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JAPANESE EXPERIENCE IN PERSONNEL MANAGEMENT AND OPPORTUNITIES FOR ITS IMPLEMENTATION IN UZBEKISTAN

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Abstract. *This article examines the possibilities of applying the experience of personnel management in Japan in Uzbekistan, according to which the following recommendations are developed:*

- Based on the Japanese experience, Uzbekistan should introduce a system of lifelong employment. The introduction of a lifelong employment system in the country's management system will play an important role in strengthening the relationship between the employee and the enterprise, the employee for the company, the company for the employee;

- Based on the Japanese experience, it is advisable to start improving product quality from the first stage of the production process in the company;

- "The development of small business and private entrepreneurship in our country and the imperfection of the personnel management system in business entities, the system of salaries and various benefits for employees make it necessary to apply the Japanese experience in this area of personnel management.

Keywords: *employee, personnel management, Japanese School of Management, personnel, human capital, personnel management, kaizen, lifelong employment, layoff policy.*

Introduction

Employees (from the Latin word "Personalis" - "personal") are the personal composition of organizations that include all employees, as well as working owners and partners.

Employees of companies are characterized by minimal mobility in terms of technology, knowledge, capital and raw materials that can be provided almost instantly. But unlike obsolete in the process of using fixed and working capital, human capital acquires experience, skills and improves throughout its life cycle.

Personnel management in an enterprise is the process of influencing potential and existing employees using a set of specific methods to achieve the goals of the organization quickly and efficiently. In the new economic environment, the process of personnel management in the organization should be carried out before developing the concept of personnel management, which contains general ideas

about the essence, goals, objectives, principles, methodology, structure of personnel management system and personnel management technology.

An enterprise's human resource management system is a set of interrelated elements that make up an organization's personnel management process. The central part of the personnel management system is the personnel management service - a division of the organization specializing in the implementation of personnel management functions in the organization. Modern personnel management services differ greatly from traditional HR departments in terms of functionality, methodology, principles, performance technology, and so on.

The diversity of approaches to personnel management stems from the historical and socio-economic conditions inherent in different countries. Today, the most important problems in the field of human resources in the development of the economy of most countries are recognized. Of particular importance in our country are the practical application of modern forms of personnel management, which allows to increase the socio-economic efficiency of any organization in a market economy.

In this regard, it would be expedient to study the experience of countries where the personnel management system has yielded results. Studying the experience of foreign countries will ensure the competitiveness of the economy by replacing the traditional system of governance formed in our country over the years with a modern and effective system of governance, increasing the focus on "human capital".

Literature review

Personnel management is a targeted influence on employees to make the most of their potential. In order to use the potential, material conditions (salary), moral, social and timely staff need to be trained in new technologies. Usually, the role of man has changed over time. At the beginning of the last century, the worker was seen as a labor force without regard to its material and spiritual needs. Then came the category of "labor resources". At the turn of the century, this concept meant the part of the population that was able to work and participate in social production. Using this term, scientists refer to the object of passive management [1].

In recent decades, the terms "staff" have been used instead of "employees", "personnel" and "human capital". Personnel is the personal composition of an organization that includes part-time and seasonal workers who are in an employment contract with the organization. Employees are a permanent part of the organization without part-time and seasonal workers. The company's human resource management is a set of measures to create and develop qualified personnel capable of achieving business goals [1]. If the firm does not face staffing issues, less attention is paid to managing these resources. An understanding of the

importance of employees only emerges when it is clear that they are the personnel who benefit the company.



Figure 1. Basic elements of the personnel management process

The main principles of the concept of human resource management are:

- 1) the decisive factor in the efficiency and competitiveness of the organization, where people are the main source of value added;
- 2) Focus on a strategic approach to human resource management;
- 3) Recognition of the economic feasibility of investments in the formation and development of human resources;
- 4) democratization of social partnership and governance;
- 5) enrichment of labor and improvement of working conditions;
- 6) continuous training and development of personnel;
- 7) Professionalization of human resource management [2].

The most important trend in the development of management in recent decades has been a systemic approach that is seen as a modern method of management thinking that allows to create an integrated and integrated management of the organization and its subsystems in modern market conditions.

The use of a systematic approach allows to reveal the internal structure of the human resource management system as a system consisting of three interrelated subsystems for managing the formation, use and development of human resources in the organization.

The main goal of the human resource management system is to ensure the quality and rational formation, development and growth of human resources to ensure the economic efficiency and competitiveness of the organization.

In modern organizations, human resource management is carried out in the process of performing certain targeted actions (management functions) that are inextricably linked and form the structure of the personnel service as an independent functional unit of the enterprise [2].

Personnel management has become increasingly important in recent times because in the implementation of management methods, problems inevitably arise that every manager definitely wants to solve.

Research methodology

In the course of the research, a comparative analysis of personnel management methods in Uzbekistan and Japan, along with such methods as scientific abstraction, induction, deduction.

Analysis and results

Scientific and technological advances that led to the complexity of the production process after World War II required the introduction of new mechanisms to motivate workers, improve their skills, regulate labor relations on the basis of partnership and cooperation, actively involve employees in management and participate in profits.

By the 50s and 60s, when the technocratic approach to management had disappeared, the concept of personnel management had evolved. In the new concept, which considers the employee not only as an individual, but also as a subject of labor relations, the role and place of personnel services in the organizational structure of enterprise management will change. The personnel management system covers many management issues: planning the needs of employees, attracting and professionally recruiting new employees, developing compensation programs, corporate training of employees and others.

After the 80s, with the development of socio-economic aspects of management, the intensification of business intellectualization and computerization, the acceleration of innovation processes, the concept of human resource management is formed, ensuring people's knowledge, skills, abilities as the main source and intangible assets of the organization.

Personnel management is a strategic and holistic approach to managing the most valuable assets of an organization, i.e. the people who contribute to the achievement of the firm's goals.

The main objectives of personnel management include:

1. Contribute to the achievement of the goals of the organization by providing the enterprise with the necessary personnel and effective use of skills, experience, activities of employees and their creative potential.
2. Forming the corporate culture of the organization, acquainting employees with the values of the organization and corporate identity.
3. Resolve conflict situations and create a normal social and psychological climate in the community.

In modern theory and practice of personnel management, two main approaches to the content and organization of this work predominate: American and Japanese.

With an 'American' or 'market' approach, personnel management tools are mainly focused on the external labor market, the state of the economy, demand for a particular product, and so on. The basic principles are: compliance of the employee with the requirements for the place of work, functions, responsibilities, job responsibilities, working conditions, labor behavior (focus on existing tasks) [1].

Management in Japan, as in any other country, reflects its historical characteristics, culture, and social psychology. This is directly related to the socio-economic structure of the country. Japan's methods of governing are radically different from European and American methods.

The Japanese management model turned out to be more adapted to the conditions of the scientific and technological revolution than the European or American system. Characteristics of Japanese management:

maximum attention to technological and technical innovations;

based on taking into account the social, cultural, historical and national characteristics of their country;

There are no strict management structures, personal responsibility, individual performance accounting. There is a lifelong employment system. In Japanese management, a person is not selected for a position, but rather a person is carefully examined using psychological tests to determine what responsibilities can be assigned to him or her.

In general, Japanese management is focusing on the latest management approaches in the context of the scientific and technological revolution. Thus, the approach to planning in Japanese firms, where the focus is on long-term planning, is noteworthy.

Japanese management, based on collectivism, used all the moral and psychological support of individual influence. First, it is a sense of duty to the community that is almost identical to a sense of shame in the Japanese mentality. Given that the tax system operates with its own strictly progressive fiscal mechanism based on average incomes and the material well-being of the population, there is minimal stratification of welfare in society, which allows for a more effective use of the sense of collectivism.

According to Japanese management expert Hideki Yoshihara, there are six signs of Japanese governance. Including:

Employment security and confidence building. Such guarantees lead to a stable workforce and reduce staff turnover. Sustainability serves as an incentive for workers and employees, it strengthens the sense of corporate community, harmonizes the relationship of ordinary employees with management. By freeing themselves from the danger of layoffs and having a real opportunity to move into a

vertical position, workers are encouraged to cultivate a sense of solidarity with the company. Sustainability also helps to improve the relationship between management and ordinary workers, which the Japanese believe is crucial to improving the company's performance. Sustainability, on the one hand, allows management resources to be quantified and to consciously focus their activity vector on goals rather than maintaining discipline. In Japan, employment guarantees are provided by a lifelong employment system - a phenomenon that is unique and incomprehensible to the European way of thinking.

Transparency and corporate values. When management and employees at all levels begin to share a common database of firm policies and activities, an environment of participation and shared responsibility is formed, which improves communication and increases efficiency. In this regard, meetings and conferences attended by engineers and administrative workers have yielded significant results. The Japanese management system is also trying to create a common foundation of corporate values for all employees of the company, such as priority of quality service, customer service, cooperation of employees with administration, cooperation and interaction of departments. Management always strives to assimilate and maintain corporate values at all levels.

Information-based management. It is especially important to collect data and use them regularly to improve the cost-effectiveness of production and product quality characteristics. In many companies that assemble TVs, they use an information collection system that allows them to determine when the TV is on sale and whose unit is responsible for the health of the unit. In this way, not only the persons responsible for the fault, but mainly the causes of the fault are identified and measures are taken to prevent this in the future. Managers review revenue, manufactured products, quality, and gross revenue on a monthly basis to see if these numbers are on target and to see the initial challenges ahead.

Quality-oriented management. Presidents of firms and management companies in Japanese enterprises often talk about the need for quality control. Their main concern in managing the production process is to obtain accurate quality data. The manager's personal pride lies in combining quality control efforts and, as a result, in the highest quality work of the assigned production area.

The constant presence of management in production. To help solve problems quickly and solve problems, the Japanese often place management staff directly in production facilities. After each problem is solved, small news items are added, which leads to the collection of additional news. In Japan, a system of innovative proposals and quality frameworks are widely used to encourage additional innovation.

Maintain cleanliness and order. One of the important factors for the high quality of Japanese products is cleanliness and order in production. Japanese

business leaders strive to establish procedures that guarantee product quality and increase efficiency through cleanliness and order.

Another important feature of Japanese management is the concept of lifelong learning. The Japanese believe that continuous learning leads to continuous improvement of skills. Everyone can improve their performance by constantly learning. This leads to self-improvement and the results achieved bring moral satisfaction. On the other hand, the purpose of training is to prepare for more responsible jobs and career advancement. But unlike the West's approach to governance, the Japanese emphasize the duty to improve skills without expecting any material gain. The Japanese are convinced that training alone can bring great satisfaction to a person.

The goal of the Kanban system is to combine production and information flows with minimal resources to successfully respond to changes in market conditions. However, if the product mix is limited or market demand is very stable, in a rapidly shifting environment through horizontal alignment of the final product table in response to market signals, then storage cost savings may be negligible. On the other hand, with a large change in demand, horizontal coordination without information centralization may be inefficient [4] (Table 1).

One of the important principles of the kanban system is that the next store in the production chain determines the work of the first, the delivery of the products of the second determines the work of the first. Through the Kanban cyclic chain, the whole system meets the market demand. In line with market signals that are transmitted rapidly from the bottom up throughout the entire production chain, in the Kanban system, the equipment in each workshop must operate efficiently using manpower. It is therefore an important element of a multi-functional working kanban system. Any worker who is temporarily relieved of production obligations in a workshop due to a decrease in production volume may be transferred to a workshop cleaning job that is sent for processing or sent to similar work in a neighboring workshop. Another important feature of the kanban system is quality control. Downstream stores can and should refuse to accept defective products from upstream stores. Quality control should be performed at each stage of the production process, not by a special inspector at the end of the main assembly line, and the waste should be rectified quickly [6].

Although the Kanban system looks like an imperfect information system, it is a very efficient mechanism that reduces the volume of domestic production, allowing to meet the unpredictable demand of consumers for various types of cars, a complex system of car production using more than 20,000 components. Thus, the Kanban system is often regarded as a zero-inventory or timely delivery method. Nevertheless, this system includes comprehensive control over production, inventory and quality. Today, the kanban system is used in many Japanese assembly

plants and is being implemented in some American factories. In most cases, once the kanban system is introduced, production costs are significantly reduced.

The Japanese firm seeks to encourage talented, highly productive and highly communicative employees, freeing them from changing jobs in the middle of their careers. Such a system has three important elements: a salary system that takes into account work experience and the services of employees; motivating individual workers based on individual work; lump sum payments at retirement.

The monthly salary of employees in a Japanese firm usually consists of three parts: payments depending on the characteristics of the employee; payments depending on the position of the employee; various benefits (housing, family support, etc.)

The cost to the employee of the average dismissal serves as a means of strengthening discipline in the firm.

If the hierarchy of levels is the result of competition in the labor market, it must meet the following two conditions in terms of motivation:

the firm should be interested in not terminating the contract, keeping in mind the possibility that the employee may exceed the standard requirements;

if there is an opportunity to reduce the cost of loss of prestige in society, it must perform its duties conscientiously for the benefit of employees at all levels and pay for the appropriate level of labor.

Management features in Japanese firms include: production of complex products based on standard, simple and easily manageable sets of operations (for this purpose, universal, easily adjustable equipment is used);

focus on increasing the level of automation, minimizing the number of unprogrammed deviations;

creating a “bottom-up” management mechanism that allows you to monitor the progress of the production process.

Table 1.

Specific aspects of the Japanese management system [5]

The principle	The essence
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Kanban	The shop, which receives Kanban from the main conveyor, sends its workshops, which are located at the previous production sites. Through Kanban's periodic movements, a two-way chain of independent workshops is realized.
Kaydzen	The organization should focus not only on global improvements in the manufacturing process, but also on technically insignificant changes.
Dismissal policy	The costs associated with labor mobility and, accordingly, the training and adaptation of new workers are reduced. The culture of the organization does not happen because of the frequent changes of employees.
Quality control	Quality control is performed at every stage of production. The conveyor line is equipped with lights to warn manufacturers of the appearance of poor quality parts.

Conclusion and recommendations

As a result of the research, the following conclusions were drawn:

- The Japanese style of management, in contrast to Western and other management styles, has a special significance with its humanity;
- At the heart of the Japanese School of Management is the importance of increasing the share of the human factor in making the right and modern decisions, and the principle of "bottom-up" in decision-making is the main motto;
- The principle of lifelong recruitment in the Japanese School of Management is important in reducing the costs and time factor associated with recruitment, as well as increasing the responsibility of employees to the future of the company.

Shortcomings in Japanese personnel management:

Japanese management includes continuous training, regular professional development, personal and career growth for each employee. But all of this only works because the company's employees are highly motivated. They believe in their position, they are ready for anything for their second family, and they know what will happen tomorrow and in a year - what position they will hold and how much money they will make. Sustainability, but not stagnation - this is based on the awareness of each employee about their place in the company team.

As for the structural shortcomings of the approach, modern researchers of management theory cite three problems of the Japanese model [7]:

due to collectivism and standardization, it is difficult to develop criteria for assessing the professional abilities of an individual worker, which leads to slow career growth;

the Japanese model, unlike the classic Americans, is distinguished by its peculiar flexibility, but this flexibility requires constant and rapid adaptation to external and internal changes;

the steady growth of employees whose careers are slowly growing, the qualifications of employees often exceed the requirements for the position they hold, leading to an unreasonable increase in the salary fund or the gap between salary and employee effort.

The real problem of the Japanese management system is constant overwork and high levels of stress. As a result, the Japanese do indeed often “dive in” at work. They themselves are convinced that this is justified and that other management systems will not recognize it.

The author presents the possibilities of applying the experience of Japanese personnel management in Uzbekistan:

- Based on the Japanese experience, Uzbekistan should introduce a system of lifelong employment. The introduction of a lifelong employment system in the country's management system will play an important role in strengthening the relationship between the employee and the enterprise, the employee for the company, the company for the employee;

- Based on the Japanese experience, it is advisable to start improving product quality from the first stage of the production process in the company. In this case, the quality control of raw materials, production process-quality control, quality control of the finished product before consumption is important;

- The monthly salary of employees in a Japanese firm usually consists of three parts: payments depending on the characteristics of the employee; payments depending on the position of the employee; various benefits. The development of small business and private entrepreneurship in our country and the imperfection of the personnel management system in business entities, the system of salaries and various benefits for employees make it necessary to apply the Japanese experience in this area of personnel management. Decent incentives for employees would increase their loyalty to their organization and lead to a reduction in employee dissatisfaction.

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