

USE OF JAPANESE EXPERIENCE IN EFFECTIVE MANAGEMENT OF EMPLOYEES IN ENTERPRISES AND ORGANIZATIONS

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The article examines the effective management of employees in enterprises and organizations and the effective use of Japanese experience in this process.

This article discusses the use of Japan's experience in the development of personnel management in enterprises and organizations of the Republic of Uzbekistan.

This article discusses Japanese model of labor management in modern factories and organizations.

Keywords: manager, personnel, human resources management, corporate management, lifelong employment, employment, guarantee, management structure, company philosophy.

In the conditions of the transition to the market economy, in ensuring free competition and the well-being of the population, effective management of employees is of great importance in the effective organization of management activities in private enterprises. The transition of our country to a market economy requires, first of all, ensuring economic and social development. In order to solve these tasks, our country needs to effectively use its rich natural resources, mineral resources, science and technology, and human resources. Because the nation, which is the highest wealth of the society, has a powerful potential. Realizing this potential is a very powerful factor in the development and progress of our society. In the current period of economic reforms in the republic, attention is being paid to the problem of rational use of production factors. Among such factors, it is important to use the inexhaustible abilities embodied in a person and to develop management systems in enterprises and organizations through these abilities.

of effective organization of employees' work is the effective use of human capital, that is, in the modern management language, ensuring the achievement of the company's strategic goals by motivating human resources. For this purpose, personnel management mobilizes the company's management tools at all important stages, from the process of selecting employees to the process of motivating them according to the career system.

In addition to being one of the most developed countries in the world, Japan is also known as the initiator of the famous Japanese management model. While everyone is interested in the Japanese management model, it is natural that his approach to human resource management is even more interesting. Because the employees working in the companies of this country approach their duties and responsibilities with a high level of responsibility, strive to complete the assigned task on time and with quality as much as possible, strive to make their proper contribution to the effective implementation of the famous kaizen strategy practiced in Japanese management, and the most important thing is work. characteristics such as high adherence to work ethics and the importance of the principle of fairness to them really increase the interest in the experience of personnel management in this country.

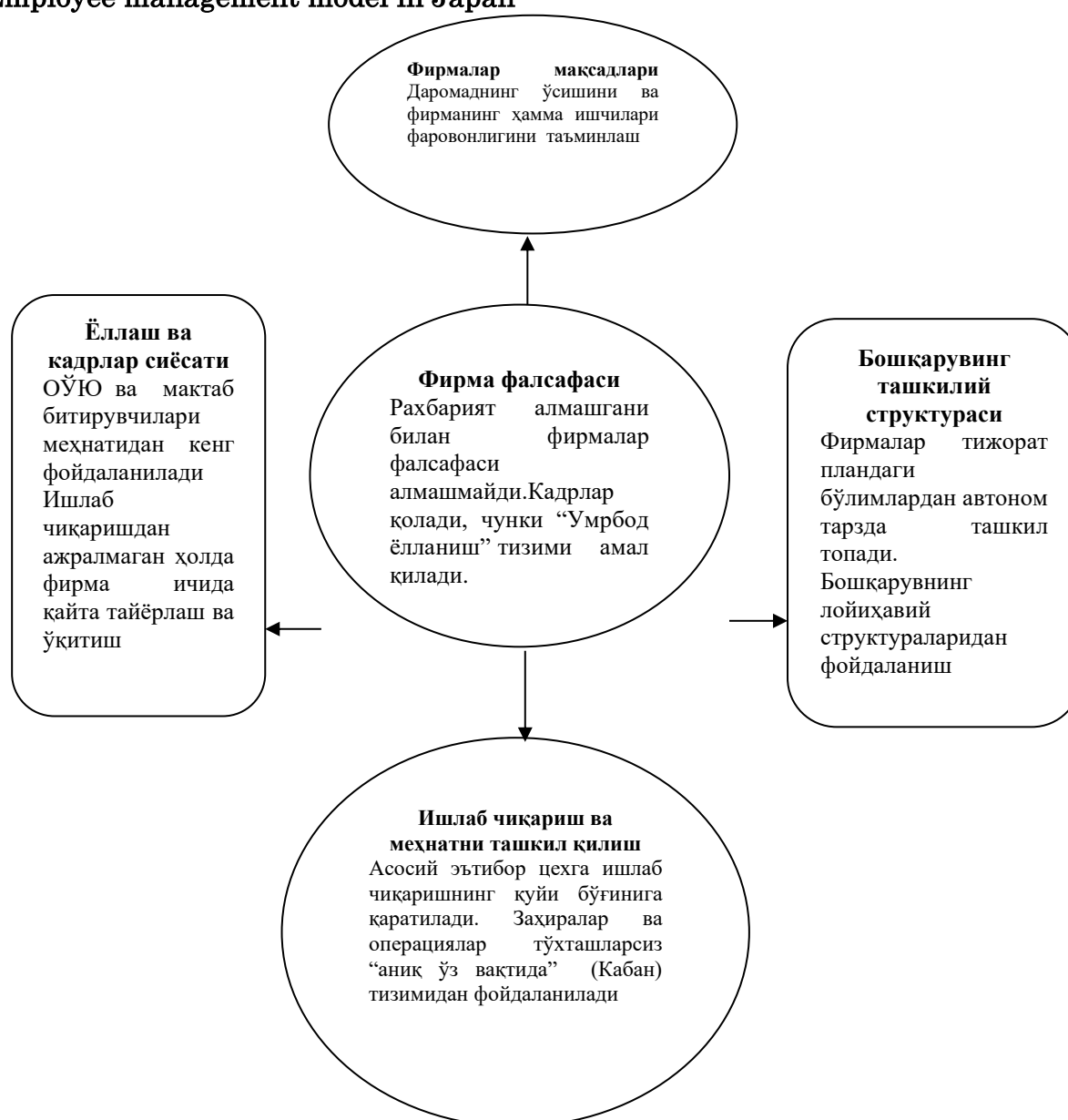
In Japan, the salary system is structured in such a way that a large part of the income received by the employee depends on the length of service in the company and increases by a certain amount every year.

social community of like-minded people bound by mutual obligations into a single "Family of Production" . "Company family" is one of the most common slogans of Japanese management, and in practice

is realized as follows. Employees, that is, "children", must constantly demonstrate their loyalty and "dedicate themselves completely to the family", work hard and put the well-being of their company first.

Today, there are many models of modern management, among which the Japanese management model is a widely recognized approach in the world.

Employee management model in Japan¹



¹ Prepared by the author.

We have seen from the chart above the personnel management model in Japan. From the information given in this table, we can see that the Japanese model of personnel management is very perfect. For example, if we look at the philosophy and goals of Japanese companies, everything is done for people, to ensure their well-being, and to increase their income. In the Japanese model of production and labor organization, the main focus is on the lower level of shop production, workers perform any work depending on the situation. In the Japanese model of motivating workers, in favorable financial conditions, bonuses are paid twice a year, payments and benefits are given from social funds.

The specific features of the Japanese management model, like any other country, reflect its historical characteristics, culture, social psychology and many other specific features². Like other management models, it is directly related to the socio-economic way of life in the country. Japanese management, which is based on supporting the spirit of community, uses almost all moral and spiritual levers to influence the individual. For example, the feeling of indebtedness of a person to the community in which he works is perceived as a concept that is almost exactly similar to the feeling of shame in the Japanese mentality. The progressive-fiscal mechanism of the Japanese tax system ensures that the stratification of Japanese people in terms of wealth acquisition is minimized, while also creating the opportunity to maximize the sense of community.

In conclusion, we can say that the Japanese management model is characterized by the following specific features, if we apply some of these methods to the management of employees working in our enterprises and organizations, we can achieve results.

First of all creating a state of employment security and reliability. These guarantees lead to the stability of labor resources. Stability improves the balance between managers and employees. According to the Japanese, this will improve the company's performance. Employment Guarantee provides a lifetime employment system in Japan. In this case, after graduating from an educational institution, an employee joins the organization and does not leave it throughout his working life. That is, if he enters the job as an ordinary employee, works well over the years, improves his skills, and earns respect among the team, he can rise from the service ranks to the position of vice president of the company. At the same time, a specialist who has worked in one field for a long time will have enough experience to develop and innovate in that field. Japan's lifetime employment system has both positive and negative aspects. The positive aspect is that this system ensures stable employment of workers, reduces unemployment of workers, increases work productivity and ensures a high share of payments for social purposes. , injustice to the majority of employees, that is, their classification, etc.

Second, unity and consistency . If all managers and employees use the information of the enterprise, if they clearly know its purpose, then unity and production efficiency in the enterprise will increase. That's why in Japanese companies, each employee is explained the exact purpose of the enterprise and they are given various support by the administration. For example, an iron and cast iron smelting enterprise in Japan was shown to the employees in a large hall in the form of a documentary film that they use many products made by the enterprise

² Kosimova D.S., Nazarova G.G., Salikhova N.M., Ismailova N.S., "Managing Human Resources". Textbook-T.: Economics, 2011, page 213.

in the construction of buildings and bridges in the country, in the aviation sector, in the automobile industry and in other fields. After seeing this documentary, the employees were encouraged to work harder and work more efficiently, thinking that we are contributing to the development and prosperity of our country. It would be appropriate if such work experiences were used in the enterprises of our country.

Thirdly information-based management. Gathering information and introducing it to production in a systematic manner increases the work process and production efficiency. Thanks to independence, a new era in the history of Uzbekistan began. Therefore, the level of education and professional training of our youth should be in line with the times in accordance with the 21st century. In this regard, I think that the management system, especially the newly entering disciplines, should deeply study management, marketing and other such disciplines.

Fourth is quality management. Company presidents and leaders often talk about quality control. A manager's pride depends on how he handles quality control. The leaders of firms see the ways to solve the next problem of quality improvement in mutual trust and cooperation of suppliers, producers and consumers. In this case, either the supplier, the consumer, or the producer considers it their responsibility to identify the shortcomings and eliminate them in a short time. Even in conditions of free competition, the effectiveness of this principle has been proven in Japanese companies. It would be appropriate if the above work experience was used in production enterprises in our country.

The personnel management system in the considered country of Japan is structured in its own way, which is fundamentally different from the personnel management system of other foreign countries. Our task is to study and analyze them in depth and apply the best and most effective models and methods in all areas of production.

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