

## DEVELOPMENT OF MODELS OF ORGANIZATION OF PERSONAL MANAGEMENT IN TEXTILE INDUSTRY ENTERPRISES

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**Abstract.** *This article examines the issue of developing models for implementing personal management in enterprises, combining the features of personnel management and self-management, based on the organization of relations between the leader, personal management service and company employees.*

**Keywords.** *Personnel management, textile industry, self-management, human resource management, model, personal management.*

It is necessary to continue the policy of structural changes and accelerated development of modern industries and production sectors based on high technologies, aimed at ensuring the competitiveness of Uzbekistan in the world market and strengthening its position. In solving these problems, there are urgent tasks in establishing a balanced use of production potential based on the rational use of all available resources, and in this process, one of the urgent tasks is to further improve personal management in the management system, effectively use human resources, and ensure the development of textile enterprises.

From a scientific point of view, the problem of personal management in textile enterprises is poorly studied and remains a priority.

The discipline of social communication management disciplines "personal management" has emerged relatively recently, historically. For this, since personal management is related to management, it should be developed under the logic of management and within the general conceptual framework of management science [1]. Although "personal management" as a separate academic discipline has recently emerged, many definitions have been given to this scientific term by the authors. However, a single logical system has not been created to fully reveal its essence.

I.E. Lyskova believes that the essence of personal management was founded by N.I. Kareev and I.I. Yanzhul [2], which is a rather controversial statement, since they wrote about self-development, and the above-mentioned authors wrote primarily about self-development, not about personal management as a phenomenon.

According to Russian scientists S.D. Reznik and I.S. Chemezov, who are well-known specialists in this field, especially in the field of creating textbooks, "personal management is the purposeful and consistent application of scientifically and practically tested management methods and techniques in the daily life of business people, in which a person makes the most of his time and abilities, consciously controls the direction of his life, skillfully overcomes external conditions both at work

and in his personal life, and achieves professional and life goals in the shortest possible way" [3].

This definition prevails in Russian science. S.D. Reznik, S.N. Sokolov, F.E. Udalov, V.V. Bondarenko were the first in Russia to formulate a definition of personal management (it is very difficult to determine who the author of the term "personal management" is, since the authors of the individual parts of the text are not indicated in the textbook "Personal Management", we note that the textbook was published under the general editorship of S.D. Reznik): "personal management is the purposeful and consistent application of scientifically and practically tested management methods and techniques in everyday life in order to make the most of one's time and abilities, consciously manage one's life path, and skillfully overcome external conditions both at work and in personal life" [4].

P. Drucker, one of the prominent figures in management theory, defines personal management as the skillful use of available management tools and methods by each manager to demonstrate his or her ability in the field of management: "personal management is the purposeful and consistent application of scientifically and practically proven management methods and techniques in everyday life in order to make the best use of one's time and abilities, consciously manage one's life path, and skillfully overcome external conditions both at work and in personal life" [5].

Our research has addressed the issue of substantiating the choice of effective models for implementing personal management in enterprises based on the organization of relations between the manager, personal management service, and company employees, combining the characteristics of personnel management and self-management at the textile industry enterprises of the Republic of Uzbekistan.

In this case, the "Effectiveness of Self-Management" and "Effectiveness of Personnel Management" matrices in the enterprise serve as the basis for choosing an effective model of personal management in textile enterprises. Options for possible models of personal management are listed as follows: "Narrow personal management" (1), "Ineffective personal management" (2), "Effective personal management" (3), "Chaotic personnel management" (4). When choosing such personal control models, the intermediate ranges are as follows:

Model 1 under the condition of inequality  $U_{SR} \geq 0,75$  and  $0 \leq U_{XBS} \leq 0,25$ .

Model 2 under the condition of inequality  $U_{SR} \geq 0,50$  and  $0 \leq U_{XBS} \leq 0$ . Model 3 under the condition of inequality  $U_{SR} \geq 0,75$  and  $0 \leq U_{XBS} \geq 1,0$ .

Model 4 under the condition of inequality  $U_{SR} \geq 0,25$  and  $0 \leq U_{XBS} \leq 0,50$ .

We present the characteristics of these personal management models.

1. The "narrow personal management" model is characterized by high personal achievements of each employee, which, due to their lack of purposeful coordination, do not translate into collective results. This model embodies ineffective personal authoritarian leadership, since it does not rely on the unification of the interests of

each employee. This model emphasizes a clear two-way communication between the manager and the personal management service, which ensures a high level of self-management of the manager. However, the opinions and motivation of employees are weak. The impact of the personal management service on the employees of the organization is uneven and depends on the wishes of management and employees.

2. The “*ineffective personal management*” model is based on traditional HR relationships, in which the authority of the manager is determined by company rules. Self-management serves as a symptomatic tool for increasing the personal effectiveness of lower and upper management. There is no interaction between the personal management service and employees.

3. The model of “*effective personal management*” is based on a new, effective type of relationship, in which the leader has both formal and informal authority. Employees recognize their value and importance for cooperation within the organization. The leader has charisma, a high level of self-control and motivation of employees, which is sometimes based on the personal obligations of employees who are not formally subordinate to the leader. The interaction between all elements of the personal management system is clear and two-way.

4. The “*chaotic personnel management*” model assumes an effective personnel management system and a clear two-way dialogue between managers and subordinates. However, self-organization, self-motivation, and self-control of the development of competencies by managers and employees are manifested irregularly and sporadically: the work of the personnel management service is presented as a symptomatic response to the lack of order or personal development.

The ideal model of personal management is undoubtedly the model of “effective personal management”, which provides a high level of self-management organization of managers and employees and an effective personnel management system, which ultimately ensures the necessary level of development of the enterprise.

The transition from the model of “inefficient personal management” to an effective model is possible both through the trajectory of “narrow personal management” (typical for small organizations with an underdeveloped personnel management system and outsourcing of personal management functions), and through the model of “disorganized personal management” (which can be implemented in large enterprises and includes the creation of an independent service that performs personal management functions).

The considered models reflect the characteristics of the personal management mechanism in large industrial companies with developed personnel management systems.

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