



FUNCTIONAL APPROACHES IN MANAGEMENT PERSONNEL WORK

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ANNOTATION

The relevance of an effective functional approach in the work of management personnel, its types and advantages are highlighted in the article.

Key words

functional approach, forecasting, design, motivation, organizations, training

Introduction

One of the most important tasks in any modern organization is to evaluate the work of a management employee. Today, the management of labor potential in enterprises, their effective use, requires modern management. In the Address of the President of the Republic of Uzbekistan Shavkat Mirziyoyev to the Oliy Majlis, he noted that "... business entities and new jobs created in each industry, sector, region and district are the main criterion for evaluating the activities of the leaders of these structures...".

Therefore, the number, potential, formation, development, and composition of employees are of great importance in enterprise management. The correct performance of the executive's functions affects the general economic results of the enterprise, and the correct and effective management functions are considered urgent issues.

The main part

A number of scientists, A. Fayol, L.A. Kostin, R.A. Belousov, P.V. Zabelin, I.P. Volkov, E.S. Kuzmin, G.S. Nikiforov, N. It was studied in the scientific researches of Q.Yoldoshev, O.A.Aripov. According to the approach, the work of management personnel is divided into 12 according to the functional approach:

- 1) knowledge - knowledge of a person, group, organization, its internal and external environment, real management situation;
- 2) forecasting - determining the main directions and dynamics of the development of controlled variables;
- 3) design - definition of the mission, goals and objectives of the organization, programming and activity planning;



4) communication and information - directing the necessary information to communication networks to form, structure and maintain, collect, change and manage communication networks;

5) motivation - rational influence determines the direction of activity of the management subject and object, encourages general activity;

6) leadership - conclusion of organizational agreements within the framework of enterprise activity, assuming responsibility for proposed decisions and their consequences;

7) organizations - implementation of management goals and tasks;

8) training - transfer of necessary knowledge, skills and qualifications to employees of the organization;

9) development - purposeful change of psychological variables of the individual and the group;

10) assessment - formation and application of activity norms and standards;

11) control - reflecting the real state of the organization in accordance with management goals;

12) corrections - making necessary changes to the goals and management program.

In order to evaluate the efficiency of the manager's activity, production and economic indicators are used, which describe such criteria as the quality, volume and delivery period of the produced product, the services provided. The most universal criterion for evaluating the performance of managers is the net profit ratio. However, it is also necessary to take into account a number of other indicators: the use of fixed and working capital, the efficiency of investments, employee turnover, etc.

In the functional approach, the leader's organizational activity is considered within the framework of his main tasks, and the advantage of the functional approach is based on the analysis of the leader's actual activity.

There are problems related to the reform of our country's economy in the context of transition to market relations. In particular, there are existing problems in enterprises and firms, including the low competitiveness of their products, significant inefficiency of business organization, lagging behind developed countries in the field of management in all its forms. Management methods in enterprises and organizations in our country are often outdated. There is a great interest in evaluating the mental work of managers. Also, the role of evaluation of work performance to improve the efficiency of enterprises and organizations is constantly increasing, we can see this for the following reasons: the difficulty of measuring management activity as a type of intellectual work compared to the physical work of workers, operators and other categories of technical personnel. In



this case, there are almost no production standards directly related to the manager's management work; that the relationship between the performance of the individual manager and the overall final results becomes more and more difficult in the conditions of deepened division of labor. It requires the use of modern methods in the process of evaluating the performance of managers; the increasing complexity and importance of management work due to the multiplicity and variety of functions, including professional differentiation, implies an increase in the role of evaluating the work of managers of all categories. Based on the above, one of the most urgent issues today is the evaluation and comprehensive analysis of the management staff's work efficiency.

Conclusions and recommendations

In our opinion, the functional approach makes it possible to form a group of criteria based on the requirements for professional knowledge, skills and abilities required for the correct performance of the objective evaluation criteria of the manager's work. In order to improve the effectiveness of the functional approach in the management of the leader, we recommend improving the skills of using modern information technologies, developing the ability to convey one's thoughts, forming a critical assessment of one's own activities, developing the ability to work with customers and partners, and developing permanent professional skills. In this article, one of the most urgent problems of modern managers - improving management efficiency - was studied. In general, the result of the work of the employee of the management apparatus is characterized by the degree of achievement of the management goal with the least cost. The main purpose of management performance evaluation is to improve the quality of work of employees, this process is of great importance for long-term salary determination as well as for training and development purposes.

Based on the data obtained as a result of the research and their analysis, we recommend the following suggestions. To increase the efficiency of management activities in enterprises:

- division of labor of employees under the head on a scientific basis;
- organization and repair of workplaces, covering their rational order and equipment, organization of effective system of technical service of workplaces;
- improvement of working conditions, ensuring the elimination of harmful production, rational organization in difficult physical, psychological and emotional production environment, formation of labor safety and health system;
- efficient use of working time, optimization of work and rest modes;
- rationalization of work processes, introduction of optimal methods of work, including understanding of work processes with the help of various methods and technical means, selection of the most effective methods of work, their



improvement and organization of production education, training; expansion and updating of scientific and technical information;

- strengthening of labor discipline, which implies strengthening of production and labor discipline, formation of a sense of responsibility, formation of creative initiative and other forms of active participation of employees in the life of enterprises and organizations;

- creation of an effective information system in the internal and external environment of the enterprise, development of an effective communication system in the enterprise;

- increasing the social efficiency of management work; practice new ways of motivation, teach team members to work together, voluntarily fight for the effective result of the enterprise;

- formation of the most optimal version of the management structure of the enterprise;

- eliminate the psychological barrier between the manager and subordinates;

- we think that it is necessary to create a satisfactory socio-spiritual environment, friendly relations and other such things in the team.

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