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### TRANSFORMATSIYA SHAROITIDA KOMPANIYA XODIMLARINI KOMPANIYA ICHIDAGI O'QITISH XUSUSIYATLARI

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**Аннотация.** Mamlakat rivojlanishining innovatsion turiga asoslangan yangi ijtimoiy yo'naltirilgan iqtisodiy modelga o'tishi tobora kuchayib borayotgan raqobat muhitida yuqori samaradorlik va samaradorlik bilan ishlashga qodir malakali kadrlarni tayyorlashni talab qiladi. O'zbekiston Respublikasining jahon iqtisodiyoti tizimida munosib o'rin egallashga intilishi ishchi kuchining kasbiy va malaka oshirish ahamiyatini sezilarli darajada oshiradi. Shu munosabat bilan xodimlarning ta'lim darajasi, malakasi, ularning malaka va ko'nikmalarini oshirishga investitsiyalar nafaqat davlat, balki barcha mulkchilik shaklidagi tashkilotlarni rivojlantirishning ustuvor yo'nalishlaridan biriga aylanmoqda.

Tadqiqotda sanoat korxonasining o'z xodimlarini ichki o'qitish dasturini amalga oshirish orqali samaradorligini oshirish imkoniyatlarining yo'nalishlarini o'rganiladi. Korxona samaradorligini oshirishga har bir xodim uchun motivatsiya va ishlab chiqarish darajasini oshirish orqali erishilayotgani isbotlangan.

**Калит so'zlar:** motivatsiya, malaka oshirish, qayta tayyorlash, tanlov, ichki kadrlar tayyorlash.

### ОСОБЕННОСТИ ВНУТРИФИРМЕННОГО ОБУЧЕНИЯ СОТРУДНИКОВ КОМПАНИИ В УСЛОВИЯХ ТРАНСФОРМАЦИИ

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**Аннотация.** Переход страны к новой социально ориентированной экономической модели, базирующейся на инновационном типе развития, требует подготовки компетентных кадров, способных работать в условиях все обостряющейся конкуренции с высокой отдачей и оперативностью. Стремление Республики Узбекистан занять достойное место в системе мирового хозяйства существенно усиливают значимость профессионально-квалификационного развития рабочей силы. В связи с этим инвестиции в повышение образовательного уровня, квалификации работников, их умений и навыков становятся одним из приоритетных направлений развития не только государства, но и организаций всех форм собственности.

В исследовании рассмотрены направления возможности повышения эффективности деятельности промышленного предприятия путем реализацию программы внутрифирменного обучения его сотрудников. Доказано, что повышение эффективности деятельности предприятия достигается за счет повышения уровня мотивации и выработки на одного работника.

**Ключевые слова:** мотивация, повышение квалификации, переподготовка, конкуренция, внутрифирменного обучения персонала.

## FEATURES OF IN-COMPANY TRAINING OF COMPANY EMPLOYEES IN THE CONDITIONS OF TRANSFORMATION

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**Abstract.** *The country's transition to a new socially oriented economic model based on an innovative type of development requires the training of competent personnel capable of working in an increasingly competitive environment with high efficiency and efficiency. The desire of the Republic of Uzbekistan to take a worthy place in the world economy system significantly enhances the importance of professional and qualification development of the workforce. In this regard, investments in improving the educational level, qualifications of employees, their skills and abilities are becoming one of the priority areas of development not only of the state, but also of organizations of all forms of ownership.*

*The study examines the directions of the possibility of increasing the efficiency of an industrial enterprise through the implementation of an in-company training program for its employees. It is proved that the increase in the efficiency of the enterprise is achieved by increasing the level of motivation and output per employee.*

**Keywords:** *motivation, professional development, retraining, competition, in-company training.*

**Introduction.** The problem of increasing the efficiency of in-company training of personnel at industrial enterprises is currently relevant in the Republic of Uzbekistan for several reasons:

Firstly, in order to increase labor productivity at industrial enterprises, personnel must constantly undergo advanced training. This is necessary for the constant adaptation of employees to changing working conditions, due to changes in the composition of equipment. Training and professional development are elements of motivation. The employee is aware of his need and usefulness for an industrial enterprise. He gets the opportunity to raise their income in connection with an increase in output, in connection with an increase in the efficiency of the enterprise as a whole [1].

Secondly, personnel retraining is often required at enterprises in connection with a change in the range of products, in connection with a change of owner or reorganization, as well as to increase competitiveness. In these conditions, constant monitoring of the market situation is necessary for the most effective adaptation of the enterprise to environmental conditions. Flexible reprofiling of the main production facilities this forces workers to quickly retrain in a competitive labor market. That is, the employees themselves are interested in their constant growth in order to maintain demand for their qualifications and their key competencies [2].

Thirdly, staff training is an integral part of the company's development program. If the company's management clearly sees and formulates the main directions of development, then staff training becomes one of the necessary conditions for the implementation of these directions. In this regard, the training is carried out in the interests of both sides of the labor market: the employer and the employee. The more detailed the development program is, the more clearly the qualification needs of employees are highlighted [3]. This makes it possible to form long-term training programs with the alloca-

tion of a personnel reserve and the core of employees who will become the basis for the implementation of a long-term development program.

Fourth, it is often difficult and sometimes impossible to find external specialists who carry out the following tasks, even if there is a clear development program and the definition of the main training programs.

In such a situation, it is necessary to conduct in-company training using your own resources and capabilities. In this regard, in-company training is one of the most important ways to maintain the competitiveness of an enterprise and increase the efficiency of its activities in a hostile external environment. Thus, in-company training becomes an important element of the development strategy of an industrial enterprise, which allows the enterprise not only to maintain its position in the market, but also to successfully participate in the competition [4].

In the modern conditions of the development of the economy of Uzbekistan, when the most important factor in the existence of an organization is the professionalism of employees, their dedication to the organization, education, and the strategic importance of professional training and retraining of personnel. The adaptation of young specialists is an element of the personnel management system and affects the competitiveness of the organization. Given the current situation, it is necessary to help young people in a short time to form a willingness to solve problems in difficult situations, sometimes in conditions of uncertainty. The requirements for a young specialist are high, so only knowledge of the chosen specialty is not enough.

As the conducted research shows, each company should be interested not only in the effective work of its employees, but also in the constant career growth of the most capable and gifted of them. In turn, a career perspective is the most important incentive for improving the quality of

work of the employees themselves. The renewal of the personnel, along with its retraining, becomes one of the indicators of the internal stability of the company. Therefore, personnel training in modern conditions is becoming an essential factor in the socio-economic development of the country.

To date, the main problem of forming a system of in-company staff training is the lack of motivation of staff to train by employers. If the acquired knowledge is of a general nature, the employer has a risk of non-return on investment as a result of the dismissal of the employee. According to this, the level of labor turnover increases, an increased risk of dismissal of a trained employee is created, which ultimately reduces the employer's investment in staff training.

**Analysis and results.** In numerous publications, the concept of forming a new paradigm of personnel management occupies a central place among many scientific problems that require theoretical and practical justification. The subject of staff training is devoted to a large number of works by domestic and foreign scientists.

**The theoretical and methodological basis for the study** of in-company training in the development of human resources was the works of such scientists as Bru S L, Woodcock M, John R., Drucker P, Waterhouse, R., Hofrichter D. A., Spencer Jr, L. M., McConnell K R, Fuchs K., Masanori Moritani, Nisbett R, Ouchi U, Riggs J, Ross L, Taylor F, Fayol A, Francis D, Hedouri F and others.

The analysis of scientific literature has shown that the problems of in-company vocational education are related to the orientation to the professional development of the student employee as the main goal, awareness of the need for the formation of the personnel of modern organizations of readiness and adaptation to changing social conditions of life, individualization of the content of vocational education depending on the needs of business organizations, the abilities of trainees and the use of modern means and technologies of vocational training.

Intra-company training is an important part of corporate education and can be considered as the main form of its implementation. T. Y. Bazarov explains the concept of "intra-company training" as a system of training and retraining of employees conducted on the basis of an enterprise (or corporate training centers) with the involvement of teachers either own or external, built taking into account the problems characteristic of a specific organization [5].

As you can see, in-company training is characterized by such features as:

- organization of training on the basis of the enterprise;
- organization of training by organizational teachers or invited

- specialists;
- training aimed at solving the tasks of the organization.

These characteristics of in-company training indicate that this process should be built in line with the company's strategy.

A.V. Karpov and I.M. Skityaeva, analyzing the training programs of Russian and foreign companies, revealed that at the present stage the tasks solved within the framework of in-company training are quite narrow. This, according to the authors, is primarily a range of tasks aimed at improving the professional competence of employees of various positions, individual coaching of senior managers, creating an effective team, training in conditions of the need to introduce new technologies, etc. The authors rightly point out that in order to be effective, the system of in-company training must meet the main goals of the organization and the overall strategy [6].

According to Drucker, P. F., the goals of in-company training determine its content, which is characterized by the directions of training. The analysis of in-company training programs shows that their content has a different orientation in accordance with different criteria for its definition [7].

So, from the point of view of solving learning problems, Waterhouse, R. identifies the following structure [8]:

- a) introductory training of new employees, including acquaintance with the company, its history, ethics, culture, traditions and principles of activity;
- b) professional development of all categories of employees (with varying degrees of duration, frequency, regularity and coverage);
- c) retraining of personnel in new professions and specialties, the need for which arises in connection with the modernization of production and restructuring.

The authors Masalimova, A.R., Sabirova, L.L. note the content of in-company training as a category of personnel included in this process - training of managers, training of specialists of departments, training of special categories of employees [9].

Considering that the content of in-company training is the necessary competencies, let us turn to the identification of the essence of competencies reflected in their structure. According to Hofrichter, D. A., & Spencer Jr, L. M. competence is the basic quality of an employee, which is a factor in the effective performance of work, taking into account the developed criteria [10].

Considering the areas of employee training, M. Armstrong also points out three components of the content of training: knowledge - what individuals need to know; skills - what individuals need to be able to do; attitudes - what feelings people

have in relation to their work [11].

Thus, we can say that the content of in-company training is knowledge, skills, attitudes and values, i.e. those components of competencies that are observable, measurable and subject to change in a relatively short time.

According to Fuchs, K., it is necessary to work with all the staff, increasing the effectiveness of each. Success can only be achieved on a company-wide scale. If we focus on "educating" the most inefficient employees or give preference only to the most successful, then only their personal effectiveness can be increased as a result. The expenditure of resources and efforts in this direction will lead to partial changes. The author notes that if managers pay attention to the whole team, then in the end both the leaders and the relatively "laggards" will remain (for this division at this stage of development), but the performance indicators that average employees achieve will increase. At the same time, the weakest employees work at the level of the "average"; the "average" have already pulled up to the level of the leaders of the previous period; the leaders have achieved super efficiency [12].

Based on the literature review, the subject of training in a particular organization is characterized by diversity [13]. At the same time, in our opinion, it is advisable to allocate a standard list of training topics: the main provisions of the company's strategy; characteristics of the company's products and services; professional training of specialists; fundamentals of management; information technology; economic topics; management accounting; project management; risk management; legal issues; technologies of working with personnel; foreign language learning programs; fundamentals of safety and labor protection.

As you can see, the opinions of practitioners about the decision on which categories of employees to train lie in different planes. Each company

makes such decisions taking into account its own conditions and preferences, which, first of all, are dictated by the peculiarities of the existing organizational culture.

**Discussions.** In this regard, it is necessary to resolve the existing contradiction between the increased need of business organizations for qualitatively new competent professionals and the insufficient level of development of scientific and theoretical approaches to providing in-house vocational education. These provisions formed the basis for determining the conceptual direction of this study.

In the conditions of rapid changes in the markets, increasing the competitiveness of personnel is the most important condition for the company's personnel development. To date, the formation of a personnel training program is quite relevant for most companies. Modern companies are trying to increase the need for professional training of personnel.

**Goal.** Theoretical justification of in-company training as a tool of the company's human resources potential.

**Presentation of the main material.** In-company training first appeared as a concept in 1981 in the UK Department of Employment. And from that moment, an active theoretical study of the sphere of in-company training began [14].

So, in-company training is a special system of training the personnel of the enterprise. It is aimed at in-company training, the creation of an individual program for a specific enterprise, the purpose of which is the development of personnel and their readiness for changes in the work of the enterprise.

In-company training makes it possible to consider the staff and the enterprise itself as active subjects that are aimed not only at acquiring knowledge and experience, but also disseminate it both inside the enterprise itself and outside it [15].



Figure 1 - Features of in-company staff training



In-company training is not only a tool for staff training, but also brings development into the corporate culture of the enterprise. The main tasks of in-company training are:

- comprehensive professional development of employees;
- instilling uniform corporate standards of performance of duties to all employees;
- adaptation of newly hired employees to the rules of conduct adopted in the organization;
- increasing the level of employee loyalty to the company;
- improvement of motivation to perform pro-

duction tasks on the example of mentors and trainers-specialists in their field;

- the ability to evaluate newly hired personnel at an early stage;
- the ability to get information from employees about the company's work in the feedback form;
- improving the overall corporate culture of the company.

An in-company training program, as well as many others. Let's consider the characteristic features of in-company training (Figure 1).

Table 1

Analysis of intra-company planning programs (advantages and disadvantages)

Advantages	Disadvantages
<ol style="list-style-type: none"> <li>1. Special specifics of the activity and full compliance with the needs of the enterprise.</li> <li>2. Students perform practical work aimed at analyzing specific problems facing the enterprise and developing effective measures to solve them.</li> <li>3. The ability to adjust the terms of training in connection with the production need and recall the employee [16].</li> <li>4. Use of own equipment and technologies.</li> <li>5. The possibility of training a large number of employees.</li> <li>6. Relatively homogeneous composition of participants.</li> <li>7. Specialists do not leave their company for a long time.</li> <li>8. Great opportunities for individualization of training and study of personnel's learning abilities.</li> <li>9. The best opportunities for monitoring the process and learning outcomes.</li> <li>10. Activation of intra-company cooperation through the exchange of experience between colleagues.</li> <li>11. Development of corporate spirit.</li> <li>12. Absence of psychological discomfort.</li> </ol>	<ol style="list-style-type: none"> <li>1. Organization of training with narrow professional issues, which does not contribute to the development of a broad professional outlook.</li> <li>2. The need to create its own educational and material base, requiring its constant updating.</li> <li>3. Lack of exchange of experience and information with employees of other enterprises.</li> <li>4. Training participants may be reluctant to discuss some issues among colleagues or in the presence of a supervisor.</li> <li>5. Additional burden on managers and specialists involved in the learning process as teachers [8].</li> <li>6. Distraction from learning to do current affairs.</li> </ol>

In order for the in-company training system to be more effective, it is necessary to introduce the following characteristics into it:

- 1) continuity — consistency and consistency in conducting training activities;
- 2) adaptability — the ability to meet the requirements for employees of the organization in a timely manner;
- 3) flexibility — taking into account the interests of all parties of the educational process: both employees and the management of the organization;
- 4) communication — constant assessment of learning outcomes by managers, their communication with employees and teachers [17];
- 5) cumulateness — accumulation and multiplication of various training and advanced training courses that can be conducted during in-company training;
- 6) integration — constant communication with in-company personnel assessment prog-

rams[18].

**Conclusion.** Thus, the in-company training program will be effective and will enable the heads of enterprises to improve the efficiency of the enterprise to establish a corporate culture, reduce the risks of losing employees studying or improving their qualifications at the expense of the enterprise. The development of an in-company training program will provide employees with the opportunity for career growth after training and reduce the risks of loss of highly qualified personnel.

Proceeding from the above, we believe that in the conditions of constant growth of STP, changes in the information and legal framework, the emergence of new technologies, schemes of interaction between business entities, increased competition, the leading element in the personnel management system should be systematic staff training aimed at improving the competence of each employee, and, as a result, contribute to the sustainable development of the corporation.

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### КИЧИК БИЗНЕСНИ ИННОВАЦИОН РИВОЖЛАНТИРИШНИНГ ЎУДУДИЙ ИМКОНИАТЛАРИ

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**Аннотация.** Мақолада инновацион иқтисодиёт шароитида кичик бизнеснинг ривожланиши бўйича фикр ва мулоҳазалар келтирилган бўлиб, муаллиф томонидан Ўзбекистон Республикасида кичик бизнес субъектлари томонидан 2017-2021 йиллардаги инновацияларни ишлаб чиқаришга жорий этиш, инновацион маҳсулот ишлаб чиқариш, инновацияларга қилинган харажатлар бўйича таҳлилий маълумотлар келтирилган.

**Калит сўзлар:** кичик бизнес, инновация, инновацион маҳсулот, даромад, харажат, ишлаб чиқариш.

### ВОЗМОЖНОСТИ РЕГИОНА ДЛЯ ИННОВАЦИОННОГО РАЗВИТИЯ МАЛОГО БИЗНЕСА

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**Аннотация.** В статье содержатся мнения и комментарии по вопросам развития малого бизнеса в условиях инновационной экономики, а также автором приводится аналитическая информация о внедрении инноваций в Республике Узбекистан субъектами малого предпринимательства в 2017-2021 гг., производстве инновационной продукции, а также затраты на инновации.

**Ключевые слова:** малый бизнес, инновации, инновационный продукт, доход, себестоимость, производство.