

## THE DIFFERENCE OF HR STRATEGIES AND HIGH PERFORMANCE WORK SYSTEM BETWEEN DEVELOPED AND DEVELOPING COUNTRIES

Masharipova Sabina Azamat qizi  
[sabinamasharipova0111@gmail.com](mailto:sabinamasharipova0111@gmail.com)

**Abstract:** In the western part of the field of management in Uzbekistan, the development of the science and practice of people management has developed somewhat differently than in Europe, and as a result, due to the historical development of the society and state of Uzbekistan, the process of people management in organizations has significantly differed from the process of people management in foreign countries. It should be noted that due to this "independent" development of management and more content on managing people, the ideas of this direction came to Uzbekistan with a little delay compared to foreign countries.

**Key words:** innovation, foreign model of personnel management, management, local model of personnel management.

**Annotatsiya:** O'zbekistonda menejment sohasining g'arbiy qismida odamlarni boshqarish fani va amaliyotining rivojlanishi Yevropadagiga qaraganda birmuncha boshqacha rivojlangan bo'lib, natijada O'zbekiston jamiyati va davlatining tarixiy rivojlanishi bilan bog'liq jarayon Tashkilotlarda odamlarni boshqarish jarayoni xorijiy mamlakatlardagi odamlarni boshqarish jarayonidan sezilarli darajada farq qiladi. Ta'kidlash joizki, menejmentning ana shunday "mustaqil" rivojlanishi va odamlarni boshqarishga ko'proq mazmun berilganligi sababli bu yo'nalishdagi g'oyalar O'zbekistonga xorijiy davlatlarga nisbatan biroz kechikish bilan kirib keldi.

**Kalit so'zlar:** innovatsiyalar, xodimlarni boshqarishning xorijiy modeli, menejment, xodimlarni boshqarishning mahalliy modeli.

**Introduction:** Nowadays, there is an objective change in the personnel management system around the world. Among the reasons for these changes, in particular, fundamental changes in technological development can be named. Under the influence of the information and communication revolution at the end of the 20th century, the economic conditions of all subjects of the world economy are changing, which inevitably leads to changes (often radical) in the ideas of a successful business model and personnel management methods in this new environment.

This system implies a clear structure of the duties of all employees of the company and, accordingly, a clear organization of the work of all members of the team. In addition, the main focus is on personnel work, so the selection of employees for a certain position is relatively strict according to their professional characteristics, regardless of friendship or family relations.<sup>1</sup> A comparative analysis of Uzbek and European personnel management models shows that they are almost similar, but still not the same. A positive feature of the European model is also the abandonment of non-professional features in the field of employment. In this respect it destroys knowledge and slavery. The Japanese model of management is characterized by the so-called "lifetime hiring", which is associated with the specific characteristics of the culture, so the management approach has the character of "traditional family", where the head of the family (of the organization) takes on the role of father and respecting and maintaining the philosophy of the business is of great importance. The advantage of this system is the ability of each employee to put forward his ideas to solve the problems that arise, as well as the superiority of horizontal relations over vertical ones.

Corporate social development also prevails. In our opinion, Uzbekistan should master this experience - the ability of employees to express opinions and create ideas; this will lead to an increase in the efficiency of the enterprise. The American model of personnel management is the opposite of the Japanese. The main difference between the American model and the Uzbekistan model is its orientation

<sup>1</sup> Maksimov NN theoretical foundations of innovative activity // young scientist. — 2016. — No. 10. 343 p

towards individualism. Another characteristic of this system is the emphasis on the importance of the entrepreneur, which creates a significant gap between managers and employees. To support the rules of commercial etiquette and the ethics of commercial relations between the manager and his subordinates. In order to solve the problem of the Russian management model of neglecting rules and work ethics , if these criteria are significant enough in the business environment, the experience of American managers should be adopted. A comparative analysis of the behavior management model of Uzbekistan's employees and European, Japanese and American management models was conducted. The study revealed positive and negative features of all the above personnel management systems.

**Results and discussions.** Since modern society cannot be imagined without the use of various electronic gadgets (mobile phones, laptops, tablet computers), the organization also requires the availability of information media and their processing facilities. Work with employees in the era of information technology should be aimed at solving two problems: the introduction of modern computer technologies in the process of data collection and analysis; Creating a virtual office is a system of direct access and active interaction between people who are far from each other. The main technologies based on the application of software and software can be called: Remote access and interactive collaboration for solving common problems in the field of personnel management - Skype chat, filling out electronic questionnaires, distributing electronic copies of personal documents, remote teaching and others. Creation of databases for accounting and control of personnel statistics (labor discipline, personnel dynamics, analysis of personnel quality, etc.);

Conducting video conferences with the participation of employees in remote departments; Transfer of relevant information (news) to personal e-mail of employees, etc. Researches of foreign and local authors attract attention, because they show that organizations prone to innovation use such personnel management in their personal work: The potential of employees training is required due to development; Very high salary; Attract and retain effective employees; Provide career planning and development in the organization; Encouragement and support of employees, which gives a high result of the activity; Sharing of information necessary to achieve high organizational results; Promotion of initiative and independence, responsibility of employees; Ensuring the balance of interests between the company and the employee . Based on the above features in personnel management, the important role of the employee in the innovative activity of personnel management is clearly indicated. The main tendency of personnel management is an individual approach to each employee, taking into account his characteristics, so the approval of any innovation directly depends on the acceptance or rejection of his employees.

But innovation can be perceived by employees as failure and resistance. In this regard, before implementing innovations, many authors believe that it is necessary to prepare employees for innovations. These areas can be reflected in such management decisions: Improving personnel training. Enlightened workers with a good perspective are easily given to innovation and act as innovators of ideas; Management and production technology. Provision of technical equipment for public property employees; Giving employees the freedom to express their opinions about the changes that are taking place. Holding discussions and consultations with employees about news in the organization; Maintaining relations between employees and all departments of the organization, as well as external competitors and educational institutions; The ability to go beyond the functional duties of employees by encouraging creativity and independence;

Providing employees with the necessary amount of information and resources to achieve organizational goals. Thus, the presented innovative personnel management gives a clear idea that the employee of the organization takes the main place in the management of employees. All efforts aimed at increasing profits are based on meeting and developing the needs of employees, which in return will make every organization work effectively with creativity. Each organization defines its own management style and takes its own measures to implement an innovative policy in the field of employee services. The most important aspect of successful organizational development is the attitude towards the person in the working group.



**Summary.** It's hard to motivate employees if they don't directly intend to innovate. Analysis and testing of employees is also necessary to identify similar individuals in a particular team to achieve organizational goals. An organization can work successfully only if there is a willingness to work in the comfort of the professional activity and the availability of suitable people nearby.

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