

SELECTION OF THE EFFECTIVENESS OF MODELS OF ORGANIZATION OF PERSONAL MANAGEMENT IN TEXTILE INDUSTRY ENTERPRISES

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Abstract. This article examines the issue of developing models for implementing personal management in enterprises, combining the features of personnel management and self-management, based on the organization of relations between the leader, personal management service and company employees.

Keywords. Personnel management, textile industry, self-management, human resource management, model, personal management.

INTRODUCTION

The textile industry plays a unique role in further increasing the production potential of the new Uzbekistan, and the republic has accumulated rich historical experience in the development of this sector, and there are sufficient conditions, raw material base and labor resources. The development strategy of the new Uzbekistan for 2022-2026 sets the task of “doubling the volume of textile industry production” [1]. Ensuring the effective implementation of these tasks requires the development of a methodology for selecting the most effective models of personal management in the textile industry enterprises of the republic.

LITERATURE REVIEW

From a scientific point of view, the problem of personal management in textile enterprises is poorly studied and remains a priority.

The discipline of social communication management disciplines "personal management" has emerged relatively recently, historically. For this, since personal management is related to management, it should be developed under the logic of management and within the general conceptual framework of management science [2]. Although "personal management" as a separate academic discipline has recently emerged, many definitions have been given to this scientific term by the authors. However, a single logical system has not been created to fully reveal its essence.

I.E. Lyskova considers the essence of personal management to have been established by N.I. Kareev and I.I. Yanzhul [3], which is a rather controversial statement, since they wrote about self-development, and the above-mentioned authors wrote primarily about self-development, not about personal management as a phenomenon. According to Russian scientists S.D. Reznik and

I.S. Chemezov, who are well-known specialists in this field, especially in the field of creating textbooks, "personal management is the purposeful and consistent application of scientifically and practically tested management methods and techniques in the everyday life of a business person, in which a person makes the most of his time and abilities, consciously controls the direction of his life, skillfully overcomes external conditions both at work and in his personal life, and achieves professional and life goals in the shortest possible way" [4].

This definition prevails in Russian science. S.D. Reznik, S.N. Sokolov, F.E. Udalov, V.V. Bondarenko were the first in Russia to formulate a definition of personal management (it is very difficult to determine who the author of the term "personal management" is, since the authors of the individual parts of the text are not indicated in the textbook "Personal Management", we note that the textbook was published under the general editorship of S.D. Reznik): "personal management is the purposeful and consistent application of scientifically and practically tested management methods and techniques in everyday life in order to make the most of one's time and abilities, consciously manage one's life path, and skillfully overcome external conditions both at work and in personal life" [5].

P. Drucker, one of the prominent figures in management theory, defines personal management as the skillful use of available management tools and methods by each manager to demonstrate his or her ability in the field of management: "personal management is the purposeful and consistent application of scientifically and practically proven management methods and techniques in everyday life in order to make the best use of one's time and abilities, consciously manage one's life path, and skillfully overcome external conditions both at work and in personal life" [6].

RESEARCH METHODOLOGY. The research was based on the research results of foreign and local researchers on the subject and used methods such as statistical, selective observation, comparison, and expert evaluation.

ANALYSIS AND RESULTS

In the research conducted by us, the issue of substantiating the choice of effective models of personal management at enterprises of the textile industry of the Republic of Uzbekistan, based on the organization of relations between the leader, personal management service and company employees, combining the features of personnel management and self-management, was resolved.

In this case, the basis for choosing an effective model of personal management at textile enterprises is the matrices "Self-management effectiveness" and "Effectiveness of personnel management" at the enterprise.

The research conducted by us includes the following stages:

At the first stage, an improved method for assessing management effectiveness using matrices was developed to select an effective model of personal management at textile enterprises. Initially, an improved method for implementing “Self-management effectiveness” was developed. In general, the term “self-management” has been comprehensively studied by scientific researchers. Russian scientists V.V. Degterev and I.A. Larionova believe that “self-management is the main competence of a person in organizing self-management, self-improvement, self-education, self-development and self-knowledge” [4, p. 124]. K. Keenan believes that “self-management implies adequate self-assessment of one’s own actions” [5, p. 19]. In the modern understanding, the essence of self-management can be expressed figuratively as a model: the relationship between indicators and criteria for assessing self-management and the development of professional and personal qualities in specialists who are able to self-manage and effectively carry out social service activities. Thus, based on the results of the analysis of the relationship between management functions and self-management techniques, as well as the requirements for the professional and personal qualities of textile enterprise specialists defined in educational and professional standards, we determined the indicators and criteria for evaluating the "Effectiveness of Self-Management" in the management system of textile enterprises. These indicators are the following: the ability to set professional and personal goals and achieve them, the ability to plan activities, the ability to organize personal self-organization, the ability to organize the workplace and the working environment, the ability to self-manage personal activities, the ability to maintain health, and the ability to self-motivate.

Then, an improved method for assessing the “Effectiveness of Personnel Management” for textile industry enterprises was developed. This assessment uses an integral coefficient that comprehensively takes into account such indicators as professional and personal qualities, skill level, complexity of work and efficiency. The assessment of the professional qualities of employees is based on factors characterizing: the employee himself, his possession of certain knowledge, skills and abilities; the type and content of work functions that employees actually perform; the specific results of the employees' work. The assessment is based on a comprehensive (integral) indicator that can be obtained by combining two partial assessments. The first determines the indicators characterizing the employee, that is, the level of development of the employee's professional and personal qualities (P) and skill level (K), as well as their quantitative measurements; the second determines the indicators characterizing the work performed, that is, it allows comparing the results of the work of employees (H), taking into account the level of

complexity of the functions they perform (M). Complex assessment D is determined by the following formula:

$$U_{XBS} = F * K + M * N \quad (1)$$

Each element of the complex assessment is characterized by a set of specific characteristics and has a corresponding scale for their quantitative measurement. When calculating the complex assessment, the value of each element is expressed as a fraction of unity. At the second stage, a group of experts was formed to participate in the assessment process to resolve the issue of choosing an effective model of personal management at textile enterprises. A group of 28 people was formed as experts, including leading specialists from the Uztokimachiliksanoat Association and the Tashkent Institute of Textile and Light Industry.

The group of experts formed at the third stage selected the indicators and criteria involved in the evaluation process using the improved method of evaluating "Efficiency of Self-Management" and "Efficiency of Personnel Management", determined the level of importance of these indicators, and formed the necessary data for evaluating the effectiveness of management based on the indicators using scores.

In the fourth stage, the evaluation results were processed by a group of experts.

In the fifth stage, the selection of an effective model of personal management in the textile industry enterprise was made using the evaluation matrices of "Efficiency of Self-Management" and "Efficiency of Personnel Management".

Options for possible models of personal management are listed as follows: "Narrow personal management" (1), "Ineffective personal management" (2), "Effective personal management" (3), "Chaotic personnel management" (4). When choosing such personal control models, the intermediate ranges are as follows:

Model 1 under the condition of inequality $U_{SR} \geq 0,75$ and $0 \leq U_{XBS} \leq 0,25$.

Model 2 under the condition of inequality $U_{SR} \geq 0,50$ and $0 \leq U_{XBS} \leq 0$. Model 3 under the condition of inequality $U_{SR} \geq 0,75$ and $0 \leq U_{XBS} \geq 1,0$.

Model 4 under the condition of inequality $U_{SR} \geq 0,25$ and $0 \leq U_{XBS} \leq 0,50$.

We present the characteristics of these personal management models.

1. The "narrow personal management" model is characterized by high personal achievements of each employee, which, due to their lack of purposeful coordination, do not translate into collective results. This model embodies ineffective personal authoritarian leadership,

since it does not rely on the unification of the interests of each employee. This model emphasizes a clear two-way communication between the manager and the personal management service, which ensures a high level of self-management of the manager. However, the opinions and motivation of employees are weak. The impact of the personal management service on the employees of the organization is uneven and depends on the wishes of management and employees.

2. The “*ineffective personal management*” model is based on traditional HR relationships, in which the authority of the manager is determined by company rules. Self-management serves as a symptomatic tool for increasing the personal effectiveness of lower and upper management. There is no interaction between the personal management service and employees.

3. The model of “*effective personal management*” is based on a new, effective type of relationship, in which the leader has both formal and informal authority. Employees recognize their value and importance for cooperation within the organization. The leader has charisma, a high level of self-control and motivation of employees, which is sometimes based on the personal obligations of employees who are not formally subordinate to the leader. The interaction between all elements of the personal management system is clear and two-way.

4. The “*chaotic personnel management*” model assumes an effective personnel management system and a clear two-way dialogue between managers and subordinates. However, self-organization, self-motivation, and self-control of the development of competencies by managers and employees are manifested irregularly and sporadically: the work of the personnel management service is presented as a symptomatic response to the lack of order or personal development.

The ideal model of personal management is undoubtedly the model of "effective personal management", which provides a high level of self-management organization of managers and employees and an effective personnel management system, which ultimately ensures the necessary level of development of the enterprise.

The transition from the model of "inefficient personal management" to an effective model is possible both through the trajectory of "narrow personal management" (typical for small organizations with an underdeveloped personnel management system and outsourcing of personal management functions), and through the model of "disorganized personal management" (which can be implemented in large enterprises and includes the creation of an independent service that performs personal management functions).

The considered models reflect the characteristics of the personal management mechanism in large industrial companies with developed personnel management systems.

On the basis of the results obtained in the sixth stage, measures were taken to develop measures to increase the efficiency of personal management of the textile enterprise and put them into practice.

CONCLUSION/RECOMMENDATIONS

Based on the results of the research, in order to increase the effectiveness of personal management in textile enterprises, it is necessary to pay attention to the following:

- acceleration of innovative activities;
- development and implementation of a personnel development strategy;
- continuous improvement of personnel qualifications, effective distribution of personnel to jobs, elimination of personnel turnover;
- selection of effective models of personal management in the management system and implementation of targeted measures to increase its effectiveness.

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