



## Improving the management system through the formation of modern managers and employees in enterprises and organizations

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### ABSTRACT

*This article forms the conceptual framework of modern management and personnel management structure, structural information and perspective directions of development of enterprises by managers and employees in the activities of industries and enterprises in the context of modernization of the economy. Data on the role and requirements of managers and employees in the effective operation of enterprises and organizations today, the improvement of the management system, the formation of management culture and management knowledge were analyzed and recommendations for improving management were developed.*

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### INTRODUCTION

In order to further develop the science in our country, to bring up our youth with deep knowledge, high spirituality and culture, to form a competitive economy and to raise it to a new modern level, the President of the Republic of Uzbekistan Emomali Rahmon announced 2020 the Year of Science, Enlightenment and The Year of Digital Economy Development ”.

The development of the digital economy in all areas will lead to macroeconomic stability and the elimination of the "hidden economy" that hinders reform, creating a free competitive environment. This, in turn, encourages managers and employees of enterprises and organizations to work in accordance with modern requirements, to master information technology and foreign languages. [1]

Today, the issue of comprehensive development of all spheres of the country, ensuring economic independence, in many respects, the training of leaders and staff who meet the requirements of today's labor market is of great importance. In particular, the Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021, developed and implemented by the

President Sh.M.Mirziyoev, summarizes the achievements of our country over the past years, historical experiences and current issues, opens up new horizons of historical development for the next five years and beyond. [2]

The Action Strategy for the Development of the Republic of Uzbekistan for 2017-2021 also highlights the status of leaders and employees in accordance with the requirements of the labor market, as well as the level of knowledge, skills and proficiency in foreign languages, information technology and foreign languages.

Improving the management system, developing the management structure and strategy, the formation of management culture and management knowledge play an important role in the effective operation of enterprises and organizations in society on the basis of the requirements for managers and employees in the labor market.

Improving the management system involves the development and implementation of effective management structures and strategies of enterprises and organizations.

Improving the efficiency of the management system, ensuring openness and transparency, the introduction of its most advanced, modern forms and methods based on an in-depth analysis of existing problems and untapped opportunities and resources in the field.

At the same time, special attention should be paid to the creation of an effective system for the selection and training of innovative and independent-minded, responsible, enterprising, well-educated, patriotic, honest personnel.

In the creation and implementation of this system, the application of leadership and staff training models by developed countries and in-depth study of world experience will play an important role.

Today, the international experience of developed countries shows that enterprises and organizations make extensive use of corporate governance and modern management methods.

Ensuring the balance of interests in the process of corporate governance in enterprises, achieving optimal management decisions, promoting the rational and efficient use of resources, increasing management transparency, regular analysis of financial and economic activities, modern forms of monitoring the performance and effectiveness of tasks and functions. It is planned to implement a number of measures aimed at the introduction of new methods.

The main goal of effective organization of labor is to ensure the efficient use of human capital, that is, to achieve the strategic goals of the company by motivating human resources, in the language of modern management. To do this, HR management mobilizes management tools at all important stages of the company, from the process of selecting employees to the process of motivating them through the career system.

In this regard, it is expedient to analyze the various characteristics of management personnel.

There are different descriptions of management personnel: by job order, by levels (ranks) in the management hierarchy, by special qualifications, by areas of production, and so on. But the basic classification is the classification of workers in the decision-making and implementation process. [2]

According to this sign, management personnel are divided into three major groups: managers, specialists and support staff.

Leaders are the staff that leads the team, directs the work of the entire management apparatus and its individual units, regulates and monitors the team's activities to achieve the set tasks and objectives. [2]

Specialists are specialized employees who develop options for solving production and management issues based on available information. Management professionals are characterized by management functions and their professional training. Chief specialists, leading specialists, specialists of different category levels are distinguished. The group of experts includes engineers, economists, accountants,

lawyers, psychologists and others. [2]

Auxiliary-technical staff - employees who serve the activities of managers and specialists. They are, as a rule, classified according to separate management operations.

Such employees include secretaries, machinists, technicians, and others. The technical staff has a narrow and clear professional training and is called upon to provide technical assistance to managers and management professionals, in particular through the processing and implementation of management decisions. [2]

Personnel management is a system of interconnected organizational, economic and social measures for the normal development, implementation and effective use of the potential of the workforce at the enterprise, firm level.

Today, the activities of the management structures of a number of enterprises and organizations show that there is a need to address a number of problems and structural shortcomings on a systematic basis:

- Insufficient mastery of information technology and foreign languages by managers and employees of enterprises and organizations in accordance with the requirements of the labor market;
- Lack of modern automated management models and structures in the management structure;
- Mechanisms of management structures are not modernized on the basis of modern digital information technologies;
- Strategic plans of a number of enterprises and organizations are declarative in nature and the organizational and legal mechanisms for their implementation are insufficient;
- The activities of enterprises and organizations consist of recording daily work situations and collecting statistics, which is an inefficient system of evaluation of the remaining activities and, in most cases, does not reflect the real state of organizational work and labor activity on the ground.
- Low level of innovative development leading to bureaucracy and high costs;
- Formation of a healthy competitive environment between enterprises and organizations created in the society and incomplete use of opportunities, privileges and preferences;
- Lack of adequate responsibility and initiative in some leaders, which negatively affects the development of enterprises and organizations.

The above-mentioned problems and structural shortcomings in governance hinder the successful implementation of state policy on modernization of economic sectors and the social sphere, comprehensive development of the regions, improving the living standards and welfare of the population.

I consider it expedient to carry out the following tasks in overcoming the above-mentioned problems and structural shortcomings of management, which hinder the improvement of the management structures of enterprises and organizations in our society:

- The organization of advanced training courses for managers and employees of enterprises and organizations on the basis of automated software systems in accordance with the requirements of the labor market and the introduction of a system of advanced training in information technology and foreign languages;
- Introduction and application of modern automated management models and programs based on the modernization of the management structure;
- Special attention should be paid to organizational and legal mechanisms of management in the development of management strategies by managers and specialists of enterprises and organizations;
- Training of managers and specialists of enterprises and organizations to form creative ideas, expand their scientific outlook, increase their economic culture and models of development of the world's leading companies;

- Integration of management and aesthetic culture, behavioral culture and psychological motivation by managers and employees of the enterprise;
- Analysis of the activities of enterprises and organizations, determining the effectiveness of activities and systematic implementation of activities on the basis of strategic plans;
- Carrying out activities on the basis of democratic principles and the implementation of a system of incentives for employees, analyzing the effectiveness of their work;
- The formation of a healthy competitive environment between enterprises and organizations created in society and the full use of opportunities, benefits and preferences;
- Implementation of these tasks by the heads of enterprises and organizations through the introduction of the digital economy will improve the strategic system, as well as the creation of conditions for the activation of personnel policy will determine the social and economic development of enterprises and organizations.

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