

SCIENCE
PROBLEMS.UZ

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Actual problems of social and humanitarian sciences
Актуальные проблемы социальных и гуманитарных наук

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2024

SCIENCEPROBLEMS.UZ

ИЖТИМОЙ-ГУМАНИТАР ФАНЛАРНИНГ ДОЛЗАРБ МУАММОЛАРИ

№ 3 (4) - 2024

**АКТУАЛЬНЫЕ ПРОБЛЕМЫ СОЦИАЛЬНО-
ГУМАНИТАРНЫХ НАУК**

ACTUAL PROBLEMS OF HUMANITIES AND SOCIAL SCIENCES

ТОШКЕНТ-2024

БОШ МУҲАРРИР:

Исанова Феруза Тулқиновна

ТАҲРИР ҲАЙЪАТИ:

07.00.00-ТАРИХ ФАНЛАРИ:

Юлдашев Анвар Эргашевич – тарих фанлари доктори, сиёсий фанлар номзоди, профессор, Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқаруви академияси;

Мавланов Уктам Махмасабирович – тарих фанлари доктори, профессор, Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқаруви академияси;

Хазраткулов Абдор – тарих фанлари доктори, доцент, Ўзбекистон давлат жаҳон тиллари университети.

Турсунов Равшан Нормуратович – тарих фанлари доктори, Ўзбекистон Миллий Университети;

Холикулов Ахмаджон Боймаҳамматович – тарих фанлари доктори, Ўзбекистон Миллий Университети;

Габриэльян Софья Ивановна – тарих фанлари доктори, доцент, Ўзбекистон Миллий Университети.

08.00.00-ИҚТИСОДИЁТ ФАНЛАРИ:

Карлибаева Рая Хожабаевна – иқтисодиёт фанлари доктори, профессор, Тошкент давлат иқтисодиёт университети;

Насирходжаева Дилафруз Сабитхановна – иқтисодиёт фанлари доктори, профессор, Тошкент давлат иқтисодиёт университети;

Остонокулов Азамат Абдукаримович – иқтисодиёт фанлари доктори, профессор, Тошкент молия институти;

Арабов Нурали Уралович – иқтисодиёт фанлари доктори, профессор, Самарқанд давлат университети;

Худойқулов Садирдин Каримович – иқтисодиёт фанлари доктори, доцент, Тошкент давлат иқтисодиёт университети;

Азизов Шерзод Ўктамович – иқтисодиёт фанлари доктори, доцент, Ўзбекистон Республикаси Божхона институти;

Ҳожаев Азизхон Саидалоҳонович – иқтисодиёт фанлари доктори, доцент, Фарғона политехника институти

Холов Актам Хатамович – иқтисодиёт фанлари бўйича фалсафа доктори (PhD), доцент, Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқаруви академияси;

Шадиева Дилдора Хамидовна – иқтисодиёт фанлари бўйича фалсафа доктори (PhD), доцент в.б, Тошкент молия институти;

Шакарров Қулмат Аширович – иқтисодиёт фанлари номзоди, доцент, Тошкент ахборот технологиялари университети

09.00.00-ФАЛСАФА ФАНЛАРИ:

Ҳакимов Назар Ҳакимович – фалсафа фанлари доктори, профессор, Тошкент давлат иқтисодиёт университети;

Яхшиликков Жўрабой – фалсафа фанлари доктори, профессор, Самарқанд давлат университети;

Ғайбуллаев Отабек Мухаммадиевич – фалсафа фанлари доктори, профессор, Самарқанд давлат чет тиллар институти;

Саидова Камола Усканбаевна – фалсафа фанлари доктори, “Tashkent International University of Education” халқаро университети;

Ҳошимхонов Мўмин – фалсафа фанлари доктори, доцент, Жиззах педагогика институти;

Ўроқова Ойсулув Жамолиддиновна – фалсафа фанлари доктори, доцент, Андижон давлат тиббиёт институти, Ижтимоий-гуманитар фанлар кафедраси мудир;

Носирходжаева Гулнора Абдукаҳхаровна – фалсафа фанлари номзоди, доцент, Тошкент давлат юридик университети;

Турдиев Бехруз Собирович – фалсафа фанлари бўйича фалсафа доктори (PhD), доцент, Бухоро давлат университети.

10.00.00-ФИЛОЛОГИЯ ФАНЛАРИ:

Ахмедов Ойбек Сапорбаевич – филология фанлари доктори, профессор, Ўзбекистон давлат жаҳон тиллари университети;

Кўчимов Шухрат Норқизилович – филология фанлари доктори, доцент, Тошкент давлат юридик университети;

Ҳасанов Шавкат Аҳадович – филология фанлари доктори, профессор, Самарқанд давлат университети;

Бахронова Дилрабо Келдиёровна – филология фанлари доктори, профессор, Ўзбекистон давлат жаҳон тиллари университети;

Мирсанов Ғайбулло Қулмуродович – филология фанлари доктори, профессор, Самарқанд давлат чет тиллар институти;

Салахутдинова Мушарраф Исамутдиновна – филология фанлари номзоди, доцент, Самарқанд давлат университети;

Кучкаров Раҳман Урманович – филология фанлари номзоди, доцент в/б, Тошкент давлат юридик университети;

Юнусов Мансур Абдуллаевич – филология фанлари номзоди, Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқаруви академияси;

Саидов Улугбек Арипович – филология фанлари номзоди, доцент, Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқаруви академияси.

12.00.00-ЮРИДИК ФАНЛАР:

Ахмедшаева Мавлюда Ахатовна – юридик фанлар доктори, профессор, Тошкент давлат юридик университети;

Мухитдинова Фирюза Абдурашидовна – юридик фанлар доктори, профессор, Тошкент давлат юридик университети;

Эсанова Замира Нормуратовна – юридик фанлар доктори, профессор, Ўзбекистон Республикасида хизмат кўрсатган юрист, Тошкент давлат юридик университети;

Ҳамроқулов Баҳодир Мамашарифович – юридик фанлар доктори, профессор в.б., Жаҳон иқтисодиёти ва дипломатия университети;

Зулфиқоров Шерзод Хуррамович – юридик фанлар доктори, профессор, Ўзбекистон Республикаси Жамоат хавфсизлиги университети;

Хайитов Хушвақт Сапарбаевич – юридик фанлар доктори, профессор, Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқаруви академияси;

Асадов Шавкат Ғайбуллаевич – юридик фанлар доктори, доцент, Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқаруви академияси;

Утемуратов Махмут Ажимуратович – юридик фанлар номзоди, профессор, Тошкент давлат юридик университети;

Сайдуллаев Шахзод Алиханович – юридик фанлар номзоди, профессор, Тошкент давлат юридик университети;

Ҳакимов Комил Бахтиярович – юридик фанлар доктори, доцент, Тошкент давлат юридик университети;

Юсупов Сардорбек Баходирович – юридик фанлар доктори, доцент, Тошкент давлат юридик университети;

Амиров Зафар Актамович – юридик фанлар бўйича фалсафа доктори (PhD), Ўзбекистон Республикаси Судьялар олий кенгаши ҳузуридаги Судьялар олий мактаби;

Жўраев Шерзод Юлдашевич – юридик фанлар номзоди, доцент, Тошкент давлат юридик университети;

Бабаджанов Атабек Давронбекович – юридик фанлар номзоди, доцент, Тошкент давлат юридик университети;

Раҳматов Элёр Жумабоевич – юридик фанлар номзоди, Тошкент давлат юридик университети;

13.00.00-ПЕДАГОГИКА ФАНЛАРИ:

Ҳашимова Дильдархон Уринбоевна – педагогика фанлари доктори, профессор, Тошкент давлат юридик университети;

Ибрагимова Гулнора Хавазматовна – педагогика фанлари доктори, профессор, Тошкент давлат иқтисодиёт университети;

Закирова Феруза Махмудовна – педагогика фанлари доктори, Тошкент ахборот технологиялари университети ҳузуридаги педагогик кадрларни қайта тайёрлаш ва уларнинг малакасини ошириш тармоқ маркази;

Қаюмова Насиба Ашуровна – педагогика фанлари доктори, профессор, Қарши давлат университети;

Тайланова Шохидат Зайниевна – педагогика фанлари доктори, доцент;

Жуманиёзова Муҳайё Тожиевна – педагогика фанлари доктори, доцент, Ўзбекистон давлат жаҳон тиллари университети;

Ибрахимов Санжар Урунбаевич – педагогика фанлари доктори, Иқтисодиёт ва педагогика университети;

Жавлиева Шахноза Баходировна – педагогика фанлари бўйича фалсафа доктори (PhD), Самарқанд давлат университети;

Бобомуротова Латофат Элмуродовна – педагогика фанлари бўйича фалсафа доктори (PhD), Самарқанд давлат университети.

19.00.00-ПСИХОЛОГИЯ ФАНЛАРИ:

Каримова Василя Маманосировна – психология фанлари доктори, профессор, Низомий номидаги Тошкент давлат педагогика университети;

Ҳайитов Ойбек Эшбоевич – Жисмоний тарбия ва спорт бўйича мутахассисларни қайта тайёрлаш ва малакасини ошириш институти, психология фанлари доктори, профессор

Умарова Навбахор Шокировна – психология фанлари доктори, доцент, Низомий номидаги Тошкент давлат педагогика университети, Амалий психология кафедраси мудири;

Атабаева Наргис Батировна – психология фанлари доктори, доцент, Низомий номидаги Тошкент давлат педагогика университети;

Шамшетова Анжим Караматдиновна – психология фанлари доктори, доцент, Ўзбекистон давлат жаҳон тиллари университети;

Қодиров Обид Сафарович – психология фанлари доктори (PhD), Самарканд вилоят ИИБ Тиббиёт бўлими психологик хизмат бошлиғи.

Содиқова Шоҳида Мархабобевна – социология фанлари доктори, профессор, Ўзбекистон халқаро ислом академияси.

22.00.00-СОЦИОЛОГИЯ ФАНЛАРИ:

Латипова Нодира Мухтаржановна – социология фанлари доктори, профессор, Ўзбекистон миллий университети кафедра мудири;

Сеитов Азамат Пўлатович – социология фанлари доктори, профессор, Ўзбекистон миллий университети;

23.00.00-СИЁСИЙ ФАНЛАР

Назаров Насриддин Атақулович – сиёсий фанлар доктори, фалсафа фанлари доктори, профессор, Тошкент архитектура қурилиш институти;

Бўтаев Усмонжон Хайруллаевич – сиёсий фанлар доктори, доцент, Ўзбекистон миллий университети кафедра мудири.

ОАК Рўйхати

Мазкур журнал Вазирлар Маҳкамаси ҳузуридаги Олий аттестация комиссияси Раёсатининг 2022 йил 30 ноябрдаги 327/5-сон қарори билан тарих, иқтисодиёт, фалсафа, филология, юридик ва педагогика фанлари бўйича илмий даражалар бўйича диссертациялар асосий натижаларини чоп этиш тавсия этилган илмий нашрлар рўйхатига киритилган.

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Боғланиш учун телефонлар:

(99) 602-09-84 (telegram).

МУНДАРИЖА

07.00.00 – ТАРИХ ФАНЛАРИ

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INNOVATIVE HR MANAGEMENT: NECESSITY AND METHODS OF APPLICATION

Abstract. The paper deals with the concept of innovative HR management, also in paper the circumstances and procedure for introducing innovations into personnel work are presented. By analyzing innovative methods and technologies used in modern organizations, the need to create and implement innovations in personnel management is proven.

Keywords: innovation, personnel management, innovative technologies, directions, methods, training, education, visualization, simulation, games, workshop.

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ИННОВАЦИОННОЕ УПРАВЛЕНИЕ ПЕРСОНАЛОМ: НЕОБХОДИМОСТЬ И МЕТОДЫ ПРИМЕНЕНИЯ

Аннотация. В статье рассмотрено понятие инновационного управления персоналом, а также представлены обстоятельства и порядок внедрения инноваций в кадровую работу. Путем анализа инновационных методов и технологий, используемых в современных организациях, доказывается необходимость создания и внедрения инноваций в управлении персоналом.

Ключевые слова: инновация, управление персоналом, инновационные технологии, направления, методы, обучение, образование, визуализация, симуляция, игры, семинар.

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XODIMLARNI INNOVATSION BOSHQARISH: ZARURATI VA QO'LLASH USULLARI

Annotatsiya. Maqolada xodimlarni innovatsion boshqarish tushunchasi ko'rib chiqilgan, shuningdek, kadrlar bilan ishlashda innovatsiyalarni joriy etish shartlari va tartibi o'z aksini topgan. Zamonaviy tashkilotlarda

qo'llaniladigan innovatsion usul va texnologiyalarni tahlil qilish orqali xodimlarni boshqarishda innovatsiyalarni yaratish va joriy etish zaruriyati asoslangan.

Kalit so'zlar: innovatsiya, xodimlarni boshqarish, innovatsion texnologiyalar, yo'nalishlar, usullar, o'qitish, ta'lim, vizualizatsiya, simulyatsiya, o'yinlar, seminar.

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Introduction. In recent years, in everyday life we are increasingly faced with the concept of "innovation". Its main goal is to satisfy the emerging needs of people for a comfortable life, as well as to create new innovations to make people's daily activities easier. This is due to the fact that a person has become a consumer and people constantly needs to get everything new. There is no clear definition of what "innovation" is. Some scientists consider and define them to such actions as: generating and using new ideas, technologies, products [5]. In this sense, the concept of "innovation" represents a certain process. Others believe that innovation is an idea or product that will be perceived by people as something new. Success in a company largely depends on innovative management in the organization, and specifically on the activities of the personnel management system and the personnel department [6]. Innovation in the field of personnel management refers to the system of innovative management of the activities of the entire organization [1]. Currently, the field of personnel management has many matters that require their participation, while previously it was enough for them to take part only in matters of providing the organization with documentation.

Nowadays, HR department meets many other requirements in an organization. This is due to the fact that currently the enterprise pays a large role to the person in the management system (HR management), due to its complexity in implementation and the need for constant attention [10].

Utilizing innovative management techniques is essential for effective personnel management, particularly in organizations where success hinges on innovation. The successful implementation of personnel programs often relies on the adoption of cutting-edge management methods, a decision primarily influenced by managers and the resources available for integrating innovative technologies.

Literature Review. In contemporary society, the establishment of an innovative management framework within an organization stands as a pivotal measure of managerial effectiveness. This significance arises from the recognition that human resources represent the cornerstone of an organization's capital.

In the realm of personnel management, innovation manifests in three primary domains:

- Innovative personnel marketing, which focuses on cultivating a highly skilled talent pool for the organization;
- Innovative technological personnel management, which involves exploring novel approaches to personnel management facilitated by modern technology and emerging tech solutions;
- Innovative educational management, which centers on pioneering advancements in the training and development of specialists within the educational sphere.

There are three essential conditions for fostering long-term innovation in HR management:

- Innovation must be rooted in principles that challenge conventional management practices;

- It necessitates a systematic approach, encompassing a diverse array of methodologies and processes;
- Innovation should be integrated into an ongoing cycle of continual improvement and renewal.

Innovative methods of personnel management are currently trying to move further away from the material incentives that are familiar to many [11]. It has long been proven that the promised material reward allows for the concentration of efforts of employees focused on a certain goal. However, in cases where a non-standard solution is necessary, the reward will lead to a decrease in worker productivity [13].

Personnel is one of the most important factors determining the efficiency of a company, its success and competitive advantage [2]. This is due to the fact that in the conditions of modern competition, knowledge and human capital management occupy a large place [4].

Market conditions and requirements are constantly changing, innovations are appearing in various spheres of life, and, therefore, the field of personnel management must also respond to these changes.

The creation and implementation of innovations in the field of personnel management is an integral part of the system of innovative management of all activities of the organization. This process is no less important than the use of technological innovations: it is impossible to achieve success by increasing only the quantitative indicators of work and forgetting about working with personnel.

Research Methodology. In a scientific article, empirical research methods were used, such as observation, comparison, as well as analysis, induction and deduction.

Analysis and Results. Innovation is an introduced novelty that is in demand by the market and provides a high-quality increase in the efficiency of processes or products.

The company's need for innovation in the field of personnel management arises due to such circumstances as:

- increasing the level of education of personnel;
- the emergence of new technologies, which requires mandatory retraining of workers and managers;
- changes in the values and personnel technologies of the organization;
- increasing the role of technologies for health protection and occupational safety;
- increasing the role of managers as participants in the personnel development process;
- increasing attention to the employee's personality;
- development of procedures for assessing employee achievements;
- changing the hierarchical management structure to a more professional, personnel-oriented one.

In the field of personnel management, there are three main areas of innovation, presented in the following table:

Table 1

Areas of innovation in the field of personnel management

Innovation direction	Purpose of the activity area
Innovative HR Marketing	Formation of highly qualified potential of the organization in the field of personnel
Innovative technological personnel management	Studying new ways of working with personnel related to modern technology and the use of new technologies

Innovative management	educational	Development of innovations in the field of training specialists in the educational process
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The process of introducing and using innovation is important and must be approached thoughtfully [9]. Only after conducting a study of the existing system and identifying its advantages and disadvantages can innovation be introduced into the personnel management system. Only those innovations are implemented, the use of which will help solve the problem facing the organization.

It is impossible to imagine personnel work without the process of personnel training [3]. This area has its own innovative methods, which are presented in the following table.

Table 2

Innovative methods of personnel training

Teaching method	Characteristics of the method	Advantages and disadvantages of the method
Visualization	There is a projective and non-projective form of visualization. Projective - presented in the form of films, presentations, videos, computer animation, and so on. Non-projective form - in the form of objects, paintings, blackboards and chalk, interactive whiteboards, maps, and so on.	Advantages: complete perception of the necessary information; the opportunity to consider the dynamics of the process being studied. Disadvantages: high degree of dependence on the trainees analytical abilities.
Simulation method	It is a simulation of a situation similar to the real one, close to life problems. Thanks to this method, it becomes possible to study the stages, principles and features of any process.	Advantages: the ability to make and monitor changes in the process being studied under the influence of various factors; opportunity to study the process from the inside. Disadvantages: the method takes a lot of time.
Case method	It is a description of a real situation and provides trainees with the opportunity to analyze the current situation and its result, as well as draw conclusions.	Advantages: the opportunity to study complex issues in a calm training environment; the ability to identify, analyze and calculate every step leading to a solution; the opportunity to learn from real problem situations and gain problem solving skills. Disadvantages: high cost of the method; limited ways to discuss problems.
Role-playing game	Allows participants to try on different roles and is used to consolidate acquired knowledge.	Advantages: a fairly easy way to acquire knowledge and skills; the ability to master or consolidate a variety of behavior patterns; high efficiency of "learning by doing". Disadvantages: a lot of time spent on creating a well-thought-out

		game scenario; the danger of trainees not taking the game method seriously.
Workshop	It is an interactive training event that is based on the participants' own activity. The emphasis is on self-directed learning and intensive group interaction. The goal of the method is the dynamic acquisition of knowledge.	Advantages: opportunity to gain problem-solving skills; real participation in the problem solving process; high degree of mastery of skills and knowledge; opportunity to verify the information received in practice. Disadvantages: large time costs; the danger of an incompetent coach.
Training	It is a practical component, which is presented in the form of a set of practical exercises, but also includes a small proportion of theoretical material.	Advantages: the ability to verify the information received in practice; the opportunity to increase the level of theoretical knowledge; the opportunity to expand the general knowledge of trainees; opportunity for self-analysis. Disadvantages: danger of an incompetent trainer; the isolation of some trainees will not lead to an effective learning process.

The case method, role-playing method and training method are very popular nowadays and allow organizations to increase the efficiency of the staff training process [7]. The workshop method is the most promising of those presented, but not all organizations are ready to use it due to their insufficient technological equipment.

Also, in addition to the process of personnel training, the emphasis in personnel work is placed on the widespread introduction and active use of information technologies and equipment. As a result of the information development of society, the activities of the personnel management service should be aimed at the use of innovative information technologies in this area [12]. Thus, the following technologies can be distinguished:

- conducting interviews via Skype, filling out electronic application forms, broadcasting electronic copies of personal documents, distance learning. The advantage of this technology is the ability to resolve personnel issues remotely;
- creation of databases for recording and monitoring personnel statistics, which facilitates the process of storing and using information;
- conducting video conferences, the advantage of which is the ability to communicate with employees of remote departments;
- using email to send information among employees, which can make the process of transferring information easier and faster;
- using interactive applications such as iSpring, Teachbase, WebTutor, GoToMeeting and others. The advantages of these technologies are the ability to train staff, provide all the necessary information, the ability to find ways to resolve personnel issues, and the ability to work remotely.

Technologies such as Skype, email, video conferencing and distance learning are already widely used in many companies, as they make it possible to work remotely. Unfortunately, HR workers are not sufficiently aware of the possibilities of using interactive applications, so they are rarely seen in work, but these technologies are a fairly promising method for solving many personnel issues and problems.

Another innovation in the field of personnel management is outsourcing, one of the common methods of releasing personnel.

Outsourcing is the hiring of third-party companies by an organization to perform certain functions. Some companies are still wary of this method and believe that it is better to perform all functions independently, with “their” staff [8]. But the use of this innovation allows the organization to save money on maintaining its own staff, perform certain functions more professionally, and use the saved funds to solve other more important organizational problems.

This method, like all methods, has its drawbacks, such as the risk of information leakage, the difficulty of choosing an outsourcing organization, and the inability of a manager to influence the work of employees of a third-party organization. To effectively implement this innovation, it is necessary to take into account its shortcomings and take a responsible approach to choosing an outsourcer.

Conclusion and recommendations. The considered innovations in the field of personnel management are only a part of the whole variety of applied innovations. The work of personnel services does not stand still, and in the future it should be aimed at solving such promising tasks as combining the personnel management system with existing systems of psychological and mental testing; certification and assessment of jobs in accordance with working conditions; standardization of work; development of individual training programs for employees; increasing the efficiency of employees by using information about them, their interests and abilities.

Thus, we can say that the application of innovations in the field of personnel management is aimed at more efficient management of personnel processes. The company must respond to changes in the external environment, must change and not be afraid to innovate. HR are a key aspect of the effective, profitable operation of an organization, so they need to be given great attention.

The main goal of innovation in the field of personnel management is to provide the organization with employees capable of creating and effectively applying new ideas in various areas of their activities, while creating certain conditions for the professional and social development of personnel. Proper and thoughtful implementation of innovations in human resources can benefit the employees themselves, the company and society.

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