

## Specific Characteristics of the Japanese Model of Innovative Development of Personnel Competences

**Jumaev Zafar Ikromiddinovich**

Head of the Bukhara region branch of the State Service Development Agency under the President of the Republic of Uzbekistan

**Mukhsinova Fotima Anvarovna**

Inspector of the Bukhara region branch of the State Service Development Agency under the President of the Republic of Uzbekistan

**ANNOTATION:** The article discusses the competency-based approach to employee selection, its features and practical application in employee evaluation. The subject of the research is the study of methodological foundations and scientific achievements of employee evaluation on the example of a civil servant. Research methods are based on the Japanese model: methods such as balance, classification, analysis and synthesis are used. The practical significance of the research is highlighted by innovative methods for improving work with employees. The scientific novelty of the study is the formulation of the concept of improving the management of civil servants, which provides transparency of requirements for civil servants themselves and encourages them to constantly develop and increase their powers.

**KEYWORD:** powers, model, staff, choice, experts.

A number of problems and dangers arise as a result of the formation of a multi-sectoral economy in the country, renewal of the structure of the production network, and changes related to the labor market. Privatization of state property, development of individual private ownership, globalization processes served to modify the labor market and restructure the employment of the population, which complicated the issue of finding the necessary employees in front of the socio-economic systems, and due to the rational use of the opportunities of the labor market, the potential of personnel to be innovative made the issue of finding new mechanisms of development management urgent.

The accumulated experience of developed countries in personnel management is of urgent importance from the point of view of organizing the model of innovative development of human resources. Based on the study of this experience, it is possible to determine which directions of this activity can be used in the economy of Uzbekistan and which of them can give real economic results, and which of them are considered special privileges of foreign management.

The Japanese experience in innovative development of human resources is noteworthy. This is the result of Japan achieving one of the highest indicators in the world in terms of labor productivity, high quality of innovative products, leading the world in the production of high-tech products, and taking the third place in the world in terms of the size of the country's gross domestic product [1].

Japan's experience in the innovative development of human resources is being adopted, first of all, by the countries where the subsidiaries of the largest Japanese corporations in the production of electronic equipment are located. First of all, it is possible to include Southeast Asian countries - Malaysia, Thailand, Singapore, Taiwan. Also, Nissan, a subsidiary company based in England, was one of the first in the British Isles to use advanced Japanese methods of innovative development of human resources [2]. China's "economic miracle" observed in recent years is largely the result of the application of Japanese experience.

Scientific research of the experiences of the above developed countries in terms of innovative development of personnel potential and their use in the Republic of Uzbekistan are the current issues of today.

### **Analysis of literature on the topic**

The concept of "personnel expertise" began to be used in special literature relatively recently. This concept was considered, first of all, in the section of separate branches of production and socio-economic system. At the same time, the concept of "human resources" is used to describe the opportunities and employment of employees in the economy of the entire country or its individual regions.

I.V. Kuznetsova proposed the following definition of personnel competence: "Personnel potential shows the totality of personnel and its opportunities to achieve the goals of the socio-economic system" [3].

The term "competence" was first introduced into the practice of science by V. Maxwell in 1982 in terms of considering the trends and conditions of innovative development of personnel competence, and it represents the rational combination of knowledge and abilities possessed by personnel of this system, considered in a short period of time [4].

Amendment to the "reengineering" system by introducing the concept of core competence, developed by Professor S.K. Prakhard of the University of Michigan and Professor Henry Hammer of the London Business School, allows it to be used in the economy of countries [5].

Academician K.Kh. Abdurakhmanov conducted research on the human factor and its effective use in Uzbekistan [6]. K.I. Muratov [7] with the issues of effective management of innovative development of personnel skills, V.A. Imomov [8] was involved.

The results of the study of the published sources of scientific literature showed that the issues of using foreign experiences of innovative improvement of personnel potential in the practice of Uzbekistan have not been scientifically interpreted.

### **Research methodology**

Systematic analysis, comparative analysis, historicity and logic, mathematical analysis and synthesis, monographic analysis and grouping methods were used in the research. The system-content method is widely used in the innovative development of personnel potential. This method involves the analysis of the studied object within a larger object. For example, when researching personnel potential in the system-content method, the object - personnel potential is considered, and a larger object - labor potential, and its quantitative and qualitative changes, as well as its location characteristics and factors affecting it, are also required to be studied.

One of the widely used methods in the innovative development of human resources is the method of comparative analysis. In this method, before comparing the changes in personnel structure, the absolute and relative indicators are compared. A mathematical method is used when researching changes in personnel composition. This method helps to specifically calculate indicators of personnel potential and to perform a comparative analysis of these indicators within enterprises (organizations).

**Analysis and results**

In Japan, every corporation has its own corporate philosophy, in which the main focus is sincerity, harmony, and improving the life of society. The basis of the approach to the innovative development of human resources in the country is, first of all, the understanding that the creation of material and spiritual wealth is a sphere of human activity that is implemented within its framework.

In Japan, the main factors that determine the prestige of any socio-economic system include: legal status, market share it controls, stock exchange membership and corporate philosophy. They are more important than the level of profitability or the price of shares, because the prestige of the corporation determines its ability to join external financial sources and attract high-potential human resources [9].

Thus, in the innovative development of human resources, the first priority is not the high profit and economic results, but the creation of a positive image of the partners, which will help them achieve high performance results in the future. A positive image, in turn, allows attracting new and high-quality human resources [10]. In our opinion, setting priorities in this way is of urgent importance for the business of Uzbekistan. It is not a secret that many local business entities still continue to put pure economic profit in the first place in their activities without thinking about the "tomorrow" of business.

The directions of innovative development of human resources in Japanese corporations can be expressed in three groups [11]:

1. The socio-political aspects of the innovative development of human resources reveal the social essence of state management of society, its interests in domestic and international relations.
2. The structural and functional aspects of the innovative development of human resources in Japanese corporations determine the composition of the management system, its target tasks and the order of operation in the real activity process.
3. Improving the manager's management activity will clarify the description of this activity. In regulatory documents and methodological recommendations, this group of aspects of innovative development of personnel potential of Japanese corporations is usually represented by the following aspects of management activities: legal regulation of management activities; approach to personal activity; certainty of impact on activity results; motivation and encouragement of management activities.

The experience of Japanese corporations in ensuring the innovative development of personnel potential and the comprehensive approach to taking into account the role of the leader in this process are very relevant for the practical management of Uzbekistan. It should be noted that often local socio-economic systems do not use such a systematic approach to management activities, but only individual principles, which does not lead to the required results in the field of increasing the level of competitiveness and long-term development of human resources.

It should be emphasized that in the former administrative-command system, the authoritarian style of leading labor teams was traditionally widespread. The transition to the market economy, the processes of democratization of social life in the country, the expansion of business spheres, the emergence and development of various, including non-state, forms of economic management - required a fundamental change in the leadership style to ensure the innovative development of personnel potential.

In our opinion, the set of acmeological requirements for management activity, which allows creating optimal models of the labor process in Japanese corporations, is of particular interest in order to create a national

model of innovative development of human resources. The acmeological work model is presented in Figure 1.

As can be seen from the given drawing, this model of acmeological work represents a system of rules that reveals its structure, the composition of its main elements, their interrelationship, functions and summation. The implementation of this model allows managers and employees to effectively realize their personnel potential in the interests of achieving results, as well as to implement all management activities according to the optimal algorithm and to the maximum technological level.

							Cocktail results  Education, internal corporate, leadership optimization, personal development	
	Professional work in IIT	The purpose of work	Subject	Object	nformation, means of communication			
	The management problem situation combines the following: motivational, learning and functional-activity components.							
	Components of a management problem situation  Motivational-value-related, structural-functional, fast-technical							
			Purpose, task, motive	Management entity	Information	Means of communication	Management object	
	Functional elements of management activity	— ►	Composition of functional elements					
			Gnostic	Prognosis	Constructive narrowness	Organizational	Communicative	
	Algorithm of management activity	— ►	Management cycle					
			Determining the management object and its problem level	Clarify the goal, assess the situation	Decision making	The plan is to start	Organizational execution	
	Management process technology at different stages	— ►	Technology is a strategy-tactic-technique of management methods, force, means of involvement at all levels					
			Target orientation	Information-analytical works	Organizational planning work	Organizational and educational work		
	Results of management							

	activities (internal and external)	Reduce the problem to the level of the task	Choose the optimal option	Forming a control mechanism (interactions and connections between objects and subjects)	Management influence

In order to create a model of innovative development of personnel potential, it is appropriate to distinguish its structural elements:

1. Goals, tasks and work motives formed in orders and orders (the degree of their compliance with the goals of the management system).
2. Information (its level of compliance with the current state of knowledge, the real reality of production and requirements).
3. Means of communication (the level of compliance with the current level of their work development, the requirements for professional in-depth knowledge of the management).
4. The composition of employees, the real level of readiness for work of certain specialists and the fulfillment of service obligations under their managerial leadership, as well as the effectiveness of organizational work in this regard.
5. The leader as the main element forming the system is a creative person, who is given wide rights, he forms the work goals of his management activities and subordinates, he has information, tools and other opportunities to perform all duties and management functions in accordance with his position. will be

All functional elements of innovative development of human resources ensure the effective solution of the general management task. Such a task essentially consists in eliminating the differences between the actual and expected levels in solving the problem of choosing one of the best options.

The general goal of the innovative development of personnel potential is to express it as a guaranteed fulfillment of all the tasks set before it by the system employees in the field of economic activity. In this case, creating a model of innovative development of human resources is considered as a process of influence of one (management) system on another (managed) system, which is appropriate for the purpose, aimed at changing its composition or transferring it from this state to another state, or changing the ratio set by the managed system itself or by a higher system. should be released.

It should be noted that success in the field of professional work is determined by the results of solving various tasks in management activities. The leader should find here the most important component of the possible problematic situation. In the field of creating a model of innovative development of personnel potential, its identification and timely elimination can be considered as an internal task of increasing the competitiveness of an economic entity. Solving this task represents the essence of optimizing the manager's management activities.

The Japanese method of innovative development of human resources is based on persuasion rather than coercion. The management activity of the leader consists in the implementation of analytical-constructive, activity-related regulatory, communicative and evaluation-corrective functions that ensure effective influence on subordinates and teams for the guaranteed performance of the production tasks before them. The essence of this activity is to create motivated relationships in teams for the most successful solution of all types of such tasks. Motivated relationships are expressed in the harmony of interactions of all members of work teams. In this case, the leader does not separate himself from the group of employees under his command, his

task is not to direct the work performed by others, but to provide them with the necessary help and support, to facilitate the mutual relations of employees, to form harmonious relations between employees.

Japanese firms spend three to four times more time and money on training each employee than American firms. In Japan, continuing education is seen as part of the labor process. The concept of "flexible employee" forms the basis of professional education in Japanese companies. Its purpose is to train employees in not one, but 2-3 specialties, and then improve their skills throughout life [12].

Among the main characteristics of the innovative development of human resources, which have a direct impact on the maximum involvement of human resources in Japan, the following can be included: lifelong employment; payment of wages according to the years of work; effective activity of the company's trade unions; internal corporate labor market; training for internal corporate production; share collective decision-making and collective bargaining systems; internal corporate social security; joint consultation systems for workers and entrepreneurs; quality control circles [13].

Within the framework of innovative development of personnel potential, human resource management is one of the most basic functions characteristic of any socio-economic system. For example, in Japan, the following twelve rules of leadership, which are necessary to create conditions for the innovative development of human resources, are very popular:

The leader should not be a driver. The driver leads and the leader follows. A driver relies on his authority, and a leader relies on the help and support of his followers. A driver forces subordinates to live in a world of rumours, guesses, assumptions and opinions. The leader introduces the situation, involves in solving various problems.

The leader should believe in his work, be brave, steadfast, courageous and be able to show these qualities to his subordinates. Taking a different and bold step, keeping your head upright helps to build a sense of self-confidence.

The leader must know the science of management.

He should learn to value the time of subordinates.

The leader should be serious and demanding. But seriousness and demandingness should never turn into rudeness, capriciousness, and looking for dirt under the fingernails.

Being able to criticize and accept criticism.

Being able to punish and forgive. In this case, the first *khaifsan* should be announced alone.

The leader should be polite and open-minded.

Have a sense of humor. Humor is usually closely related to mood, and a good mood can increase productivity.

Being able to speak and listen.

Being able to keep quiet.

The leader should know his subordinates well. This is an important psychological aspect, especially in large communities, where the risk of a person "disappearing" is always present.

In our opinion, these twelve rules should be hung in the leaders' rooms. Now, in many organizations, it is customary to use special phrases and wise words from the works of scientists such as F. Nietzsche, Z. Freud on the "leader-team" and "leader-employee" relationships. However, these beliefs reflect the thesis of what a modern leader should be in a very short form, but in the full sense.



The effectiveness of the innovative development of personnel skills is closely related to the ability of managers to rationally organize, regulate and control team activities. The following main criteria describing the innovative development of human resources needed to create a suitable model can be distinguished: quality of planning; the quality of work on the selection, placement and training of managers; the quality of organization of management activities of leaders; control quality; quality of accounts and reports.

In the Japanese theory of innovative development of human resources, eight main groups of characteristics are distinguished, which determine the importance of a specialist for the system:

- 1) the ability to effectively interact with colleagues who are equal in terms of position and to communicate on formal and informal grounds;
- 2) the ability to demonstrate the necessary leadership qualities in communication with subordinates;
- 3) the ability to find a way out of conflict situations and make them different;
- 4) the ability to receive and process the necessary information, evaluate, compare and assimilate it;
- 5) the ability to make decisions in uncertain situations;
- 6) the ability to manage one's time in different ways, to distribute work among subordinates, to give them the necessary powers, to make effective decisions quickly;
- 7) the entrepreneur's ability to demonstrate entrepreneurial qualities: setting promising goals, using favorable opportunities, changing the structure of the socio-economic system in time;
- 8) the ability to practically assess the possible consequences of one's decisions, to learn from one's mistakes.

In order to more clearly demonstrate the process of creating a model of innovative development of human resources in Japanese corporations, it is necessary to consider the structure of such a model in the form of a corporation, which is the most typical for this country.

Currently, there are two levels of formation and implementation of the model of innovative development of human resources in Japanese corporations: socio-economic system and individual level.

In order to describe in detail the model of innovative development of human resources, we have chosen the Japanese corporation TVS (Tokyo Broadcasting Corporation). In the corporation, the personnel management department is a centralized department that deals with the formal and institutional aspects of the innovative development of personnel potential. In addition, the employees of this department help to implement the leadership of the personnel at the individual level. The structure of this Japanese corporation is very simple and reflects its corporate philosophy based on mutual support and hierarchy.

Selection of personnel, relocation, development, taking disciplinary measures, working conditions, payment of labor, social payments, as well as solving issues related to labor relations are considered the main elements that form the model of innovative development of personnel potential.

It is known that the activity of the person is primarily related to the activity of the person in the system of production relations. This mechanism is separated by a system that aligns personal and social interests of employees. Therefore, there is a need to improve the methods and forms of innovative development of personnel potential in the conditions of the labor market in Uzbekistan. Socio-economic systems require the management to systematically work on the qualitative improvement of its personnel potential, that is, to conduct such a policy in the field of personnel management, that its goal is to form a personnel structure with strong motivation and high abilities aimed at achieving the goal of the entire system. In our opinion, one of the main ways to solve this problem is social adaptation and professional orientation of the employee in the labor team.

## Conclusions and suggestions

The assessment of the possibilities of innovative development of personnel potential in the republic allows us to note that today innovative development strategies and programs are being formed in global practice without taking into account his components as an individual and using it mainly within the framework of the economic system rather than the social one, focusing on the employee - the person. The practical activity of many socio-economic systems testifies to the existence of a strong connection between the processes of innovative development of personnel potential and the strategic activities of the system, which should serve to achieve the main goals of the system while maintaining the known classic tasks of personnel management in the conditions of new economic management.

Thus, on the basis of foreign experience, it can be seen that the rational use of human resources and the innovative development of human resources are closely related to the development of new approaches to personnel management, new methods of its improvement, and the development of new technologies. In order to solve this task, a model developed based on the world experience of providing processes of innovative development of human resources is recommended (Chart 2).

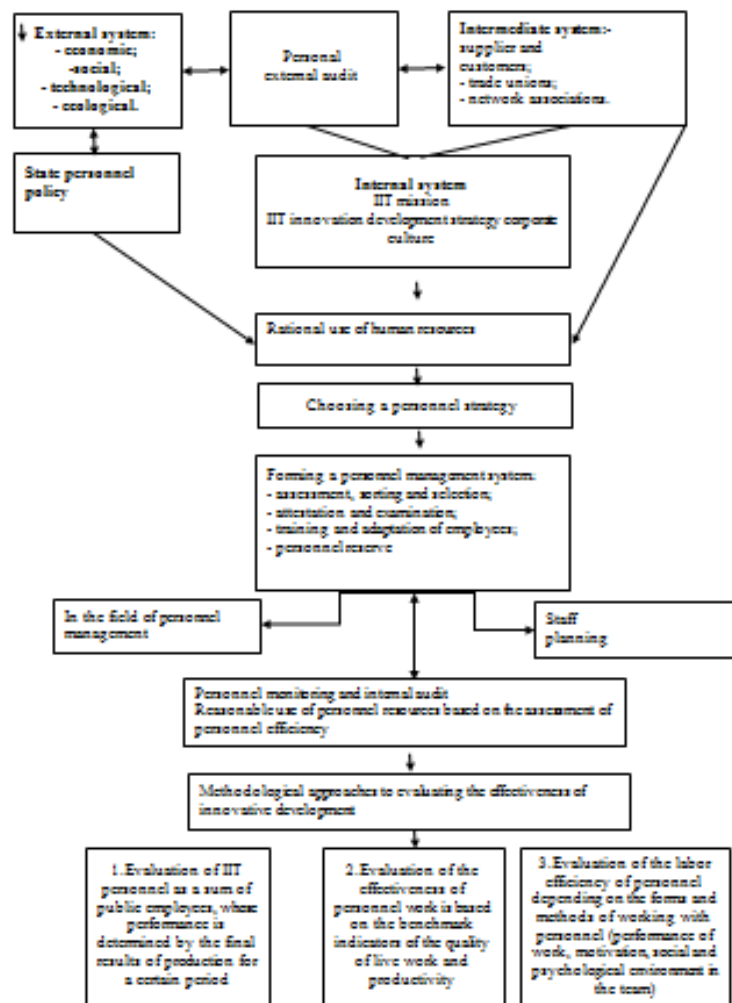


Figure 3. Model of innovative development of human resources

Source: developed by the authors.



In our opinion, the advantage of this model is that, first of all, it reflects the mechanisms and implementation processes of innovative development of human resources, the direction of formation, and the general components of innovative development processes. Secondly, through the mechanism of rational use of human resources, it helps to coordinate, regulate and develop the potential of human resources, as well as to establish an effective system of personnel planning, personnel monitoring and internal audit.

## Used literature

1. Votyakova I. V. Innovative development of the personnel potential of the organization in the conditions of restructuring // J. Economics of construction. - 2011. - No. 2 (8). - P.23.
2. Armstrong M. Strategic human resource management / per. from English. - M.: INFRA-M.-2002. - P.71.
3. Kuznetsova I. V. Personnel management in the industry. // Diss. cand. economy, science Kazan, 2002. - P.66.
4. Fedoseev V.N., Kapustin S.N. Personnel management of the organization: Proc. allowance. - M.: Publishing house "Exam", 2016. - P.99
5. Torrington D. Human resource management. M.: DiS, 2014. - S. 236
6. Abdurakhmanov Q.Kh. In Uzbekistan, the human factor and interests are the highest value. - T: Gafur Ghulam Publishing House, 2017. - 364 p.
7. Muratov K.I. Effective management of innovative development of human resources // "Economics and innovative technologies" scientific electronic journal. No. 3, May-June 2016.
8. Imomov V.A. Effective use of labor potential of the rural population of the Republic of Uzbekistan. Dissertation for the degree of candidate of economic sciences. - T.: UzR FA Institute of Economics, 2009. - 155 p.