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FOREIGN EXPERIENCE OF IMPROVING LABOR EFFICIENCY

Abstract: The article examines the advanced experience of foreign countries in increasing labor efficiency, and scientifically based proposals and recommendations are presented on the existing problems in the region.

Keywords: labor, labor efficiency, development, economic growth, economic indicators, foreign experience.

Introduction. It is important to organize the use of personnel labor in enterprises, improve and retrain employees, effectively encourage labor, and use effective management methods in managing employees. To solve these problems, first of all, it is important to study the possibilities of increasing labor efficiency in the enterprises of developed foreign countries (Japan, USA, China, Germany) and to determine the possibilities of using them in the service industries of our country.

Japanese companies have their own corporate philosophy, which consists of sincerity, harmony, solidarity, cooperation and contribution to the betterment of society. The main factor determining the influence of Japanese companies is their legal status, market share control, stock exchange membership. These factor indicators allow to join the external financial resources and attract the labor force with high labor potential to work and to work effectively.

In order to use and develop personnel labor in Japanese companies, it is required that employees have common (same) interests and goals, extensive experience and knowledge. Effective use of labor potential means improvement of workers' qualifications and stimulation of their work. In Japan, training and recruitment of employees is carried out on the basis of five principles: life-long employment, promotion and change of work function, reputation (prestige), preparation for work, and payment for work. Based on these principles, which was named "Japanese miracle", this system of principles ensured that Japan was among the developed and developing countries of the world (USA, Germany, Canada, Great Britain, France, Italy). The perfect functioning of principle systems is not the action of one element of the system, but the result of the action of complex systems within the system. Each system complements each other and creates conditions for its operation, which ensures an efficient work process. The systems, as a whole, constitute a whole mechanism, forming a motivational environment, training highly qualified employees and helping to fully use their mental and physical abilities, which ultimately means economic growth and increased labor productivity in enterprises. Conducting work in such a motivational environment directs the employee to solve the problems facing the company on the basis of mobilizing his labor potential and increasing the quality of work.

In Japanese companies, the main element of the personnel recruitment and training system is lifelong employment. However, there is no legal formalization between the employer and the employee to ensure lifelong employment. This is done only on the basis of mutual trust and common goals. Japan does not have a blanket layoff system like the one used in the US when production declines or when companies are in dire financial straits and other situations, in some cases only the last hires (low-skilled) are laid off. In such conditions, the management of the company attracts them

to another job by improving their qualifications and retraining without firing them. The purpose of lifetime employment is to make the personnel interested in work and work for a long time and connect their life with the company. In order for employees to work for a long time in the same company, the employer encourages them to work with factors such as: payment of wages depending on the length of service, rewards, improving their qualifications, taking care of various social (family) conditions.

Change of workplaces and positions of employees within the company is carried out according to the plan. This in turn ensures personnel mobility within the company. In some large companies ("Mitsubishi", "Panasonic Corporation", "Sony Corporation"), the rule of movement within the individual career limit is established (for example, changing the workplace no less than three times during 14 years), and personnel the total number of job position and job changes is normalized. The use of this system in personnel is widely implemented in relation to those who have achieved prestige, quality of work and creative activity during their work. There are ideas in Japanese companies that no matter where an HR employee works, he should perform his duties in such a way that even when he is transferred to another job, he should have a good "name" that he is an honest and proactive worker.

The next mechanism of effective use of personnel labor in Japanese companies is the labor compensation system. The Japanese wage system and its advantages are as follows:

- 1) payment for labor depending on length of service (increasing length of service leads to an increase in labor qualifications, which in turn occurs under the influence of life-long employment, promotion and change of positions, training systems for work duties) ;
- 2) payment based on the employee's "life achievements" (graduation from school, getting married, giving birth to a child, buying a house, having a grandchild, etc.);
- 3) payment of wages depending on the result of the worker's work;
- 4) payment depending on the results of the company's activity (taking into account the results of quarterly, half-yearly, annual activities).

LITERATURE ANALYSIS. Recruitment of workers in US companies is carried out on the basis of selection: initial knowledge, information about the company's activities and procedures, skill level, personal aspects, taking into account interview and test results.¹ In general, personnel management in US companies is based on two systems. Their demarcation reflects the legal distinction between the two categories of personnel existing in US labor law, but is generally determined by socio-economic factors.

According to the amount of wages, the position of qualified specialists (engineer, programmer, teacher, doctor, lawyer, etc.) in the USA is incomparable. According to the US Bureau of Labor Statistics, the weekly wage of skilled engineers was 4,700 US dollars, and the average wage of workers was 481 dollars, which is 9.5 times less than that of engineers. The wages of qualified specialists are 61 percent compared to those of engineers, and unskilled (low-skilled labor) workers (cooks, cooks, equipment washers, porters, miscellaneous workers, etc.) - less than 25 percent.² Such

¹Shapiro S.A., Shataeva O.V. Osnovy upravleniya personnelom v sovremennyx organizatsiyax (ucheb. posobie). - M.: Grossmedia, 2008.

²Source:www.bls.gov.us USA from the labor statistics report

a difference can also be observed in European countries, for example, in Germany - 20%, in Italy and Denmark - 22%, in Luxembourg - 44%, France and Belgium - 61%³.

In some US companies, labor incentives increase depending on the skills of workers and the number of acquired specialties. This system of labor payment is called "payment for skill" and covers highly skilled workers, foremen and middle managers (brigade, workshop), this system is in the form of time and work-time payment. is used. The system of payment for the skill receives an additional payment for labor when applying each new specialty acquired to the labor process. The main advantage of the system of payment for qualification is: it allows to ensure high mobilization of labor force in the company, satisfaction with work, reduction of absenteeism, lack of staff, reduction of ineffective loss of time.

In most US companies, employee incentives are based on core and additional incentives. The main incentive: to create an opportunity for them to buy the company's securities, to participate in the income, on the eve of the holiday, consists of systematic and other incentives. Helping to buy stocks motivates workers to work more productively, feeling that there are future dividends for their labor. Depending on the performance of the profit-sharing company, the incentive amount may increase or decrease from time to time. If the amount of income increases, the incentive will also increase proportionally, the increase in income is primarily due to the increase in the volume of product sales and the market price (without increasing the cost of the product) and the decrease in labor costs in the composition of the product. In order to increase the amount of incentives, it will be necessary to increase labor productivity and efficiency. On the eve of holidays (New Year, Independence Day, Easter (religious holiday), professional and other holidays), it is customary to give financial incentives to company personnel in the amount of 25-50 percent of the monthly salary.

US companies also have a "deferred incentive" system. This system guarantees that incentives for qualitative and quantitative changes of labor results will be implemented (paid) in the future (after 1-5 years). Such a system is in the Italian car concern "FIAT".⁴also applies, in which an incentive is considered for the creation of a new type of product (design, detail, etc.) by personnel, but this incentive is implemented after 1-2 years. French manufacturing companies also have incentives for personnel who have achieved a certain level of quality and work efficiency, and it is fully implemented after 5 years.

It is based on the traditional culture formed in the organization of personnel work in the companies of the People's Republic of China, i.e., it is based on the individualization of the individual. Communityzation means that every member of the community formed in the society is a member of a united family, respect for older people, unity, solidarity, work together with the team.⁵. That's why the staff members are distinguished by their cooperation, hard work and thirst for work.

"Preparation" and "vocational orientation" systems are in place to improve personal labor skills. The training system includes: training of personnel, formation of management skills, compliance with company traditions and ethical standards, working with customers. Vocational guidance system: employees who have achieved a certain result, are eager for knowledge and capable are sent to

³Source:http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Wages_and_labor_costsFrom the official site of the Committee of the European Union

⁴"FIAT" automobile concern was founded in Italy by Giovanni Anelli in 1899. The automobile concern has more than 19,300 employees.

⁵Marchenko V. Kak upravlayut personalom v Kitae: osobennosti kitayskogo mentaliteta. - M., Journal: General Director, 2016. - No. 4. (www.gd.ru)

improve their skills in large companies or to study at prestigious higher education institutions, taking into account that they will contribute to the company's development in the future.⁶

In Chinese companies, two systems are used for the promotion of personnel work, i.e. remuneration and additional incentives. In turn, remuneration for labor is divided into 3 parts: basic labor remuneration (the level of education of the employee, length of service is taken into account), remuneration based on labor results (quality of labor, efficiency), according to the company's income to pay. Since the two parts of labor remuneration, other than the basic labor wage, are directly dependent on the result of labor, 30-70 percent of labor remuneration is formed in this part.⁷ Additional incentives: middle managers can participate in the purchase of securities, health insurance, transportation and communication expenses (mobile phone and internet), housing, provides additional financial support for education and training. Additional incentives are also provided to companies based on financial capacity and economic development.

ANALYSIS AND RESULTS. He has rich experience in improving labor efficiency and effective regulation of social and labor relations in the enterprises of foreign developed countries. However, each country has its own traditions and different aspects, so when introducing the experience of a foreign country, the existing traditions cannot be ignored. If they have given positive results and found a good place in one country, it does not guarantee good results in another country. For this reason, we have researched foreign experience in order to constantly increase labor efficiency in the service enterprises of our country. Some of the methods of this foreign experience can be applied to the activities in order to increase labor efficiency in enterprises: first, continuous improvement of personnel qualifications, organization of work in accordance with the traditions of apprentices; secondly, to establish a sincere friendly relationship between management and personnel workers; thirdly, introducing a system of promotion or change of work duties; fourth, to establish a quality control system to improve labor efficiency; fifth, to gradually introduce a system of progressive organizational technologies in order to ensure the stability and continuity of product production; sixth, to evaluate personnel work, to establish a system of remuneration for labor taking into account the length of service and the level of qualification; seventh, the use of systematic incentives and additional incentives to encourage work; eighth, the application of the system of participation in enterprise income. In our opinion, the effective systematic measures implemented in the enterprises of developed foreign countries create the basis for the continuous increase of labor efficiency.

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