IMPROVEMENT OF PERSONNEL PLANNING - WAYS TO IMPROVE THE EFFICIENCY OF EVALUATION OF INVESTMENT PROJE

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Recommended Citation
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This path from low-tech to knowledge-intensive industries reflects the path of industrial development, which was followed by countries that have become the world's largest exporters (including knowledge-intensive products), such as Japan, South Korea, and Taiwan. Although these countries did not resort to large-scale foreign investment, they used many of the measures needed to attract foreign investment and create a successful export base.

This experience is extremely useful for those countries that today seek to attract foreign investment. Developing countries that are developing and effectively implementing appropriate policy measures to create a zone of economic freedom will be able to take advantage of these trends and attract foreign investment that will enable them to prosper.

In Uzbekistan, the creation of free economic zones began in 2008. In that year, the President of Uzbekistan signed a decree establishing the free economic zone on the territory of the Navoi airport with the allocation of 500 hectares of land. The reason for the creation of the free economic zone on the territory of the city’s airport was the fact that the aircraft transporting cargo from the Far East and Southeast Asia to Europe used to stay at the airport in Baku. Moving the landing site to Navoi airport according to calculations by South Korean specialists allows reducing the flight time by 2 hours, changing the flight direction.

Attracting South Korean investments to the FEZ Navoi Airport has led to the creation of about 20 joint ventures that specialize in the production of high-tech industrial goods, the bulk of which is sold for export. After the FEZ "Navoi Airport", FEZs were created on the territory of the Tashkent region (Angren International Logistics Center), as well as the Jizzakh FEZ. 22 free economic zones have been created in Uzbekistan, of which 9 are industrial, 8 are pharmaceutical, 2 are agricultural, as well as tourist, transport and logistics, and for the production of sports equipment. The last of which “Andijan farm” was created by the decree of the President of the Republic of Uzbekistan dated January 14, 2010.
Conclusion

The study of methods of attracting foreign investment shows that all the above methods are used by the Republic of Uzbekistan in attracting foreign investment. Thus, the policy of attracting foreign investments of the Republic is improving every year. Gradually, those forms and methods that are actively used by developed countries are widely used. Here, financial instruments for attracting foreign investment are of particular importance, since the expansion of financial benefits instead of tax incentives leads to improved mechanisms for attracting international capital.

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Abstract: The article discusses ways to improve personnel policy, stimulating an increase in the efficiency of investment project evaluation. In addition, the most important direction in the organization of work with personnel is the constant and comprehensive development of personnel, the improvement of their knowledge, professional skills and abilities.
Keywords: high-quality personnel policy, corporate culture, personnel structure, skills, professionalism, career growth, effective personnel planning.

The higher the position of a person, the stricter must be the framework that restrain the self-will of his character.

G. Freitag

Introduction

As we know, the formation and improvement of corporate culture and relationships within a team begins with the designation of the main goal of investment projects and the conduct of various studies. Analysis of the activities of competitors and the successful experience of foreign companies, which has been adopting, contributes to the determination of the main nuances on which the management of the organization should focus on establishing a better quality personnel policy. One of the priorities of the personnel policy is the creation of such personnel potential, which in business and professional terms would contribute to the provision of efficient functioning and increase the efficiency of investment projects evaluation.

Theoretical aspects on the subject

The long-term success of any organization and investment projects, not excluding the power structures, ultimately depends on the presence of the right employees who are in the right time at the right positions. Organizational goals and strategies for achieving them are important only when people with the necessary skills and abilities are engaged in solving these problems.

With the help of effective personnel planning, it is possible to reduce staff turnover, as well as “fill” vacant positions, assessing the career opportunities for specialists within the organization.

The starting point for the work of executive bodies is personnel planning, which means the process of supplying the organization with the necessary number of qualified personnel who accepted to the right positions at the right time.
The professional employed in the system of executive bodies today should have the following features:

- a clear understanding of the meaning of their activities;
- increased focus on the subject of work;
- ability and desire to teach and transfer their knowledge and skills to other people;
- education that meets the type of activity;
- the ability to think analytically and make effective decisions on investment projects.

In order to improve the organization of training, retraining and advanced training of management personnel with the skills of systemic and strategic thinking, as well as building human capacity to improve public and public administration, taking into account the tasks defined in the Action Strategy for the five priority areas of the Republic of Uzbekistan in 2017-2021, one of them is the preparation of information and analytical materials on the state and quality of staffing.[5].

The factors shaping the personnel policy, which is an important element, are presented in the following figure.

![Personnel Policy Formation Factors](image)

**Figure 1. Factors of personnel policy formation [6]**

Real practice, characterized by the presence of an extensive structure and rotation of personnel, cause a significant expansion of activities.
The formation of personnel policy of investment projects should occur in the following sequence.

**Figure 2. Stages of personnel policy [6]**

**World experience of personnel policy**

Currently, three most developed human resource management systems have achieved the greatest results in recent decades. This is the American system, the basis of which is individualism as the main mechanism of social connection of Americans; the Japanese system built on collectivism and recognition of the authority of group values over individual ones; Western European system, combining the main features of both American and Japanese systems.

These systems have much in common: each of them focuses on the activation of the human factor (but uses various forms and methods) and constant innovations. At the same time, these systems have their own characteristics, due to the specifics of the development of these countries.

The results of the study “Oladipo Jimoh Ayanda” and “Abdoulkadir Danlami Sani” on the “Evaluation of the use of strategic human resources management at the University of Nigeria” showed that there is a significant difference between
adjusting the level of human resources management and training and development in public and private universities in Nigeria [7]. In addition, the results of the study “Factors Influencing the Increase in Labor Productivity in Industry and Commerce in Tehran” showed that there is a significant relationship between educational planning and increased labor productivity [8]. Thus, this document the first scheduled, emphasizing the role of human resources management practices and focusing on training. The purpose of the personnel policy is to create a cohesive, responsible, highly developed and highly productive workforce.

Conclusion

Based on the above, the improvement of personnel planning can improve the efficiency of evaluation of investment projects with the following suggestions:

I. At the heart of performance:

1. Increase the role of high-performance and innovative employees, which are the basis of productivity - Of course, the most influential factor in work force and team productivity is hiring and retaining employees with exceptional capabilities and self-motivation. Working together, managers and workforce can attract, hire, develop and retain individual employees who are flexible, high-performance continuous learners and innovators. Unfortunately, even the best employees cannot work without big managers, the right direction, support, tools and resources.

2. **Improve effective managers and managers who set the direction and execution** - an excellent manager / leader is the second most important factor of productivity. Leaders and leaders play a crucial role in determining the direction, goals, priorities, goals, and roles of the workforce. A manager's ability to develop plans, effectively hiring, coaching, motivating, and developing employees is critical to success. Unfortunately, many managers are a weak link in the productivity chain, so labor must recognize the role of developing great leaders / managers and identify / eliminate ineffective ones.

II. Improve directional factors and leadership:
1. Corporate strategy and plan, which build commitment - a competitive business strategy and strategic plan, increase the chances of successful and successful development of the organization. In addition, if the plan and strategy are clear and well communicated, your employees will not only be motivated, but also knowing the strategic direction will help them stay in the spotlight. Corporate values that measured and rewarded can also coordinate behavior and build commitment.

2. A specific goal for teams makes the roles understandable - every business unit and team must understand its role. Leaders and managers need to develop a clear and accepted goal, which is also an integral part, and this makes the members feel important. Understand that employees likely tied to the goal of a unit or team if they participate in its creation. An unclear mission will lead to a lack of focus and a low level of “participation” and commitment to achieving it.

III. Improve skills using communication and informational factors:

1. Employee knowledge and knowledge should be constantly update to maintain productivity — global competition has created rapid change rates, which means that current skill sets must be constantly update. The task of the manager is to identify employees with less than optimal skills. The role of the workforce is to develop processes that allow us continuously increase the training, knowledge and development of employees, while minimizing the amount of time during which employees are out of work.

2. Effective communication and feedback reduce mistakes and frustration - lack of communication can prevent employees from making them feel unimportant. Failure to provide effective feedback can lead to waste of effort, an increase in errors and a decrease in performance. Communication and feedback mechanisms should be develop together with employees to ensure that they meet the needs of the manager and employees.

3. Providing the right information improves decision-making. Managers and employees need access to all relevant information and data in order to be productive and make effective decisions.