

**DIRECTIONS FOR DEVELOPING THE HUMAN RESOURCE MANAGEMENT SYSTEM
BASED ON THE EXPERIENCE OF FOREIGN COUNTRIES****D.Saidakhmedova**Associate Professor of Jizzakh State Technical University
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Abstract: This article examines the role and importance of foreign countries' experience in the process of improving personnel management. The American and Japanese models of human resource management are analyzed, and their advantages, principles, as well as aspects that can be applied in modern human resource management are highlighted.

Key words: personnel management, human resource management, foreign experience, American model, Japanese model, motivation, professional development, labor market, management principles.

Annotatsiya: Ushbu maqolada kadrlar menejmentini takomillashtirish jarayonida xorijiy davlatlar tajribasining o'рни va ahamiyati yoritilgan. Amerika va Yaponiya kadrlar boshqaruvi modellari tahlil qilinib, ularning afzalliklari, tamoyillari hamda zamonaviy inson resurslari boshqaruvida qo'llanishi mumkin bo'lgan jihatlar ko'rsatib o'tiladi.

Kalit so'zlar: kadrlar menejmenti, inson resurslari boshqaruvi, xorij tajribasi, Amerika modeli, Yaponiya modeli, motivatsiya, malaka oshirish, mehnat bozori, boshqaruv tamoyillari.

By the end of the 20th century, issues of effective personnel management had become one of the practical foundations of economic success for almost all leading enterprises, firms, and international corporations worldwide. As noted above, modern concepts of personnel management and the accumulation of human capital contribute to the emergence of new economic conditions and the growth of new trends in developed countries. In this context, for countries implementing market reforms, making use of the rich experience of countries with developed market economies in this field is of particular importance. This is because the success of reforms largely depends on the human factor, namely people's readiness and ability to work effectively under new economic conditions.

It is well known that practical experience in personnel management emerged in Western countries about a hundred years ago. At the beginning of the 20th century, the personnel management function was distinguished within the activities of European and U.S. enterprises. As mentioned above, it was mainly limited to recruitment and the recording of working time, was managed by executives, and was considered part of a manager's primary responsibilities. However, it was only in the early 1920s that

personnel management gained a clear status as a separate and independent field of management, being established as personnel departments in many large companies and government institutions¹.

In subsequent years, as a result of the development of specialized personnel management services, new professions began to emerge that were associated with the core functions of human resource management. These included recruitment agents, welfare officers, compensation and benefits managers, occupational safety specialists, training specialists, labor relations specialists, and others.

In the “American” approach, personnel management tools are primarily oriented toward the external labor market, the state of the economy, demand for specific goods, and similar factors. Japan, on the other hand, was the first in the world to develop modern “human-centered” management, involving all employees in the company’s operations and engaging them in the production of low-cost yet high-quality products. In many Japanese companies, both management personnel and employees view each operator of a given operation as a “customer” for the next operation, which encourages them to perform their work with the highest possible quality.

In recent years, Western scholars have developed modern management approaches, techniques, and methods aimed at improving management by taking into account and compensating for the negative consequences of traditional technocratic management (see Table 1).

The main task of addressing people within the framework of modern management is not only to make correct decisions and take responsibility for all issues, but also to create conditions for highly productive and motivated work of the company’s personnel. In modern conditions, significant changes in the composition of the workforce and the scarcity of skilled personnel have led companies to strategically plan their human resources, develop retraining programs, implement flexible forms of rewards, and involve employees in company profits. All of these measures have expanded the opportunities for personnel management to enhance the efficiency of the company’s production activities.

Table 1

Global Experience in Human Resource Management ²

Period	Main Object of Management	Primary Needs of Personnel	Key Directions of Management Activities
Up to 1990	Production technology	Personnel interests were almost ignored	Orderly and regulated systems
1990-2000	Significant	Expanding opportunities	Strategic human resource

¹ Журавлев П.В., Кулапов М.Н., Сухарев С.А. Мировой опыт в управлении персоналом. Обзор зарубежных источников. –М.:Изд. РЭА им. Г.В. Плеханова. – с 11.

² Журавлев П.В., Кулапов М.Н., Сухарев С.А. Мировой подход к управлению персоналом. Обзор зарубежных источников. -М. Изд. REA im. G.V. Plehanova. - с 20.

	changes in the workforce, shortage of skilled personnel	to adapt to constantly changing production conditions and needs	planning, expansion of employment guarantees, retraining programs, adaptive reward systems, profit-sharing, and others
2000-2010	Information technologies and intellectual labor	Flexible work schedules, professional development, skill enhancement	Digital management systems, remote work, competency-based management, training and coaching
2010-2020	Innovations, creativity, human capital	Self-development, creative freedom, high motivation	Agile management methods, working in project teams, strengthening corporate culture, team-based innovations
2020-present	Digital transformation, artificial intelligence, automation	Adapting to drastic changes in production, stability and security in remote work	HR analytics, AI-based selection and assessment, remote management, gig-worker model, employee well-being, psychological support
Near Future (Forecast)	Human resources integrated with artificial intelligence	Advanced skills, digital literacy, personalized development	Full automation of personnel management, individualized development paths (AI-Coach), collaboration with robots, global labor market mobility

The understanding that employees' skills and their motivation to work are becoming the main driving force of production has led large firms to adjust their management strategies. This includes focusing on labor motivation, enhancing knowledge, abilities, and work skills, and redirecting personnel initiative and entrepreneurial activity.

Companies began to pay serious attention to improving employee skills and providing specialized training for managers. Special programs for managers were developed, including succession planning and training, as well as personnel rotation programs. Recruitment of qualified specialists for HR departments was conducted through mass media announcements of vacancies in various firms. Candidates for HR management positions were required to have specialized training in payroll and personnel accounting, as well as proficiency in foreign languages.

In recent times, the operation methods and forms of HR departments in enterprises of developed countries have undergone significant changes, primarily due to the introduction of electronic computing systems. Nowadays, "human relations" play a particularly important role in performing HR functions.

The characteristics of a national management model can be more clearly distinguished when compared to the management practices of other countries. Considering that international practices of personnel management have led to two prominent models - the American and the Japanese - we can compare the features of the American, Japanese, and Uzbek models. Table 2 presents a comparative analysis of the national management models of the USA, Japan, and Uzbekistan, along with a brief analysis of the essence of these models.

The analysis of the presented information indicates that the Uzbek national management model differs in that it simultaneously applies management forms, methods, and tools characteristic of both American and Japanese companies. In addition, it also possesses certain unique features of its own.

Table 2

Comparative Features of National Management Models ³

Comparison Object	USA	Japan	Uzbekistan
Basis of Organization	Efficiency	Balance	Mixed
Decision-Making Description	Individual, top-down	Collective, bottom-up	Individual, top-down
Main Goals	Tactical	Strategic	Current
Distribution of Responsibilities and Authority	Clear	Group responsibility	Not clearly defined
Employee Specialization	Narrow	Broad	Narrow
Accountability	Individual	Collective	Collective / Individual
Employee Loyalty	Profession	Company	Profession
Attitude Towards Work	Mainly performing assigned tasks	Fulfilling obligations	Performing assigned tasks
Competition	Strong	Almost none	Almost none
Evaluation and Career Advancement	Fast	Slow	Slow
Guarantees for Employees (Lifetime Employment)	Low	High	Low

³ Azimova M.A. “O‘zbekiston mebel ishlab chiqarish korxonalarida personalni boshqarish” 08.00.13 – “Menejment va marketing” ixtisosligi bo‘yicha fanlar nomzodi ilmiy darajasini olish uchun yozilgan dissertatsiya avtoreferati. T.:2010y – 256.

Values	Individual	Collective	Collective
Leadership Orientation	Individual	Group	Group
Distribution of Power	Decentralized	In some cases	Decentralized
Ideal Manager	Strong, leading personality	Coordinating mental center	Leading dominant personality

A distinctive feature of Japanese companies is their collective decision-making approach. Currently, the team-oriented nature of leadership in Uzbek enterprises resembles that of Japanese companies.

Analysis of all cases presented in Table 2 shows that, in many respects, the management practices in Uzbekistan are similar to those in the USA and Japan, while also possessing unique characteristics. For example, in the USA, task distribution is clearly defined; in Japan, it is collective; whereas in many Uzbek enterprises, the roles and responsibilities of personnel and managers are often not clearly delineated. Such comparisons can also be applied to other aspects of management practices.

When it comes to human resource management and personnel management, it can be noted that the emerging national model in Uzbekistan integrates the positive aspects of Japanese and American management schools while taking into account the national mentality of the Uzbek people.

The goal of Uzbek entrepreneurs is to make full use of each employee’s skills, experience, talents, and abilities for the success of the company. Uzbek management encourages individualism, initiative, and healthy competition among employees, which is characteristic of the American approach to personnel management.

Another important aspect of the national characteristics of human resources is the specifics of personnel management. For example, personnel composed of relatives, friends, or acquaintances often face lenient demands in performing their duties, which negatively affects the efficiency of enterprise operations. At the same time, due to the lack of good financial conditions, it is difficult for enterprises in the republic to attract and retain highly skilled specialists, as an effective motivation system for them is absent.

Another feature of personnel management in Uzbekistan concerns employee recruitment. In most state and private enterprises, recruitment is usually of a short-term nature. This is largely explained by the young demographic structure of the population, with the average age in Uzbekistan being 24. Young people who have recently graduated from higher or secondary specialized education institutions constantly seek better employment opportunities. If there is a chance to move to another job offering a higher salary or professional development opportunities, they rarely remain in one enterprise for a long period.

Considering this, it can be stated that a lifetime employment system cannot be applied in our republic. Although the Japanese “lifetime employment” system is well-known in many countries, it does not always suit the specific national conditions. In Uzbekistan, under deepening market relations, we believe that a vertical form of personnel rotation is being established.

Employees are promoted “from the bottom up” within enterprises and firms according to their abilities, professional training, and qualifications. Accordingly, enterprises in the republic pay significant attention to personnel, especially specialists and managers, in terms of education. This reflects the current demand: specialists’ knowledge must meet modern standards, and managers are expected to be highly skilled professionals across a wide range of areas.

At present, Uzbekistan possesses all the conditions to improve its human resource management system by drawing on the experience of developed market economies. Considering this, it is essential for Uzbek enterprises to study the international experiences accumulated in highly developed countries in the field of personnel management and to apply them in their management practices. Studying modern forms and methods of human resource management and applying them in practice provides national enterprises with the opportunity to achieve high economic results.

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