

JAPANESE EXPERIENCE ISSUES OF MODERN MANAGEMENT AND PERSONNEL RE-TRAINING SYSTEM

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Annotation. In the article an example of national features of retraining and management of enterprises' personnel is analyzed on the example of Japanese management. The opportunities of this advanced experience implementation in the national economy are discussed.

Keywords: systems of retraining and management of personnel, Japanese management, preparation methods in a workplace, the term «multiple skilling», non changing experience – «shushin koyo», the union of workers.

The introduction of a modern, rational management system is the main condition for the fulfillment of the tasks set before us.

Sh. M. Mirziyoyev

The Personnel Management System will consist in selecting and maintaining the necessary personnel for the organization, training them professionally, properly assessing the performance, behaviour of each employee and increasing their effectiveness. In particular, as a result of the formation of the digital economy and the development of innovations in the Republic, the formation of modern organizations consisting of highly qualified personnel remains the demand of the present period.

Our President Sh. M. Mirziyoyev in his address to the Oliy Majlis touched upon the issue of personnel and said: "as the eastern wise men said, the greatest wealth is intelligence and science, the greatest legacy is good upbringing, the greatest poverty is ignorance! Therefore, for all of us, the acquisition of modern knowledge, true enlightenment and the possession of a high culture should become a continuous life necessity."

It is essential and imperative that we possess digital knowledge and modern information technology to achieve progress. This gives us the opportunity to go through the shortest path of Ascension" [1]. From this point of view, in the conditions of digitization of the economy of Uzbekistan and development of advanced innovative technologies, the transformation of complex processes of management into microdistrict requires to bring all elements of the organization of the management system into harmony. Therefore, the need arises to develop new methods and forms of assessing the activities of the organization, including new methods of analyzing labor relations and performance. The wrong choice of personnel in the current extreme globalized time will in turn cause a lot of losses for organizations. It is important that the leader of the organization or a specialist working with direct personnel (personal) pay attention to the selection of personnel is to know what a person can do now, and not what he did before. In this sense, in the process of Personnel Selection and recruitment, management and productive use of its potential, the study of technologies supported in various companies of the world and the study of the directions of their use in the national economy remains a topical issue.

The wide introduction of new techniques and technologies into production requires rapid development of techniques and technologies from today's generation of qualified personnel and their skills and high potential to advance their secrets. In line with the high level of demand for such

personnel, competition among specialists will also be strong. And in the struggle for competition in the labor market it is possible to win only with high quality.

In this role, it is also necessary to improve the system of management of specialists at the required level, respectively. Proper management of the human factor in the production process is also an art. After all, a number of factors, from the qualification of workers to their mental state of mind, are among the factors that can directly affect the quality and efficiency of production, the labor productivity of the worker.

In today's conditions of strong competition, proper application of Personnel Management methods in the production process, proper assessment of their potential, ways of using their available opportunities and more effectively searching, being able to combine them towards one goal, forming a team spirit are vital importance in determining the prospects of any enterprise.

In this regard, the leader in personnel training and their management system is one of the tasks of which is of utmost importance in the development of various projects and proposals on the implementation of high-performance aspects, in-depth study of the experience of developed countries, in accordance with the existing traditions of our national economy in their production and Personnel Management. In this regard, the Japanese administration is of particular importance not only among the countries of the East, but also among the countries of the West.

There are many positive aspects in the Japanese administration that reflect the Eastern traditions, it is known to all of us that these aspects occupy a worthy place in today's high development of the country.

It follows that in Japanese management it is not profitable to look at some specific aspects of Personnel Management in enterprises, their system of training and professional orientation, observed in career matters.

As we have already noted above, the Japanese administration, which has received special attention and respect among the countries of the world, is directly related to the name of large corporations, which have a special prestige and place in the Japanese economy. In particular, Toyota Motor, Nissan Motor, Honda Motor, Mitsubishi Corporation, Hitachi, Toshiba, Komatsu, Sony, Panasonic and other corporations are well acquainted with us.

The listed corporations have also occupied leading positions in the world rankings. In particular, from the 2013 Forbes Global to 2020 list, 251 Japanese companies took in part.[2] These corporations are distinguished by their leadership in the country's economy, high production capacity and potential, together with their provision of workers and employees with good wages, favorable working conditions and labor safety. Most of the country's young people dream of building their careers in corporations that have such a high position. However, not all of them have a share in this. Because the knowledge, qualifications and skills required for recruitment to large corporations will only be available to young people who have graduated from the most prestigious universities in the country.

Thus, the level of education of young people in Japan and the prestige of their graduated universities are of decisive importance in their career. For recruitment to large corporations, young people are required to study at such universities as the University of Tokyo, Kyoto University, Osaka University, Tokyo Institute of technology, Kyushu University, Nagoya University, Hokkaido University (these universities occupy the first places among the 30 most prestigious universities in the country), which are considered leaders in the country.[2] otherwise, they will have to look for jobs from medium or small scale enterprises that cannot offer them a high income or position. To become a highly qualified specialist, it is also possible to participate in various business trainings. But not everyone has the opportunity to get a university education or participate in business trainings.

In addition, if the attitude to work in specialists is formed outside the company, then there will be a low interest in their work. In this context, large companies introduce young and new specialists

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to the work of their companies and provide them with special training courses. A brief look at the recent history of the present - day traditions in Japanese management, the country's heavy industry after the 1980s, in particular the development of machinery's particular emphasis has further increased the demand for skilled labor in the labor market. Employers are beginning to see the need to update their personal composition, to be more precise, to attract quickly adaptable personnel to new working conditions. However, the number of specialists meeting these requirements was limited. This, in turn, necessitated the improvement of the system of vocational training and retraining of employees in enterprises. The main goal of training employees in enterprises is to improve labor productivity and create conditions for them to acquire the necessary skills associated with the organization of their production. It is known that the socio-economic efficiency of production is directly related to labor productivity. Labor productivity can be achieved by increasing the intensity of Labor, improving the quality of production processes, increasing the volume of products produced and forming the ability to adapt quickly to changes in workers. Speaking of qualification, this implies that, together with increasing knowledge of the production process in the workers, they formulate in them the ability to solve the problems that may arise in this process. It is important that these workers are able to directly monitor all operations in the production process, carefully study the tasks assigned to them, and create sufficient opportunities for them to contribute to the increase of labor intensity in the company through new ideas. In other words, the employee has sufficient knowledge of the company's activities, responsibility before the company, and the scanning of transactions related to this process serves as an important factor in the effective performance of his / her duties.

In Japanese practice, more than 80 percent of companies with 300 or more employees use the on-the-job training (on-job training, on-the-job training) method in the organization of the personnel Re-Training System [2]. According to this method, the tasks that must be assigned to the workers to them are explained and indicated by a highly experienced specialist in the process of work. Then the task is performed directly by the drafter himself and gives an expert assessment of his work. During these processes and repeated professional rotations, the field of tasks from simple to complex, which are prepared, is studied. It is famous for the term "multiple skilling", which implies the assimilation of a different network of working tasks. One of the common features of Oct in Japanese companies is wide-band professional rotations. Professional rotations allow workers to get acquainted with the whole head production process. At the entrance to Japanese corporations, "recruiting in the branches of Japanese companies in South-East Asia and Human Resource Development " New workers are trained in every head offices and divisions of the enterprise from 6 to 12 months. In the end, they will have a general qualification and skills about each operation performed in the production process, the mechanism of its implementation, as well as about the problems that may arise in it. This will serve to formulate a high level of flexibility, problem-solving and decision-making skills in the workers.

In the promotion of workers, a system of certification is used for their level of qualification. Certificates are issued by many companies to workers who have completed training programs within the company. Such certificates are considered the main valuable tool, which testifies to their level of qualification at the time when workers are changing their place of work. Another distinctive feature of the Japanese management is the "unchangeable work experience" - "shushin koyo", which includes a small part of the country's workforce and large companies. Companies conduct special training of candidates in the selection of such personnel. Those who undergo training are usually men, and they finish college at the end of winter, and from this moment they are directly involved in special training. If they successfully complete the probationary period in the company for 6 months, they will be able to stay in the company and connect their labor activity with the same company. Irreplaceable workers are hired for general work, and not as specialists for the main tasks. Workers who are involved in general work are not involved in the main tasks [4]. Many companies prefer to organize their production and quality control in a separate way than to establish quality control in the production

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process. In this regard, they hire a large number of workers to check each unit of the product they produce. This, in turn, provides the ground for a quick start of production-related operations and an easy solution to the problems associated with personnel rotation and landlessness. When recruiting new employees, their individual knowledge, level of Education, personal characteristics and attitudes are tested, and not their specific experience or skills.

When entering Japanese corporations, new workers undergo training from 6 to 12 months in each head offices and divisions of the enterprise. For several years, new workers will have knowledge and skills about all operations that the company conducts. Another distinctive feature of Japanese management is the system of raising and rewarding the position. That is an important criterion-managerial ability. Managerial abilities are determined from the year the new employee enters the company. Young workers are given very little reward, but they take it well, because it increases with time. The rewards include the provision of accommodation, low-cost travel, various benefits and, most importantly, low-interest debts for the purchase of a house and a new car, etc.

Still, individual growth is also observed. There will be changes in the career of workers from the age of 30 in terms of position and salary. High positions are usually assigned only to the best, qualified and experienced workers. These workers can be resigned from the age of 50. Low retirement money and unsatisfactory social assistance cause many people to continue to work even after resigning from their career.

Another important feature of Japanese management is the company's workers associations. Workers associations cover the total percentage of the company. Workers' associations act as a bridge between workers and management, as well as harmonizing the interests of all workers in the company, combining them into a single goal, and serve to protect the rights of workers. In the management of Japanese companies, the ideas of universality and patriotism, as well as ancient Eastern traditions, are clearly reflected. In particular, mutual respect, unity of goals and interests, a deep sense of responsibility is important in the relationship between managers and workers. In this regard, a small example is given from the management of the company "Toyota Motors". In order to protect the rights of workers in the corporation in every possible way and to establish effective communication with representatives of the high level of management, the labor Union (labor Union) was established in 1946. The union made various decisions during its activities in order to strengthen and regulate relations between workers and managers. The most notable of these are the "joint declaration of workers and managers" ("Join Declaration of Labour and Management", 24 February 1962 year) and "Labor and Management Resolution for the 21st century" ("labor and Management Resolution for the 21st century", 27 January 1996).

1. The joint declaration of workers and managers basically stipulates the following objectives. To contribute to the development of the national economy together with the prosperity of the automotive industry. In this regard, it is envisaged to devote itself to society, industry and people's service, to worthy protection of the prestige of the company and the automotive industry of the country.
2. The relationship between workers and managers should be based on mutual trust and respect. It is aimed to strive for harmony and stability in relations, while respecting the rights and obligations of each member of the team, at the same time to form an indefatigable and sincere relationship between employees and managers, trying to keep their mutual understanding and confidence strong.
3. To try to improve the quality of the company's development and working conditions during the development of production. It says that workers and managers work together to further develop production and maximize profit, while properly understanding and evaluating their jobs and opportunities in production and in the Company [3]. They also try to find and implement new methods and means of preventing personnel resettlement, ensuring stability in the profession and improving working conditions [5]. By the end of the twentieth century, as a result of the analysis of achievements in the world science and technology and in the economy of the country, in the activities

of the enterprise, the issue of developing new decisions of workers and managing employees in Toyota was put forward. This was directly attributed to the 50-year anniversary of the establishment of the Workers ' Association of the company [6].

Thus, in 1996 27th January signed the "decision of workers and managers for the 21st century" by the management of the company and the Workers ' Association. The main objectives, directions set out in the decision, we will briefly describe below:

1. Development of the world economy as a Global company and at the same time making a worthy contribution to the world community.
2. The relationship between workers and managers should be based on mutual trust and respect.
3. In order to create a company environment in which workers can manifest their full potential, the managing staff must faithfully fulfill the duties entrusted to them.
4. Building a prosperous society and life for humans, as well as making a worthy contribution to the development of the Japanese people. As a witness, in the company, first of all the people, then the company, then the interests of the personal are given priority. In fact, the secret of today's success of Japanese companies is directly related to the fact that they put employees and their management system in the right way, the attitude of personal to the development of the company and its task, as well as the deep respect for each other in the interaction of the Company personal. In conclusion, we can say that the qualitative improvement of educational standards and human capital is an object of necessity in the conditions of a developed economy.

At the same time, having thoroughly analyzed the world experience in this regard in conditions of increasing demand for attracting qualified workers day by day ,it is important to identify the main directions of the radical improvement of the system of higher education and the system of retraining and management of personnel in our country. In this regard, it is worth noting that further improvement of measures carried out in our country to ensure the proportionality of education and production, as well as mutual effective cooperation is one of the priority tasks in this regard.

As we aim to establish enterprises in our country equipped with high technologies and techniques, operating in accordance with modern requirements and world standards, and to gain our place in the world market with our national brand, it is desirable to pay serious attention to personnel management issues at enterprises. Because, the satisfaction of the employees and employees of the enterprise with their work is the greatest and guaranteed power that motivates them to unite for one purpose, to work sincerely in the direction and prospect of the enterprise.

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