
MODERN MODELS OF PERSONNEL MANAGEMENT: INTERNATIONAL EXPERIENCE AND PROSPECTS OF UZBEKISTAN

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Abstract

The article examines modern models of personnel management used in international practice and their adaptation to the conditions of Uzbekistan. Key approaches such as strategic talent management, flexible forms of employment and the use of digital technologies are analyzed. The prospects for implementing these models in Uzbek companies are discussed, including the impact of cultural characteristics and economic realities. The advantages and challenges that organizations may face when switching to modern management methods are highlighted. The article also offers recommendations for optimizing personnel management processes to improve competitiveness in the international arena.

Keywords: Personnel management, international experience, strategic management, flexible forms of employment, digitalization, cultural characteristics, process optimization.

Introduction

Human Resources (HR) management is one of the most important functions in modern organizations, as people are the main resource that determines the success and sustainability of a business. In recent decades, the role of HR has changed significantly: from a traditional administrative approach focused on hiring and firing employees, HR management has become a strategically important area that contributes to the achievement of the company's long-term goals.

Modern organizations face several challenges related to globalization, technological changes and changes in consumer preferences. These factors require companies to be flexible and able to quickly adapt to new conditions. In this context, effective HR models are becoming not only desirable but also necessary to ensure competitiveness in the market.

Globalization has led to an increasingly diverse workforce, which creates both opportunities and challenges. Companies must consider cultural differences, employee expectations, and requirements for inclusion and diversity. It is important not only to attract talented professionals but also to create conditions for their development and retention. This requires the implementation of innovative management approaches, including the use of technology, strategic planning, and the development of corporate culture.

Rapid technological advances also have a significant impact on HR management. Automation of processes, use of data analytics, and implementation of talent management systems allow companies to manage human resources more effectively. In the context of

digitalization, HR functions are becoming more proactive, analytics-based, and strategically integrated into business processes.

Thus, personnel management becomes an important tool for achieving competitive advantages and sustainable growth of organizations. Effective HR management models help not only in the selection and training of employees but also in creating a motivating work environment where each employee feels their importance and contribution to the common cause.

Modern models of personnel management

1. Traditional Model. The traditional HR model relies on administrative processes such as recruiting, training, and evaluating employees. This model is often characterized by centralized control and formal procedures. For example, in large corporations such as General Motors, HR departments have traditionally been responsible for processing applications, conducting interviews, and managing personnel documents.

2. Model of strategic personnel management. Modern companies are increasingly moving towards strategic personnel management, which includes the integration of HR functions into the overall business strategy. This model focuses on the development of human capital as an important resource for achieving competitive advantages. An example is IBM, which actively uses HR analytics to forecast personnel needs and optimize management processes.

3. Talent Management Model: Talent management focuses on attracting, developing, and retaining highly skilled professionals. Companies implement leadership development and career advancement programs, which help increase employee engagement. For example, Google is known for its mentoring and development programs that help employees reach new heights in their careers.

4. Flexible management model. Flexible personnel management involves adapting HR policies to rapidly changing market conditions. This includes the use of remote work, flexible hours, and other forms of employment, which is especially relevant in the context of the COVID-19 pandemic. For example, companies such as Twitter and Facebook have announced permanent remote work options for their employees, which has allowed them to maintain high productivity and employee satisfaction.

In the US, the strategic HR management model is widely used, where HR functions are integrated into business strategy. Companies actively use technology to automate processes and improve efficiency. For example, Amazon uses algorithms to optimize recruitment and increase productivity.

European companies focus on social responsibility and sustainable development. HR models include elements of diversity and inclusion, which contribute to a more harmonious work environment. For example, in Sweden, companies are actively implementing programs on gender equality and support for employees with disabilities.

In Asian countries, there is a growing interest in talent management and HR innovation. Companies are introducing mentoring and training programs to help develop talent pools. In Singapore, government initiatives support the development of skills among young people through educational programs and internships at large companies.

According to the State Statistics Committee of the Republic of Uzbekistan, the unemployment rate in the country in 2024 was about 7%. Employment problems remain relevant, especially among young people - about 20% of young people cannot find work in their speciality.

Key trends include growing interest in the IT sector and remote work. According to a study by Digital Uzbekistan, more than 30% of young professionals are considering working in IT companies, indicating a growing demand for digital skills.

Uzbekistan can learn from international experience by adapting successful HR models to local conditions. Implementing strategic and talent management can help improve companies' competitiveness. For example, Uzbek companies can use HR analytics to assess staffing needs and optimize recruitment processes.

Given the growth of digitalization, the use of HR technologies to automate processes can significantly improve the efficiency of personnel management. The introduction of platforms for online recruitment and employee training will reduce the time for recruiting personnel and improve the level of employee qualifications.

Investments in education and training will be an important step in creating a skilled workforce that can adapt to market demands. Cooperation programs between universities and companies will help students gain practical experience and knowledge.

Some Uzbek companies have already begun to implement modern approaches to personnel management. For example, Uzbektelecom: This telecommunications company has implemented a system for assessing employee performance based on KPI (key performance indicators). This allows not only to objectively assess the contribution of each employee to overall results but also to provide opportunities for career growth and development. The company also actively uses mentoring programs, which facilitate the exchange of knowledge and experience between more experienced and new employees.

Coca-Cola Bottlers Uzbekistan: This company implements a corporate social responsibility program, which includes training employees in leadership and teamwork skills. Regular trainings are also held to develop personal efficiency and time management. This not only improves the atmosphere in the team but also contributes to increased productivity, as employees become more motivated and involved in the company's processes.

"Jizzakh Textile": The company actively invests in the training of its employees. It organizes regular training on modern production technologies, as well as quality management courses. This helps employees improve their qualifications and master new skills, which in turn improves the quality of products. "Jizzakh Textile" creates a favourable working atmosphere, introducing elements of team building and corporate events. This helps to strengthen the team spirit and increase employee loyalty to the company. The company also actively participates in social projects, such as supporting local communities and environmental initiatives. This not only improves the company's image but also increases the motivation of employees who see that their work has a positive impact on society.

These examples show how modern approaches to personnel management can be successfully adapted and implemented in Uzbek companies, contributing to their development and competitiveness.

Modern HR models offer many opportunities to improve the efficiency of organizations in Uzbekistan. Adapting international experience to local realities can be the key to the successful development of the country's human resources potential. It is important to continue to explore and implement innovative approaches to ensure sustainable economic growth and the well-being of the population.

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