

**IMPLEMENTATION OF MODERN HUMAN RESOURCE MANAGEMENT SYSTEMS
IN ENTREPRENEURSHIP AND SMALL BUSINESSES**

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Abstract: This article examines the issues of implementing modern human resource management systems in entrepreneurial and small business entities. The opinions of foreign and domestic scholars are analyzed, the stages of evolutionary approaches to human resource management, their content and essence, the main tasks of implementing modern management systems, and practical ways to solve them are highlighted. The article is aimed at improving the efficiency of labor resource management to enhance enterprise performance.

Keywords: entrepreneurship, small business, human resource management, labor resources, modern management system, innovative approaches

Introduction. Today, the countries of the world are experiencing a systemic crisis associated with the transition to a digital economy. Due to fundamental changes in the outside world, existing paradigms have ceased to meet modern requirements. In this regard, the leadership of natural and technical sciences related to the knowledge and conquest of nature has shifted to the leadership of sciences about the balance of nature and society based on the rational evolution of man, society, and their interaction.

In this direction, in order to further develop science in our country, educate our youth as people of deep knowledge, high spirituality and culture, and raise it to a new, modern level in terms of forming a competitive economy, our President Sh.M. Mirziyoyev proposed to name 2022 the "Year of Science, Enlightenment and the Development of the Digital Economy."

According to it, the "1 Million Programmers" project will be implemented to train highly qualified specialists based on the "Digital Uzbekistan - 2030" program, and the "El-yurt Umidi" foundation will send more than 700 scientists, professors and teachers abroad for scientific research and advanced training.

The existing traditional forms of labor relations today do not have sufficient flexibility and cannot fully meet the requirements of the digital economy, the growing competition in the domestic and global markets. With the development of an innovative and digital economy, the place and role of a person in the economy and in production activities are also changing significantly. In relation to this information society, such basic concepts as "labor", "work", "free time" and "leisure time" remain rather abstract and relative in comparison with the conditions of the innovative economy. The content of the labor process is also changing, the attitude towards a person, the methods of organizing and using labor, and the approach to the education system are also changing.

Analysis of literature on the topic

The term human resources was first used in the 1970s. The ideas of harmonizing social and labor relations, human capital, and human resources development proposed by the International Labor Organization are currently reflected in the conceptual form in the works of foreign scientists such as G. Becker, T. Schultz, A. Sen, O. Kosenko, D. Karpukhin, S. Marr, RL Daft, M. Armstrong, M. Cumming. At the same time, the methodological foundations of the labor market and employment in private entrepreneurship were developed by A. Smith, D. Ricardo,

JB Say, labor supply and demand, and entrepreneurial characteristics are indirectly covered in the scientific works of J. Keynes, D. Coase, M. Mintz, P. Samuelson, A. Marshall, A. Pigou, M.

Friedman, and others.

The role of human resources in the formation and development of the labor market in a market economy is discussed by CIS scientists V. Bulanov, N. Volgin, N. Luneva, Yu. Odegov, V. Plaksya, A. Rofe, G. Rudenko, N. Filimonova,

It has also been studied to some extent in the works of economists such as R. Khasbulatov and A. Sheremet.

Transformation of attitudes towards employees

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No.	Attitude towards the employee	Founders of the theory	Period
I.	Technological approach	F. Taylor, G. Ford	1990s
II.	Humanitarian approach		
1.	"Human Relations" Theory	E. Mayo	20-30s of the 20th century
2.	Theories of "Motivation"	A. Maslow L.Porter E.Lawler	50-80s of the 20th century
3.	The theory of "humanization of labor"	I.Demalt O.Zhelinye K. Levi-Lebauve	60-90s of the 20th century
4.	"Human capital" theory	T. Schultz G. Becker	70-90s of the 20th century
5.	"Human Development" Theory	Mahbub ul-Haq A.Sen	80-90s of the 20th century

The literature emphasizes that in order to manage human resources, it is necessary to know what human behavior depends on, what it is based on in one's life. A person's behavior, activities, and actions are conscious and aimed at a certain goal. The motivating force for any action is material and spiritual needs. However, not all human actions are aimed at satisfying their own needs. For example, an employee does not create certain material and spiritual wealth only for his own consumption. There are a number of directly expressed links between the employee's needs and his actions and behavior. These are interests, desires, and interests. Under certain conditions, they become a motivating force for human behavior. If motivation leads to a decision to act, a decision leads to action.

Research methodology

The methodological basis of the study was taken from legislative and regulatory legal acts in the field of personnel management and systematic improvement and development of their qualifications, in particular, the Decree of the President of the Republic of Uzbekistan No. PF-60 dated January 28, 2022 “On the Development Strategy of the New Uzbekistan for 2022-2026”, the Address of the President of the Republic of Uzbekistan Shavkat Mirziyoyev to the Oliy Majlis, and the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 795 dated October 4, 2017 “On Further Improvement of the Main Positions of Employees and the Classifier of Employees”.

Also, based on the requirements established in these decrees and resolutions, proposals and recommendations are made on the main areas of continuing reforms aimed at ensuring competitiveness through regular improvement of personnel skills, modern management principles

and concepts, and the introduction of the KPI (Key Performance Indicators) system in the management system for managing personnel and evaluating their performance, as well as the appropriate process approach, comparative and systematic, analysis and synthesis, induction and deduction methods.

Analysis and results

In the middle of the last century, where the organization was dominated by strict regulation of employee relations, and adversarial relations between employers and employees, today a cooperative environment has emerged, based on small groups focused on training and customer satisfaction in the workplace, that is, people are increasingly viewed not as individuals acting independently, but as a single team united on a voluntary basis.

The process of attracting personnel to the sequential achievement of business goals has become second in importance. Centralization is gradually losing its relevance, and there is a serious division of organizational hierarchical structures, and responsibilities are distributed among the leaders of working groups. At the same time, the external environment of commercial organizations is becoming increasingly competitive. Not only customers, but also stakeholders are becoming important. Due to technological progress in the production chain of enterprises, people are required only to ensure the continuity of the technological process and control automated programs. In the production chain, it is becoming increasingly useless to look for assemblers - plumbers, turners, welders, fitters or ordinary workers from traditional professions. They are being replaced by engineers, software specialists, program developers and robots!

For example, the robotization of manufacturing processes in many industries will lead to a “net” loss of 5 million jobs in developed and developing countries by the end of 2021, according to the World Economic Forum’s Future of Jobs report. While advances in artificial intelligence and robotics will create 2 million new jobs worldwide, technological change will also lead to the loss of about 7 million jobs, about two-thirds of which will be in administrative and clerical positions.

Over the next 20 years, economic development trends may lead to a 50% reduction in certain categories of jobs in the world, the emergence of unnecessary people, the elimination of the usual mechanisms of “guarantees for the future” (professional orientation, long-term employment or decent pensions), and the need for a complete retraining of personnel to meet the requirements of the digital economy.

There is ongoing debate within the people profession about the best model for HR functions and the extent to which HR professionals should be integrated into the broader business strategy of the organizations they support. We have recently come to the consensus that there is no single model for the people function that works best for all organizations everywhere. It is important to note that effective organizations need to align their team strategy with their broader organizational goals, with each organization finding the model that works best for its own needs. Furthermore, as the people profession continues to mature around the world, there is a growing recognition that HR practices need to align not only with global “best practices” but also with local cultural and business values. In this report, we find significant differences not only between countries, where we might expect significant differences, but also in some of the structures and roles within countries that might be expected to share similar cultures but may have different business values.

When asked which career field best reflected their decision-making responsibilities, the most frequently selected choice across all countries was human resources (HR), with an average of 45 percent, so that worldwide

Many professionals can work as generalists. A wide range of HR responsibilities and knowledge. While HR was the most commonly chosen area of expertise in each country, there were some differences. It is worth noting that the US (68%) and Australia (68%) had the highest percentage of respondents, with Human Resources being the most clearly reflected in their

responsibility. Singapore (59%) and Malaysia (59%) also had high percentages of respondents, indicating that their focus was related to HR. Respondents were slightly below the global average Mexico (27%), India (28%), Brazil (31%) and the Kingdom of Saudi Arabia (33%) were the least likely to have people choose this career path.

Conclusion and suggestions

The survey results above show that while many professionals around the world may have a common background in Human Resources, there are also some interesting differences in how professionals in different countries spend their working hours. These findings may also reflect how different labor markets, economic structures, and business strategic priorities drive the demand for specific types of professionals in each country.

In conclusion, the relationship between the number of human resources and the size of the organization is very strong globally. Four out of ten small and medium-sized enterprises (fewer than 250 employees) have a ratio of 1:20 or less, and more than four out of ten large enterprises have a ratio of 1:100 or more. Therefore, the differences in the ratios between human resources and employees between nations reflect to some extent the differences in the size of organizations identified in our national samples. Nevertheless, the ratio of human resources to employees has a significant impact on the working life of the HR professional, so national variations contribute to a better understanding of the profession around the world.

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