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IQTISODIYOTI**

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OLY TA‘LIM, FAN VA INNOVATSIYALAR VAZIRLIGI**

**MIRZO ULUG‘BEK NOMIDAGI  
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O‘zbekiston Respublikasi Prezidenti  
Shavkat Mirziyoyev

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**COORDINATING THE MANAGEMENT AND PROMOTION OF EMPLOYEES BY  
PRIVATE SECTOR ENTITIES IN UZBEKISTAN**

**O‘ZBEKISTONDA XUSUSIY SEKTOR SUBYEKTLARI TOMONIDAN XODIMLARNI  
BOSHQARISH VA RAG‘BATLANTIRISHNI MUVOFIQLASHTIRISH**

**КООРДИНАЦИЯ УПРАВЛЕНИЯ И ПРОДВИЖЕНИЯ СОТРУДНИКОВ  
ОРГАНИЗАЦИЯМИ ЧАСТНОГО СЕКТОРА В УЗБЕКИСТАНЕ**

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**Abstract**

In this article, organizations operating in Uzbekistan in many fields, such as private sectors, financial sector, trade, industry, service, historical and cultural tourism, technologies and innovations, agriculture, Changes and innovations in the field of technological innovations in Uzbekistan, the importance and advantages of the KPI system in the management and promotion of employees in the development of private sectors are described.

**Keywords:** xindustrial sector, employee motivation, personnel management, HR management, KPI system, transparency, feedback, communication, global work environment.

Ushbu maqolada O‘zbekistonda xususiy sektorlar, moliyaviy soha, savdo, sanoat, xizmat ko‘rsatish, tarixiy va madaviy turizm, texnologiyalar va innovatsiyalar, qishloq xo‘jaligi kabi ko‘plab sohalarda faoliyat yurituvchi tashkilotlar, O‘zbekistonda texnologik innovatsiyalar sohasidagi o‘zgarishlar va yangiliklar, xususiy sektorlarni rivojlantirishdagi xodimlarni boshqarish va rag‘batlantirishda KPI sistemasining ahamiyati hamda afzalliklariga oid mulohazalar bayon etilgan.

**Kalit so‘zlar:** xususiy sektor, xodimlarni rag‘batlantirish, xodimlarni boshqarish, HR menejment, KPI sistemasi, transparensiya, feedback, kommunikatsiya, global ish muhiti.

В этой статье организации, работающие во многих областях, таких как частный сектор, финансовый сектор, торговля, промышленность, сервис, исторический и культурный туризм, технологии и инновации, сельское хозяйство, изменения и новости в сфере технологических инноваций в Узбекистане, комментируют важность и представлены преимущества системы KPI в управлении и мотивации сотрудников в развитии частного сектора.

**Ключевые слова:** частный сектор, мотивация сотрудников, управление персоналом, управление персоналом, система KPI, прозрачность, обратная связь, коммуникация, глобальная рабочая среда. Interdependence of the "5T Human Development Model".

Ensuring the transition to a socially oriented market economy of the Republic of Uzbekistan and its "National Personnel Training Program" [1] achieving the formation of knowledgeable and business-minded employees is of significant socio-economic importance. Currently, personnel management is one of the urgent problems in our country. In this regard, our government has adopted a number of normative legal documents. Among them "On Education" [2] gi, "On providing employment to the population" [3] Examples include the Presidential Decree "On improving the qualifications of promising young pedagogues and scientific personnel and improving the experience exchange system".

Although the world may be undergoing progressive changes in almost every field, the private sectors have seen tremendous changes in the management and promotion of human resources. These changes are leading private sectors to succeed in energy, business management, medicine and other fields.

The term "private sector" represents a general meaning and corresponds to enterprises or government organizations. This term is used to describe organizations in various fields and activities. However, the term "private sector" usually refers to businesses or organizations that involve business activities.

In Uzbekistan, it includes organizations operating in many fields, such as private sectors, financial sector, trade, industry, service, historical and cultural tourism, technologies and innovations, agriculture. This is due to the development of sectors, government policies, economic changes, increased investment in the private sector and a number of other factors.

The theoretical and methodological basis of the research is the fundamental scientific work of Uzbek and foreign scientists. The fundamentals of HR management on the main indicators of employee performance management and motivation were developed and supplemented by well-known foreign scientists, such as Kaplan RS and Norton DP, Parmenter D., Hope D. and Fraser R. Panova MM. among them. Among the works of local researchers, one of the leading local experts in the field of corporate management, an expert in strategic management, Djurayev RX Tolipov, as well as the works of practitioners in the field of HR management, O‘lmasov A., Vahobov A., Abdurahmonov QX and Bakiyeva IA, should be highlighted. allowed

Research methods such as analysis and synthesis, induction and deduction, statistics and comparison were used in conducting the research. Brief description of the results obtained during the research:

- Assessment of infrastructural changes in the coordination of personnel management and incentives by private sector entities in Uzbekistan
- Assessment of the strategies of the government of Uzbekistan aimed at the development of industry and economy and the problems of state programs and the development of private sectors
- Review of foreign experience in the process of effective management and promotion of employees by private sectors in Uzbekistan
- Many important points that help to find practical solutions for private sectors in Uzbekistan *determination*
- to develop recommendations and make suggestions regarding the use of the KPI system in order to support the financial interest of employees in increasing the socio-economic activity of representatives of the private sector operating in our country

The trade and service sector is showing great progress in Uzbekistan. Big changes are taking place in the financial sector of Uzbekistan. Innovations, innovations and infrastructural changes in the field of industry and technology are becoming important in the development of private sectors. Uzbekistan has a high potential in the field of historical and cultural tourism. The state's additional attention to the tourism sector, efforts to develop tourism infrastructure and services, creates new opportunities for private sectors in tourism development and management.

Additional investments in the field of agriculture and the perfect structure of the agrarian sector, the order of production of products of private sectors, their financial use and the opportunity to increase exports play a big role. Changes and innovations in the field of technological innovation in Uzbekistan are also important in the development of private sectors. Innovative approaches, implementation of new technologies and new methods of product production are also important in the development of private sectors. The development of private sectors depends on state policy, innovations in industry and services, development of historical and cultural tourism, investments, new trends in the financial sector, and a number of other factors. The strategies and state programs aimed at the development of the industry and economy of the government of Uzbekistan were also of great importance in the direction of the development of private sectors.



There are several problems in the effective management and motivation of employees by the private sector in Uzbekistan. These problems arise from the experience of enterprise management, personnel development, motivation, job responsibilities, and other circumstances.

The following problems represent many important points that will help in finding practical solutions for the private sectors in Uzbekistan:

1. Lack of personnel development and moral education:

Lack of personnel development and moral education can be one of the important problems in enterprises. These issues may require management, system, or corporate culture changes, among other features.

2. Improper distribution of motivation and salary system:

Improper distribution of motivation and salary system can reduce satisfaction and job orientation among the company's employees. These problems are the cause of other problems, and serve to ensure that the motivation and reward system is appropriate for their solution, performance, and other key activities.

3. Low level of professional development of employees:

The slow level of professional development of employees refers to a situation that includes their extended professional, knowledge, and spiritual development, as well as development and training programs provided by the enterprise or an external organization. Slowness leads employees to learn new knowledge and skills, develop and achieve enterprise goals. It has a unique role in motivating employees, expanding their performance and supporting the overall goals of the enterprise.

4. Coordination of the concepts of justice and freedom in motivating employees:

Coordinating the concepts of justice and freedom in motivating employees is one of the issues of great importance for the enterprise. Fairness and freedom play a major role in how employees feel in the workplace, develop work activities and motivate talented personnel for the success of the enterprise.

5. Comfort of workplaces and employee's sense of responsibility at work:

The comfort of workplaces and employees' sense of responsibility at work is one of the most important issues for the enterprise. Comfortable workplaces and a sense of responsibility play a major role in increasing employee motivation, satisfaction and active work performance.

Private sectors in Uzbekistan develop personal and corporate strategies for effective management and motivation of employees, taking into account their fields of activity, financial situation and other conditions.

Global technological development has given the opportunity to create new approaches to human resource management in the private sector. Economic intelligence and automation accelerate business and management processes. Globalization and participation in various fields will direct the private sectors to new partnerships. The ability of private enterprises to create their own committee and new indicators through mutual participation plays an important role in the development of cooperation in human resource management.

Advances in healthcare are also driving changes in the private sector. Pandemics, diseases such as the coronavirus, are forcing private sector operations and human resource management to change. In this context, the provision of holistic health, physical and mental health, and the management of human resources of private sectors will be important.

In the private sectors, it helps to consolidate and change the ways of sales and marketing networks, entrepreneurship and enterprise management. Consolidation of production in industry, service and other sectors through global networks allows private sectors to create their own address in introducing new markets and customers.

Effective use of data, analysis of data analytics in business development and human resource management, optimizes the practice of private sectors.

Global legal and economic changes are forcing the private sector to learn new ways of regulating and taxing systems, adapting to work changes, and developing human resources.

The world's progressive changes in the field of human resource management and promotion in the private sector require new approaches and important indicators. It is important for private enterprises to quickly and effectively adapt to these changes, to overcome difficulties in the private sector, and to effectively use new technologies and global partnerships.

Indicators of employee motivation and effective management in foreign countries are very important for the development of human resources, training of new skills and performance in global enterprises. The following indicators provide a general understanding of the participants, principles and methods implemented in foreign countries to improve employee motivation and management processes:

Educational programs are provided for private and professional development of employees in foreign countries. The private sector provides opportunities for cooperation with foreign educational centers and universities, learning new technologies, evaluating experience and growth.

In a global work environment, it is important to provide employees with an additional language and the opportunity to interact and work with professionals from other countries. Foreign employees are taught how to understand the management system and follow its rules and regulations. Establishing a fair management system and good organization of data storage is one of the main tasks facing the private sector. A management system is established by the company, which includes work activities, goals and tasks. The procedure for providing a fair salary system and supporting shared justice with others is determined independently by the company's managers. A system of employee incentives and fairness will be introduced through freebies and bonuses.

The private sector will expand the workplace with comfortable workplaces, gyms, recreation areas, and other additional facilities. Employees are provided with a convenient working time system and a long-term vacation. There is an opportunity to create indicators that the company's leaders can work with foreign and foreign partners. Effective cooperation with employees in other countries is carried out directly by HR managers. A number of directions mentioned above will create a new innovative environment in the enterprise and allow employees to analyze new ideas and use them.

In order to successfully manage and motivate employees in foreign countries, it is of great importance to teach local and global indicators, to create additional opportunities, to establish a good moral environment, and to apply innovative approaches.

Based on the above considerations, we think that it is appropriate to use the KPI system to support the material interest of employees in increasing the socio-economic activity of representatives of the private sector operating in our country.

A Key Performance Indicator (KPI) system is a set of metrics used to define, target, and manage the goals of an organization or enterprise. A KPI system is defined to monitor product and service sales, employee performance, financial position of the organization, and sales and marketing practices, depending on how they fit into the organization's core strategy. The following steps can be used to install this system:

1. Setting goals:

First, define the overall goals of the organization. These goals may depend on the organization's mission, vision, and departments.

2. System installation:

After learning, a system should be put in place to monitor KPIs. This system includes a controller that leaves targets, transfers insights at set time, displays data, and shows how targets can be identified and displayed.

3. Selection of appropriate KPIs:

It is important to choose the right KPIs for each goal. KPIs are clear and specific goals and are used to measure achievement.

4. Data for KPIs:

Define accurate and complete data related to each KPI. Determining what data is needed and thinking about how to collect it.

5. Mastering:

KPIs should be mastered to help drive goals. Define specific KPIs for each department or individual.

6. Use of employees and specific acquisition:

Assist in staffing to achieve KPIs. Therefore, providing employees with KPIs and focusing on diversity in mastering them.

7. Real-time monitoring and evaluation:

KPIs should be monitored in real time in each department. For this, automated systems can be used and system control measures can be implemented.

8. Changes and Corrections:

Compare KPI results with management and staff, analyze, and make appropriate adjustments during system audits to support changes.

9. Study and teach:

Organize additional training and education to explain the system to all employees and teach them the experience.

The advantage of the KPI system is of particular importance in the management and promotion of private business entities in our country.

The advantage of the Key Performance Indicator (KPI) system in management is to have clear and comprehensive information about the goals and directions of the management and the enterprise. Let's look at the following advantages:

1. Focus on goals:

The biggest advantage of the KPI system in management is that it enables the company to focus on its goals. Each KPI is defined to monitor an objective or result.

2. Monitoring and evaluation:

A KPI system facilitates monitoring and evaluation between employees and management. Success or failure is determined by providing realistic and objective control data.

3. Support of youth by the leadership:

The KPI system shows support between youth and management. Employees are able to communicate with management in the preparation of their KPIs and their implementation.

4. Objectivity and transparency:

The KPI structure should be objective and demonstrable. Transparency is an important metric for explaining your KPIs to all employees and improving employee performance in relation to the overall goals of the enterprise.

5. Fairness assessment system:

The KPI structure allows to strengthen the fair evaluation system. This helps in fair evaluation and proper distribution of motivation to the employees.

6. Systematic analysis and appeal to management:

KPI analysis provides systematic information on activity results and indicators, enterprise content and changes. Based on the results of the analysis, the management bodies determine the implementation of their own development and new directions.

7. Ancillary Support:

KPIs help to support changes and innovations and develop communications between management bodies. The feeling of support between employees and management bodies is strengthened.

8. Resultant benefit:

With the help of KPIs, the enterprise can control the performance of its activities and the achievement of its goals. Effective benefits are important for building trust and communication between youth and governing bodies.

9. Increase performance:

KPIs play an important role in motivating employees, improving their skills and effectively managing their activities. KPIs are used by the managers of the company to form mastery and motivation systems that include activities.

10. Quality KPI system:

A quality KPI system leads to the analysis and updating of management practices and strategies in enterprises. This creates opportunities for more effective management and employee motivation.

We have considered the advantages of using the KPI (Key Performance Indicator) system for private business entities in our country in the above comments. In conclusion, it can be said that KPIs for specific purposes in enterprises are different from other KPIs. In order to ensure the achievement of the goals set for the private sector, private KPIs should be selected based on the internal capabilities and characteristics of each entrepreneur. For example, in a private sector enterprise, it is possible to increase the volume of product sales, improve customer service, or use a separate KPI system for employees. A private KPI-system helps to ensure that the management of the organization is directed in the right direction. This is important in order to analyze the activity, to be able to help in setting personal goals. It can be seen that the KPI system also sheds light on how to create personal goals for each employee, and how to set personal goals for private sector employees all at the same time. This leads to increased motivation and performance for each employee. Creates an opportunity to evaluate and control the work performed by the employees by the head of the enterprise. A proprietary KPI-system helps to learn and manage the processes of performance evaluation and results verification. This gives the management of the organization clear information about how the practice is changing.

It can also be noted that private KPIs, which help to provide high-quality service to existing partners in the market, are used by the head of the enterprise to focus on providing high-quality service to competitors in the market and to increase the quality of service.

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