

Establishment of management policy of personnel in enterprises (in the example of Angren coal mine in Uzbekistan)

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Abstract: An essential element of any business's efficient operation is people management. Establishing efficient human management practices is especially important for businesses in high-demand industries like mining in Uzbekistan, where industrial development is a major factor in economic growth. The process of creating people management policies at Angren Coal Mine, one of the top coal extraction companies in Uzbekistan, is examined in this thesis. The study examines the problems, tactics, and results of human management today and makes suggestions for raising employee happiness and organizational effectiveness.

Keywords: personnel management, skill development, employee recognition, training programs, workforce diversity, data-driven decision making, strategic HRM, organizational success

1. Introduction

Significant changes have occurred in the personnel administration of Uzbekistan, particularly after the independence of the country in 1991. Businesses had to reevaluate how they handled human resources as a result of the transition to a market economy. Important topics including workforce training, labor productivity, and the necessity of coordinating human resources with corporate objectives have gained prominence. The appropriate people in the right jobs at the right times with the correct talents are guaranteed by effective personnel management. The entire success of the business is influenced by increased productivity, decreased attrition, and improved working conditions. In Uzbekistan, managing employees is crucial to promoting industrialization and making sure businesses can compete on the international stage.

2. Literature review

Recruiting, choosing, training, developing, and keeping employees are all considered aspects of personnel management. Setting performance goals, handling disputes, and maintaining a positive work atmosphere are also included. In contemporary businesses, strategic decision-making heavily relies on human management. Over time, the idea of human management has undergone substantial change. At first, it was mostly concerned with administrative duties like hiring and wage management. However, the scope of human management grew to incorporate strategic functions as organizations became larger and more complex. Modern ideas of personnel management were founded on the work of pioneers in the field of human resources, such as Frederick Taylor and Elton Mayo. Known as the "father of scientific management," Frederick Taylor popularized the notion that productivity might be raised through effective human resource management. [1]. Taylor's concepts placed a strong emphasis on the necessity of training employees, matching them with appropriate jobs, and using organized

techniques to ensure performance. [3]. Despite its original emphasis on industrial environments, his work had an impact on the evolution of personnel management techniques more broadly. The Hawthorne Studies, carried out by Elton Mayo in the 1920s and 1930s, examined the human element of the workplace and demonstrated that employee motivation and job happiness are essential for output. [3]. By highlighting the significance of social variables in the workplace, Mayo's research changed the perspective of people management from one that was solely transactional to one that was more relational. Globalization, changing work settings, and technological advancements all have a significant impact on personnel management today. Because of the growing diversity of the global workforce, managers must deal with a range of cultural, generational, and technical disparities. 75% of multinational corporations stated that enhancing talent management was one of their key goals, per a 2023 World Economic Forum survey. [4]. In addition, 67% of companies were funding leadership development initiatives to create a staff prepared for the future, according to the same research.

In Uzbekistan, where mining and industry are major forces behind economic expansion, human management techniques are changing to satisfy the needs of contemporary businesses. For instance, technological developments in mining operations necessitate a staff with specialized technical skills, making the demand for qualified personnel at the Angren Coal Mine especially urgent. Data from the Uzbek Ministry of Labor indicates that the technical requirements of contemporary industries like mining and the abilities of the labor pool are significantly out of sync. This disparity emphasizes how crucial thorough training initiatives and astute human management are to maintaining a company's competitiveness. Strategic decision-making in modern businesses heavily relies on human management. These days, HR departments help managers understand the skills and competencies needed to accomplish the organization's long-term goals, shape those goals, and offer data-driven insights on workforce trends. For example, data analytics has emerged as a crucial tool for HR professionals, enabling them to make well-informed choices on

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performance management, employee retention, and talent acquisition. A Gartner survey from 2022 found that 63% of HR directors said they used data analytics to improve their strategy for attracting and retaining people. [5]. Furthermore, it is becoming more widely accepted that encouraging innovation and organizational transformation requires effective personnel management. Effective personnel management ensures that workers at companies like Angren Coal Mine are not only competent but also flexible enough to adjust to new procedures and technology. Personnel management makes sure that the workforce is equipped to meet the difficulties presented by automation and technological change by putting in place leadership initiatives, career development opportunities, and ongoing training programs.

3. Research Methodology

This article examines Angren Coal Mine's personnel management using a qualitative case study methodology. In addition to analyzing internal papers and reports, it entails conducting interviews with important stakeholders, such as HR managers, staff members, and union representatives. This method enables a thorough comprehension of the intricate dynamics inside the company. Interviews are conducted with managers, HR staff, and workers at different levels to comprehend workforce management tactics and issues. For instance, according to an interview with the manager, HR Manager at Angren Coal Mine, one of the primary problems is the high incidence of employee turnover among young people, which is linked to a lack of prospects for career advancement. To evaluate the efficacy of current personnel policies, company records, employee satisfaction surveys, and training initiatives are reviewed. Employees' average participation rate in training programs is only 56%, according to the most recent internal data from the mine's HR department. This suggests a deficit in skill development activities. [6]. The difficulties with the current people management system were further highlighted by observations that included conversations with frontline employees who voiced concerns over safety procedures and work-life balance.

4. Analysis and Results

The inability to recruit and retain experienced workers, particularly for high-tech operations, is one of the most urgent issues facing Angren Coal Mine. The abilities of available personnel and the technical requirements of these systems are becoming more and more out of sync as the mining sector depends more and more on cutting-edge technology and contemporary equipment to increase productivity and efficiency. This lack of skills is not specific to Uzbekistan; rather, it is a problem in many developing nations where workers are not always prepared to keep up with the quick speed of technological development. For example, the requirement for qualified specialists to operate and maintain the mine's increasingly automated machinery such as conveyor belt systems or automated drilling machines has increased. Many workers, however, lack the formal training or technical know-how required to operate such technology efficiently. Consequently, the mine can encounter difficulties in guaranteeing seamless and effective

operations. For instance, it was discovered that just a small portion of the staff at Angren Coal Mine have the expertise required to run the new automated systems during a recent equipment upgrade. As workers received more training, this resulted in production delays and more downtime. The circumstance serves as an example of the more general problem of skill gaps between the technical demands of contemporary mining operations and the personnel that is now available. Another issue that Angren Coal Mine has is employee motivation. Although the mine provides money incentives, including bonuses for reaching certain goals or high production levels, non-financial accomplishments are not given the same attention. Maintaining a motivated and engaged workforce requires non-monetary rewards including recognition for innovation, better work habits, and safety contributions. Organizational behavior research has demonstrated that, although monetary rewards are significant, non-monetary acknowledgment can significantly affect worker motivation. Verbal acknowledgement, prizes, chances for professional advancement, and cultivating a sense of accomplishment are examples of non-monetary rewards. [7] Many workers at Angren Coal Mine, however, have voiced their displeasure at not being acknowledged for their contributions outside of financial performance. Disengagement, decreased productivity, and even greater turnover rates may result from this. For instance, a worker who adopts a more effective work practice like a more efficient way to carry materials might not be officially recognized even though the technique significantly boosts production. These improvements are frequently overlooked, which irritates staff members who believe their efforts are not acknowledged. [8].

At Angren Coal Mine, worker safety is still a major concern. The nature of mining operations entails substantial dangers, including equipment-related accidents, hazardous substance mishaps, and structural problems in the mine itself, even though safety procedures have improved over time. Despite advancements in safety, the number of accidents at work indicates that further steps are required to protect workers' health. A number of issues, such as inadequate safety training, human error, and disregard for safety procedures, frequently contribute to accidents in the mining sector. Even though Angren Coal Mine has improved its safety protocols, training, communication, and the workplace's general safety culture may all use some work. According to a recent mine report, there were numerous instances of workers suffering minor injuries as a result of slips, falls, or improper equipment usage. [9]. These incidents suggest that safety procedures may not be completely integrated into the mine's day-to-day operations, even with safety briefings and safety equipment in place. Employees have also complained that safety exercises are not done often enough, which leaves them unprepared for situations.

5. Conclusions and Recommendations

From being solely an administrative task, personnel management is now a key factor in the success of organizations. This change, which was brought about by influential academics and international best practices, highlights how crucial it is to match human resources with more general company goals. Addressing the issues that



organizations face today, such as workforce diversity, technology improvements, and talent shortages, requires effective hiring, training, and development. With its emphasis on data-driven strategies, modern human management is essential to accomplishing long-term corporate objectives. Organizations should collaborate with academic institutions to provide specialized training programs in order to alleviate the skills deficit. Both soft skills like communication and leadership as well as technical skills like mastery of new technologies should be emphasized in these programs. Employees will be able to stay up to date and prepared to meet changing market expectations with the support of ongoing professional development opportunities. Organizations should put in place reward systems that honor accomplishments like creativity, safety enhancements, and teamwork in addition to offering monetary incentives. Employee engagement and morale can be greatly increased by regularly recognizing their contributions, which promotes a happy and effective work environment. Organizations may make well-informed decisions on hiring, employee performance, and training requirements by integrating data analytics into people management. Businesses may forecast future labor requirements, spot patterns, and create proactive plans to close gaps by utilizing data. Companies should concentrate on developing welcoming cultures that respect many viewpoints and experiences as worker diversity becomes importance. Innovation can be encouraged and organizational performance can be enhanced by putting diversity training into practice and making sure all employees have equal opportunity.

In conclusion, a comprehensive, all-encompassing approach that combines human resource procedures with the overarching business plan is necessary for modern personnel management. Businesses can boost employee satisfaction, boost performance, and eventually achieve long-term success by emphasizing skill development, recognition, data-driven decisions, and diversity.

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