



## Management of the Organization's Employees

Azamjonov Ulug'bek Usmonjon o'g'li<sup>1</sup>  
Qayumov Firdavs Azamat o'g'li<sup>2</sup>  
Raxmatov Umidjon Raximjon o'g'li<sup>3</sup>  
Rahmiddinov Bahodir Sharofiddin o'g'li<sup>4</sup>

<sup>1</sup>Senior teacher of Public Safety University of the Republic of Uzbekistan

<sup>2,3,4</sup>Cadet of Public Safety University of the Republic of Uzbekistan

**Annotation:** this article examines issues related to the management of employees of the organization. Special attention is paid to the management of the employees of the organization using the innovative method of management. The concept of innovative personnel management and the positive features of innovative approaches are explained. The initial conditions of employee innovation and the innovative potential of the organization's employees are highlighted.

**Key words:** organization, management, innovation, modern management, employees, initiative, traditional method, modern method.

### INTRODUCTION

The achievement of high results in innovative activities of modern organizations mainly depends on the efficiency of personnel management and innovative development of the organization. The human factor with special strategic and operational functions plays a central role in the field of intellectual and informatization of production.

Until the end of the 20th century, the concept of "innovative personnel management" was not used in management practice. Despite the fact that the functional personnel management of each organization has its own subsystem, this management is under the authority of department heads.

The personnel department for personnel management performed only the tasks of planning labor resources, hiring and firing employees, organizing training courses for continuous training and retraining. Functionally, the personnel department was not related to the labor organization departments and did not have the professional experience to ensure the optimal performance of employees in innovative systems. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.<sup>1</sup>

Due to the weakening of the centralized system of economic management, organizations began to solve new tasks related to the management of human resources. This is, first of all, the promotion of workers and the use of competitive compensation, the retention of highly qualified professionals who have the opportunity to choose the place of work and salary in the organization, then the

<sup>1</sup> Usmonjon o'g', A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

indexation of wages in the conditions of high inflation, and finally, the improvement of efficiency and competition. Under the pressure, there were problems of reducing the number of employees.

Today, the personnel service of organizations must effectively solve the following problems related to personnel management:

- planning of labor resources - determining the need for personnel according to the production development strategy;
- creation of a reserve of employees, selection of candidates, determination of reserve groups;
- selection of employees from reserve groups;
- execution of employment contracts;
- assessment of work performance of each employee: transfer to other positions, promotion or demotion, dismissal depending on work results;
- career guidance and adaptation - inclusion of new workers in the team, in the production process;
- determination of wages and benefits in order to attract, retain and strengthen employees;
- personnel training;
- training of management personnel, etc.

Solving these tasks includes keeping documents and compiling reports, issuing references, issuing pensions, preparing orders for incentives and punishments, registering sick leaves, keeping accounts, keeping personal folders of employees, technical requires innovative skills sufficient for training, training and development, correspondence with the district defense department and organizations, preparation of orders of the head (leader) on personnel. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.<sup>2</sup>

It is known that for successful development, the organization must manage selection, training, evaluation and reward, that is, it must be able to create, use and improve special methods and programs for organizing these processes. Acceptable methods and programs for each form a model of personnel management systems. (Figure 1)

In contrast to traditional approaches to personnel management, innovative approaches are seen here in separate systems, in particular, in the personnel recruitment system. With the traditional approach, the amount of recruitment work is determined by the large gap between the existing workforce and the future need for it. In innovative activities characterized by uncertainty and significant risk, it is difficult to predict future labor needs. In this case, it is necessary to assess the adaptation of workers to social processes and their compatibility in terms of the level of skills and the content of innovative activities. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.<sup>3</sup>

The innovative type of modern production forms the problem of professional success in a new form and, in connection with this, forms a system of selection, retraining and social adjustment of special employees. The new situation forces the search for non-traditional social technologies, requires the employee's ability to combine innate qualities with the demands of the environment. Innovative structures require from the employee a unique flexibility of thinking, an effective system of perception, an internal need for creativity, a unique form of self-awareness and integration into the social system. First of all, they are directed to the highly qualified labor force, whose main contact is the person of the innovator-scientist or the innovator-manager. The main indicator in innovative

<sup>2</sup> Baxodir o'g'li, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 1-12.

<sup>3</sup> Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

activity is intellectual potential, for which the mental importance of work and high internal motivation are of great importance. The main characteristic of the innovator should be combined with the improvement of special requirements, communication processes and interpersonal relations.

## Effective Performance Management: Key Elements

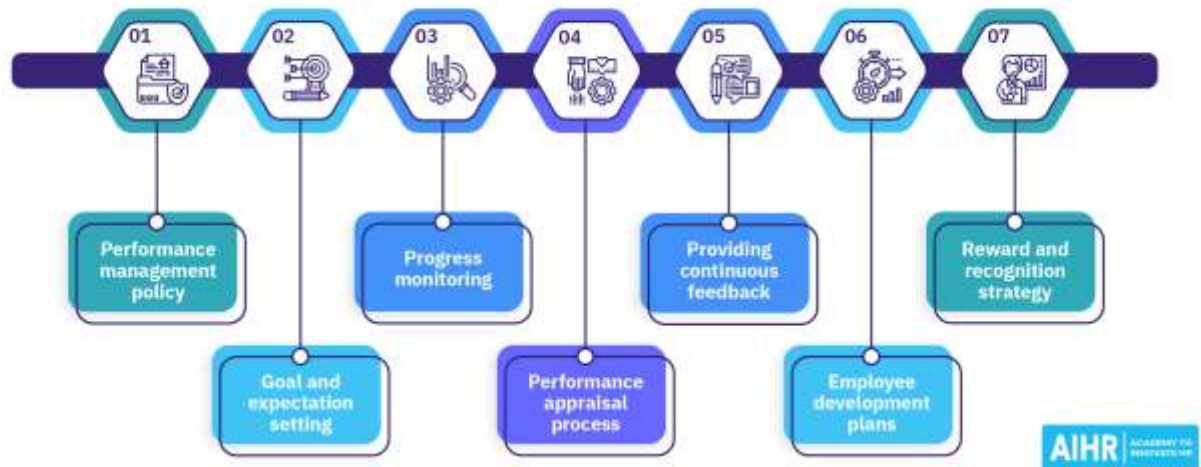


Figure 1. Model of management of employees of the organization.

Many foreign organizations (companies) use tests of compliance of the quality of the employee with the requirements of the conditions of the activity of the innovative manager in order to select innovative managers on a competitive basis. The most important qualities in the selection of candidates are initiative, purposefulness, and organizational skills based on determination to achieve goals. Team mood—a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.<sup>4</sup> Leadership is a high responsibility, which is combined with a friendly attitude to others, promptness and accuracy of the decisions made in a timely manner, the candidate is highly valued. An approximate test for compliance with the qualities required by the innovation manager is presented in Table 1.

Table 1

### A test of conformity to the qualities required of an innovative manager

Adjective	Assessment sh points i			
	4	3	2	1
Initiative	Looking for additional tasks, active, open	Demonstrates resourcefulness and resourcefulness in performing basic tasks	Performs the required amount of work without additional instructions	Uninitiated, passive, waits for instructions

<sup>4</sup> Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

There is a shortage of food	A strong personality inspires confidence and courage	Skillfully gives effective orders	Performs hard manual labor	b is open
Attitude to employees	Has a positive, friendly attitude towards people	Pleasant in behavior, polite	Sometimes it is difficult to deal with people	Mijgov, personable, quick to communicate
Responsibility	Takes responsibility for any task	Agrees to assignments	Reluctantly agrees to assignments	Avoids any task
Organizational ability	He is very capable, can convince, is good at logical proofs, intelligent	Competent, organized	Average ability	Convince and coordination - unable to survive, poor organizer
Persistence	Fast, accurate, reliable, fast	Thorough, careful, alert	Bold, but makes many mistakes	Suspicion is dust and cowardice
Diligence in achieving the goal	Goal-oriented, not afraid to overcome difficulties	Performs continuous actions	Average level of diligence	Not diligent

A high level of innovation must be based on the creative abilities and achievements of employees. It is important to link traditional quantitative methods to qualitative criteria, such as publications and patents, to assess the quality of employees. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.<sup>5</sup>

The task of selecting employees is a very complicated process. Since the available information on workers refers to the previous achievements of candidates for the innovative department, it is very difficult to assess the candidate's suitability for future work conditions. Therefore, it is necessary to use testing, selection and the like in the stage of personnel selection. For this, it is necessary to define the concepts and criteria of professional success and to apply the methodology of evaluating professionally important qualities and their dynamics, as well as to take into account the specific features of the formation of professional knowledge and skills in the process of training employees.

Innovative approaches to personnel management, as well as taking into account their specific characteristics, should be implemented:

1. Taking into account that the mental attitude of people to external influence is not mechanical, but emotionally meaningful, and therefore the process of interaction between the organization and employees is two-way.

2. People are always capable of improvement and development, which is the most important and long-term source of increasing the efficiency of any organization.

3. The modern working life of a person lasts 30-50 years in society, so the relationship between an employee and an organization can be long-term.

4. People consciously come to the organization with certain goals and expect to be helped in the realization of their goals. The level of satisfaction of the employee with the mutual cooperation of the organization is a necessary condition for the continuation of this cooperation, as well as satisfaction by the organization.

Innovative approaches to personnel management

<sup>5</sup> Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.



Recently, a lot of attention has been paid to the organization of the organization system and the process of personnel management. As a result, many organizations are starting to revise the existing system of personnel management. Although such changes increase the efficiency of employees, in many cases they do not correspond to the real needs of the organization. The reason for this is that managers strive for this without analyzing the work of the personnel management system in the organization in advance, without scientific justification and without understanding the need for any changes. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.<sup>6</sup>

In order for changes in the personnel management system to be truly effective, it is necessary to consider the personnel management system from an innovative point of view. There are many approaches to the concept of innovation, and the concept of innovation is covered by different definitions in the scientific literature. However, most of the approaches are devoted to the innovation of the product creation process, and the personnel management system as an innovation process is hardly considered. In order to consider the personnel management system from an innovative point of view, it is necessary to define the personnel management system.

The basis of any organization and its main asset are people. Human has become the most valuable resource for the organization today. Many organizations that want to show what they are capable of, do not talk about their production volume, sales volume, financial capabilities, etc., but about the number of employees in the organization. A good organization strives to use the potential of its employees to the maximum, to create all the conditions for employees to get full income in their workplaces and to rapidly develop their potential.

Every organization that wants to survive in the conditions of strong competition must constantly look for ways to improve its activities. In such a situation, it is necessary to pay attention to the rational use of all types of resources available to the organization. The key to the success of the organization is the employees with its skills, abilities, experience and ideas. Continuous development of employees, search for new approaches to their management are important signs of successful activity of the organization.

Most organizations understand the importance of the innovation process and are not afraid to follow the path of innovation, which makes the organization a continuous process that is better positioned in the long run. Thus, the purpose of the work is to learn innovations in working with employees.

According to the essence of the personnel management system, employees are an integral part of any organization, because every organization represents the cooperation of people united by common goals. Personnel management, like the organization as a whole, is a necessary element of this interaction. Because any public or cooperative work carried out on a relatively large scale needs a more or less level of management that establishes consistency between individual work, arises from the actions of individuals, and performs common functions. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence

<sup>6</sup> Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

before entering a social organization, etc. In this case, the object of “relations contrary to the charter” is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.<sup>7</sup>

Although there is no single opinion on the definition of personnel management in local literature, several approaches can be distinguished:

**Institutional approach.** In the essence of this approach, personnel management depends on the activities of various entities aimed at the implementation of the strategic development goals of the organization and the performance of tactical tasks (mainly, they include specialized personnel management services, network managers and senior leaders).

**Critical (functional) approach.** This approach is based on the distribution of personnel management functions, its goals and tasks within the organization, and, unlike the institutional approach, shows what actions and processes are needed to achieve these goals. It is the management of personnel for the organization. This allows us to talk about personnel management as a specific type of activity, as an integrated system with its own content.

**Organizational approach.** According to the essence of this approach, personnel management can be defined as a set of interrelated economic, organizational and socio-psychological methods that ensure the efficiency of work and the competitiveness of organizations. Here, it is necessary to understand the interaction between the object and the subject, the mechanisms, technologies and tools for the implementation of personnel management functions.

As an object of the personnel management system, the process of purposeful interaction and interaction of managers and employees in joint production activities also creates a unique approach. This approach defines the management system as a unit of management subject and object. This is achieved not only as a result of self-regulation in complex social systems, but also as a result of the purposeful influence of the management subject on the object. At the same time, social norms act as an object of management. The personnel management system is the main component of the management and development of any organization. Because this happens with the emergence of the organization. It is one of the most important subsystems that determine the success of an organization.

If the personnel management system is considered as a novelty, it can be concluded that it has the characteristics of absolutely any novelty. First, changes in the personnel management system are aimed at solving specific problems in accordance with the organization's development strategy. Secondly, it is impossible to determine in advance the exact result that they can bring. Thirdly, changes in the personnel management system can cause conflict situations due to the resistance of employees, reluctance to accept innovations. Fourth, changes in the personnel management system lead to revitalization, that is, they cause responsive changes in the rest of the organization's subsystems, because they are related to employees, who are the main component of the organization. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.<sup>8</sup>

During the development of the organization, the personnel management system goes through all the stages that make up the innovation process. There may not be standard forms of system construction, but since each system in the organization has its own approaches, the general stages

<sup>7</sup> Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of “Relations Contrary to the Charter”(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

<sup>8</sup> Ravshanjon o'g'li, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of “Relations Contrary to the Charter”. *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

and characteristics of the personnel management system can be distinguished as innovations. When developing a personnel management system, it is necessary to take into account certain principles of the industry, as well as to determine the factors that will give the necessary results to one or another option of personnel management, because different organizations with internal characteristics operate in different external conditions.

The decisive factor for the effective implementation of innovative management is the employees of the organization and their attitude towards it. Therefore, the task of implementing innovation management is to meet the needs of implementing innovations, to teach them to understand the personal and collective importance of innovations, as well as the methods of personal participation in the implementation of innovations, and psychological preparation of employees.

Innovations in the personnel management system should, first of all, be aimed at improving the work in the field of personnel management and increasing the efficiency of the organization's employees, including employee motivation.

The introduction of innovations in the personnel management system should be based on an in-depth study of the existing system, identifying its opportunities and shortcomings, as well as taking into account the requirements of the latest trends in personnel management and the specific characteristics of the organization's development. Thus, innovative management is not only the use of new and advanced technologies, but also an innovative approach to personnel management and decision-making. In order to implement these tasks facing the organization, structural changes in the personnel management system in the organization are required based on new management technologies. However, it should not be forgotten that there are risks in each field of activity, which must be taken into account when developing management decisions for their successful implementation. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.<sup>9</sup>

#### Prerequisites of employee innovation

Activation of innovative activities determines the main changes in the forms and methods of human resources management.

At the macroeconomic level, these trends and processes can be observed in the dynamics of changes in the structure of employment in economic sectors, in the process of transition from an economy focused on the production of goods to an economy that creates services. Constant socio-economic, scientific, technical and technological development leads to changes in the content of work, to the emergence of new jobs in terms of quality, to changes in the level of education and qualifications of employees, to the emergence of new specialties and professions, to the emergence of employees leads to changes in quality indicators.

The changes that took place at the microeconomic level require timely identification of innovative problem situations related to personnel management problems. Among the problems that arise in this regard are the technical level of new production and the level of qualification of existing personnel, the capabilities of educational institutions for personnel training, retraining and professional development, and the qualifications of employees, qualitatively new tasks of personnel development, and this work of the personnel management service. for the level of competence and motivation of employees between the elite personnel and the main mass of employees of the organization, between the existing organizational structure and the strategy to be implemented, etc.

Ongoing changes at the microeconomic level, together with the problems of personnel management, require timely identification of innovative problem situations. Among the problems

<sup>9</sup> Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY, 2(5), 230-235.

that arise in this regard, there are conflicts between the technical level of new production and the existing level of personnel qualification, the necessary opportunities for training, retraining and upgrading of personnel of educational institutions and the new tasks of personnel training and the sufficient level of training of the management service. can be achieved.

Eliminating contradictions creates conditions for continuous updating of personnel management systems that take into account the complexity of the environment, foresee and implement opportunities for constructive use of the innovative potential of employees, and are able to improve personnel work at each stage of the life cycle processes in the organization.

The basis of the improvement of the organization's personnel management system and its most important elements is employee innovation. To describe the creation of employee innovation, it is necessary to understand the basic concepts of innovation.

Employee innovation is the result of intellectual activity (scientific research) in the field of innovative management of employees, and the process of its introduction, distribution and use. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.<sup>10</sup>

Employee innovation can be presented in the form of new theoretical knowledge, principles, methods, as well as documents describing organizational, management and other processes and events in the field of innovative management of employees. Thus, personnel innovation can be implemented in the form of new recommendations, methods and instructions.

Personnel innovation is the final result of the implementation of innovations, which leads to the change of personnel work as an object of management and to see economic, social or other effects. Search for innovative ideas and develop innovations based on them. the implementing innovation process participant is an innovator.

The essence of the concept of innovation has the following characteristics: it is focused on the final results of the environment, i.e. fast and wide implementation; measuring performance in economic or social order categories.

If "innovation" means the application of innovation, the essence of the concept of "innovation" is manifested in the following features: orientation to the final results of practical activity, that is, calculation of results in an economic or social order aimed at rapid and wide implementation.

Innovative activity in the work of employees significantly changes the content of the tasks performed by the organization. As a result of innovative activities, various changes occur: new tasks are defined for functional units, new goals are set, adjustments are made to the work and tasks of some employees, the composition of work (and sometimes its environment) in workplaces changes. , the cost of performing functional tasks will decrease or increase. In turn, the functional task provides resources for the implementation of innovative activities: financial, material, human.

Thus, positive changes occur in the implementation of innovative activities in the development of an employee evaluation system in the organization: leaders begin to plan and evaluate the activities of subordinates, subordinates understand the importance of their work for the development of the organization. The first negative reaction to the evaluation system was replaced by an understanding of its necessity and importance.

Positive changes in functional activities give the organization the opportunity to get more of its share, i.e. higher profits, show employees that innovations do not pose a threat to them, and form a group of people in the team who know the need to develop an organization based on innovation. The

<sup>10</sup> Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in *Library*, 20(3), 21-27.



next stage of innovation in the field of personnel management will be provided with large financial resources, committed to the changes of employees who are ready to participate in innovation. Thus, the interaction of traditional and innovative activities takes place in the form of a spiral, changing in quality from one turn to another. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.<sup>11</sup>

In a modern organization that implements the principles of innovative development, all traditional tasks of personnel management are adapted to innovative activities (Table 2).

Table 2

**Orientation of innovations in human resource management in traditional and innovative organizations**

Employees manage function	Traditional in the organization	Innovative in the organization
Labor organizing	of employees functions and duties high level specialization , work and discipline over control	Team , group their work distribution _ Comfortable the work order choose
Employees choose	Basically behavior standards and qualities is based on	Basically of the candidate potential ability is based on
Employees adaptation	Main task - the employee the work of place requirements and behavior __ to my side adaptation	Main task - the employee in the organization innovative to the environment adaptation
Motivation and encourage	Real achievements and of services fair to be awarded based on material encourage measures much more is used .	In this of employees innovative potential save to stay and development for conditions to create own into takes _ Intangible to encourage big importance is given
Employees evaluation	More instructions __ performance behavior __ to my side according to evaluation	of employees potential opportunities and in innovation participation reach the results evaluation
Career and career _ director sh	Basically vertical growth	Basically horizontal growth growth
Personnel preparation	of employees knowledge and skills __ the work in place requirements compatibility to appreciate _ directed	Employees preparation each bilaterally to develop directed

<sup>11</sup> Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

Employees manage function	Traditional in the organization	Innovative in the organization
Employees release	Organization weakened don't stay until management shorten about doesn't think	Leadership in advance possible has been to reduce plans
Organizational culture	Strength , determination and of the leader personal example using personal interests common to work subjugation	Organizational and there is values as their own acceptance does

A personnel manager operating in an innovative organization should pay special attention to the selection of a convenient work schedule. Periods of high brain activity depend on the outstanding qualities of each employee. Since creativity and intellectual activity come to the fore in innovative activity, these factors should be taken seriously, allowing individual innovators to set their day sooner or later, have a flexible work schedule or a short work week. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term “shadow economy” still remains popular, which is one of the most significant and relevant topics of our time.<sup>12</sup>

A significant difference between innovative approaches to personnel management and traditional approaches is also expressed in the personnel selection system. Innovative activity imposes additional requirements on a potential (competent) employee.

Taking into account the specific characteristics of working in an innovative organization and the personal characteristics of innovative specialists , the problem of employee adaptation requires more attention. The personnel manager must create all conditions for the newly arrived specialist to feel comfortable in the team. There are rare cases in which an innovative organization has zero creative potential and faces difficulties in the adaptation of an employee. On the contrary, if such an employee is seen as part of the organization, productivity can be significantly increased. It can be said that the role of adaptation in traditional organizations is not so great.

**Innovative organization** - increases the role of interest and motivation of employees, which creates additional problems for the service of personnel management: mainly indirect influence on workers, replacement of traditional management with the implementation of leadership styles that imply partnership, personal skills of certain specialists recognition, transparency of activity results, providing information for self-evaluation. However, the role of financial incentives is reduced, and the need for self-awareness, general recognition, success and self-development is the first priority for a specialist engaged in innovative activities. comes out. However, it should not be forgotten that the importance of financial incentives is incomparable.

Currently, in innovative organizations, "growth ladders" or "dual career ladders" are widespread, which offer the possibility of alternately climbing the administrative ladder or the scientific ladder, depending on the abilities and desires of employees. Within one organization, an employee has two more directions of action: traditional and innovative. Variants of such actions can be taking a leadership position in a department, participating in a project as a participant or leader, moving to a new project and similar project (more interesting and significant).

The content of training (training) of employees in an innovative organization is aimed at developing their innovative potential. In addition to traditional learning models - subject-oriented,

<sup>12</sup> Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

the main focus is on ensuring the success of the employee in learning the learning and practical material. Training is aimed at meeting the current needs of the organization, while innovative training is a model aimed at acquiring knowledge and skills of an advanced nature.

Special requirements for employees of an innovative organization lead to having to work with many psychologically incompatible creative individuals in one team, which makes it difficult to adhere to the strict framework of the established organizational culture. This leads to more conflicts than traditional organizations. **Conflict management** is an important function of personnel management service in an innovative organization.

There are the following stages of management of employee innovation: development of innovation, determination of the attitude of the organization and employees to innovation, introduction of innovation, exploitation and support of innovation (Table 3).

**The organizational form of innovation management** can be defined as a set of resources, deadlines and other actions related to the performers, decorated with a set of scientific-research, organizational, financial and other scientific and normative-methodological documents in the field of personnel management. is an innovative project.

includes the formulation of the project's goals and objectives, the development of complex project measures for the implementation of the set goals, the organization of the implementation of the project proposals, and the determination of the main indicators of the project's effectiveness.

**There are two forms of labor organization of employees involved in the development, implementation and implementation of innovative projects:**

- within the framework of functional activity, combining the performance of existing functions and participation in an innovative project;

- implementation of the innovative project separately from the current activity, from the innovative group, and not from the functional department. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.<sup>13</sup>

An innovation project team is a temporary organizational association of employees for the development of specific innovations.

*Table 3*

### **Stages of the innovation management process in working with employees**

Stage name	of the stage features
Innovations work exit	Organization to innovation has been the need to determine Employees innovations the market employees with work according to innovations about complete information collect with study _ Employees innovations choice is _ while personnel work improvement according to innovative the project work exit for basis to be possible ; Current to be done must has been innovative personnel the project choose
of employees to innovation has been attitude determination	Innovations current to do encouraging or hindrance doer effect to show possible has been factors to identify innovations successful done increase provide measures work exit
Innovations current reach	Shortcomings eliminate reach and later on him complete done increase for of employees innovative experience test transfer
Innovations done increase and support	Work developed to documents according to done increase

<sup>13</sup> Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

Project management is carried out by a manager with high authority. He is responsible for project implementation and coordinating the activities of various participants. The functional division of labor in the project group is presented in Table 4.

*Table 4*

**Functional division of labor in the project group**

Project group member of	Main function
Leader	Information collect and analysis to do , tasks of work next to the stage distributes
Entrepreneur	Management decisions options offer to do
Critic	Management decisions reach probability doubt with evaluates
Author of Goya	Problematic situation solution to do for non-standard ideas before pushes
Information supplier	Problematic situation discussion to do for the group initial analytical data with provides
External connections for in charge	Other units with mutually cooperation does
The work host	Group of members achieved the results note reach , next stage group of members the work the plan makes

Thus, the development, implementation and introduction of an innovative project in the work of employees can also be seen in the matrix structure of the organization.

Among the main advantages of the implementation and implementation of an innovative project by the project team are the reduction of project implementation periods, quick response to changes, simplification of the control system, interest of team members in project results, close relations between all project participants, and reduction of resistance to innovation. enters.

***Innovative potential of the organization's employees***

New morphological and statistical characteristics of sustainable economic growth have appeared in the world economy. This is based on the use of knowledge and innovation as the most important economic resources. Innovation not only creates the strongest competitive environment of modern organizations , but is the main condition of the innovation process and the existence of innovative potential in the organization.

The innovative potential of the organization includes resources that can be used to achieve positive innovative results: material, financial, informational, organizational. An important innovative resource of the organization is the employees, whose innovative potential is based on the ability of employees to develop and effectively implement new ideas and projects, both their own and those of existing parties. Increasing the innovative potential of employees is one of the urgent problems of personnel management, which arises from the need to accelerate innovative changes in the economy.

The innovative potential of employees is the combination of abilities and opportunities of employees in the implementation of sustainable development of the organization.

The innovative potential of employees is determined by the capabilities of an individual employee and the entire work team. **In psychology and sociology, the quality groups of employees who are traditionally innovative are divided into:**

- readiness for innovative work (intellectual development, ability to improve general and professional knowledge, professional skills);



- motivational qualities (formation of interest in work, desire to express oneself, creativity, reasonable assessment of risk; initiative);
- innovative attitude to work (orientation to high standards of labor quality, creative attitude to work, stimulation of innovations);
- universal and personal qualities (openness to new ideas, healthy thinking, desire for professional growth, desire to share ideas and experiences).

Revealing the innovative potential of employees is the basis of innovation and requires creating conditions for developing innovative proposals and creating new ideas. In this context, it is important to consider the factors that support, enhance or hinder employees' innovative activities.

**A negative climate (environment) for innovation is characterized as follows:**

- uncertainty of characteristics;
- insufficient interest of managers at all levels in the innovative activities of employees;
- limitations in the communication system, lack of openness and trust;
- insufficient qualifications of leaders;
- inability of leaders and employees to organize interpersonal relations;
- constant autocratic decision-making.

**Factors hindering innovative activity are:**

- distrust of new ideas presented by managers;
- the need for many agreements on new ideas;
- interfering with the evaluation of proposals of other departments, immediate criticism and threats of dismissal;
- control every step of the innovator;
- making conflicting decisions on innovative proposals;
- giving instructions to subordinates through threats;
- emergence of "well-known specialist syndrome" in top managers.

**Factors supporting innovative activity are:**

- ensuring the necessary freedom in the development of innovations;
- providing innovators with necessary resources and equipment;
- support from top management;
- discussion and exchange of ideas;
- ensuring effective cooperation with colleagues, other departments, universities and external scientific organizations;
- creation of a system of spiritual and material stimulation of innovations;
- good faith in business criticism;
- recognition of the absence of pressure from leaders on subordinates and the right to make important decisions for them and the group;
- deepening mutual understanding of workers.

**Factors that enhance innovation are:**

- creating opportunities for self-development and professional development;
- special knowledge remote simulation and combinations in the multimedia educational system;
- free expression of one's opinion about changes;
- promotion of combining professions, replacement of employees;
- elimination of barriers and "opening of boundaries" between different types of work and functional duties;
- availability of meaningful business information;
- conducting regular meetings of working groups;

- logical content of the need for change and reorganization, constant support of an environment of trust and sensitivity to change.

### Conclusion

In conclusion, it should be said that creating a favorable innovative environment where each employee is able to take initiative, share information or experience with others, and take responsibility for assigned tasks is a big and clear goal. requires directed actions. Innovations in personnel management through appropriate personnel technologies should be focused on the formation of a modern type of employee with a number of innovative features.

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