат, человеческие ресурсы.

Japan, which today occupies the highest places in the world in science, technology, production, is distinguished among other countries by its modern methods of management. The difference is that the Japanese method of management is considered a very large system and includes state organizations, state governing bodies, corporate associations, state and non-governmental institutions, and is based on the training and training of employees by themselves. Among the government agencies, the Ministry of Labor plays an important role in this system, which includes the policy of improving the skills of human resources and employees. There are also scientific research organizations on the problems of Human Resource Development, Personnel Management and training in Japanese companies. In addition to the work on the organization of training of Personnel, new methods and tools for teaching, training and selection of teachers are also provided by this ministry to private entrepreneurship subjects. One of the main

objectives of the ministry is the development and implementation of training courses for employees, which will serve to improve the internal working environment of the enterprise. In addition, one of the main directions of the Japanese method of management is the training and retraining of employees without separation from work process. One of the main reasons for Japan's dominance in governance is that it is in their application of a specific management model, that is, a model based on human factors. This model is based on the application of human beings as basic values and maintaining their national characteristics. An important idea of the management of Japan is to know that working in one company for the entire life of this hired employee will bring a huge effect. The main feature of the employees of Japanese firms is also their loyalty to their companies and their willingness to sacrifice their interests to corporate interests. There are following basic methods of Personnel Management in Japan:

1. Work experience system and ensuring employment throughout life. This is considered a classic type of method, which implies that the employee will work in a single organization from the first step to the labor, until he reaches retirement age. It is important that employees have a strong commitment to the organization and are even ready to connect their destinies with this organization. After all, everyone knows that entrepreneurs need employees who work hard to achieve their strategic goals and are committed to their work and organization.

In addition, the leaders of the organization prefer to hire young people who have just graduated from the higher education institution, because young people who are now stepping into the labor market have great energy and motivation. The main advantages of hiring employees by this method are the increase in the salary of the employee from year to year, the increase in respect to him, the constant issuance of superiors and awards [1].

2. Staff rotation. In Japan, this system has been used for many years. This type of system rotation is carried out in a horizontal and vertical direction in 2-3 year without the consent of the employee. The main purpose of using this system is to determine and master the outlook of the employee, his / her knowledge and skills, potents for his / her development. The Japanese believe that this method is one of the most effective..

3. Striving to maintain of position and reputation. Every employee tries to constantly strengthen the attention, respect and reputation for him by doing and performing the tasks given to him perfectly.

4. The system of education and retraining of personnel. A distinctive aspect of the Japanese management method is that they do not require ready-made employees, but they themselves train and retrain according to their principles. This process is carried out from the moment since employee is recruited. Of course, this allows the employee to receive independent training and work independently, not only during work, but also outside of work, and is supported.

5. Ensuring a healthy work environment. We know that in many organizations, communication between manager and employee is formal. This, in turn, leads to problems resulting from inappropriate misunderstandings, feelings of tension, and other similar reasons, limiting the employee's independent and creative approach to work and duty. In Japan, on the other hand, in order to prevent such problems and create a healthy work environment, direct communication is established between the manager and the employee, which is reflected in various forms. For example, during lunch, all employees and management sit and eat together, informal meetings after work, general sports games, morning meetings [2].

In conclusion, some aspects of effective Japanese governance, such as recruiting and retraining and retraining employees within the organization, ensuring regular financial rewards, and addressing staff turnover by strengthening employee loyalty to their workplaces. We believe that prevention and achieving good results in production will serve to increase work productivity.

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