



The Importance of The Personnel Management System in Improving The Product Quality Management System

U.M.Karimov

Assistant Andijan State Technical Institute

*Correspondence : U.M.Karimov
karimovumidjon.1994@mail.com

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Abstract

In the context of economic modernization, the effective organization of labor and human resource management plays a pivotal role in improving production efficiency and reducing costs. For manufacturing enterprises in Uzbekistan, the strategic development of a personnel management system is essential to ensure high productivity, employee motivation, and adaptability to technological and organizational change. Despite growing attention to quality management systems, there remains a lack of practical frameworks integrating personnel development with production cost efficiency. This study aims to examine the significance of personnel management in enhancing the quality management system at manufacturing enterprises and proposes practical measures for improving human resource utilization. The findings underscore that proper planning of workforce size, efficient hiring practices, continuous professional development, and the implementation of a performance-based evaluation and reward system significantly contribute to reducing production costs and improving labor productivity. The article highlights a comprehensive model that connects personnel management functions with economic indicators of enterprise success, emphasizing the socio-psychological and organizational aspects of labor activity. Enhancing the personnel management system is crucial for strengthening enterprise competitiveness, achieving rational labor organization, and ensuring sustainable economic performance. The proposed measures serve as a foundation for developing effective HR strategies aligned with the evolving demands of the industrial sector.

Keywords:

Personnel Management, Spiritual and Psychological Foundations, Cooperation, Labor Activity

Introduction

In the context of a rapidly evolving market economy, effective personnel management has become a cornerstone of sustainable enterprise development. The quality of production processes and the competitiveness of goods are increasingly determined not only by technological advancement but also by the efficient use of human resources. In manufacturing enterprises, personnel serve as the primary agents of production planning, forecasting, and resource mobilization. Therefore, a well-organized personnel management system directly impacts production efficiency, cost reduction, and overall economic performance. The relevance of this topic lies in the necessity of scientifically grounded and strategically managed labor organization to ensure socio-economic growth. The successful implementation of such systems requires addressing multiple factors, including legal, psychological, economic, and socio-cultural foundations of labor. Moreover, in the current stage of Uzbekistan's economic transition, reforms must prioritize enhancing working conditions and establishing performance-based labor incentives. Effective personnel management involves careful planning of workforce size, modernized recruitment practices, continuous professional development, and fair evaluation mechanisms. These measures contribute not only to increasing productivity but also to the reduction of production costs by optimizing the organizational structure and automating managerial functions. Furthermore, creating motivational environments and investing in human capital development ensures the long-term efficiency of enterprises. Thus, this article emphasizes that improving the personnel management system is vital for raising product quality standards, reducing operational inefficiencies, and supporting the broader goals of economic modernization in Uzbekistan (D. Khakimov & Nosirova, 2023).

Methods

This study is based on a comprehensive analytical approach to assessing the importance of personnel management systems in improving product quality management in manufacturing enterprises. The methodology involves a theoretical and conceptual examination of existing personnel management practices, grounded in the socio-economic realities of Uzbekistan's transition to a market economy. It synthesizes legal, spiritual-psychological, economic, and organizational foundations that influence labor activity and human resource utilization. The research draws upon normative and institutional documents, job descriptions, and empirical observations of labor efficiency to identify the structural components of effective human capital management. Key focus areas include workforce planning, employee selection and hiring procedures, methods for professional development, and performance evaluation systems (D. V. Khakimov & Makhmudova, 2019). Practical recommendations were formulated based on a critical evaluation of current practices, such as revising job specifications, implementing psychological and professional testing during recruitment, and aligning professional development with technological advancements. The research also incorporates managerial principles related to reducing labor costs and enhancing productivity through technological modernization and information systems. A qualitative analysis of motivation factors, workplace culture, and interpersonal dynamics provided further insights into the internal mechanisms affecting employee performance. The methodology aligns with the premise that the quality of human resource management directly correlates with the cost efficiency and competitiveness of enterprises. The study's approach aims to offer actionable strategies for enhancing the personnel management system, thereby improving overall production quality and organizational effectiveness in industrial contexts. This comprehensive method ensures relevance to both

academic inquiry and real-world enterprise needs (Khamdamov & others, 2020).

Results and Discussions

Assessing the use of personnel potential serves two purposes:

- improving the performance of each employee and identifying their reserves;
- impact on the work of the enterprise (or its division) by making fuller use of his professional and personal qualities and increasing his level of qualification; serve as the basis for remuneration for labor in accordance with his productivity and results, as provided for in the terms of the contract (Mamajonov & others, 2020).

The concept of "personnel management" (personnel management) is somewhat conditional, since it does not involve giving orders to people, but rather creating conditions that ensure the optimal use of human resources in the volume of balanced needs and interests of each employee and the enterprise (from the point of view of the entrepreneur). Only when the purposeful task of personnel management (personnel) is understood in this way, it acquires an analytical character (quality, feature), emphasizing the socio-psychological and economic justification of the decisions being made. A manager specializing in work, personnel (as in any other specialty) must have three qualities:

First, there must be an organizer of the collective work of people in performing assigned work or tasks;

Secondly, being both a psychologist and a sociologist at the same time, he must take into account the individual characteristics and capabilities of each of them more fully in his interactions with partners and employees and create a favorable atmosphere for success;

Third, one must be an economist who takes into account, analyzes, and foresees the results and costs achieved in order to make current and long-term decisions.

The relevance of the topic is reflected in the fact that in a market economy, only scientifically based and properly organized labor becomes one of the main factors ensuring socio-economic growth in the country's economy. The introduction of rational ways of organizing the work of employees leads to the effective use of human resources and working time in institutions, an increase in the volume of production and service provision, and ultimately an increase in labor efficiency (D. V. U. Khakimov & others, 2020).

Many factors influence the reason for working;

- awarding;
- professional growth and its prospects;
- the employee's general level of culture, etc.

The above-accepted interpretation of the issue of studying the theory and practice of organizing labor activity requires examining the main categories of organizations and systems, as well as the problems associated with them, such as the division of labor and cooperation, and the construction of organizational structures.

The issue of organizing labor activity in production relations is one of the most important indicators. In production relations, there is an interdependence between labor and labor tools, objects of labor. Interdependence and influence are the result of the state in which labor activity is organized. The organization of labor activity, on the one hand, implies the emergence of its foundations (legal, spiritual-psychological, economic, social), and on the other hand, the formation of the mechanism of labor activity (*ISO 9001:2015 - Quality Management Systems – Requirements*, 2015).

- 1) Legal basis - legal criteria that serve to organize labor activities in production relations (civil, administrative, property rights, legal documents related to the production of the enterprise).
- 2) Spiritual and psychological foundations - these arise from the interaction between the parties in production relations in the organization of labor activity and the process of their formation (this includes interaction between employees, the relationship between the manager or owner of the enterprise and the employee, or the interaction between the team) (Juran, 1988).
- 3) Economic foundations form the basis for organizing labor activity. This includes the criteria for organizing labor activity (i.e., the material interests of the individual, here the level of satisfaction with labor activity is taken into account).
- 4) Socio-psychological foundations. The content of labor activity is formed by the socio-psychological environment in each team, that is, the mental state of each employee in the team, and the interactions between employees (direct and indirect).

One of the important conditions for ensuring effective labor, as our first President Islam Karimov noted: "The true goal of all reforms - economic, democratic, and political - is to create decent living and working conditions for a person."

The transition of the economy of the Republic of Uzbekistan to market relations requires fundamental changes in the field of personnel management. As is known, the effective functioning of enterprises and organizations is ensured by the employees present in them. In this regard, the formation of qualified and business-minded employees is currently of great socio-economic importance (Deming, 1986).

Effective use of both physical and human resources available in an enterprise and organization is achieved in the following ways:

- improving the organizational structure, reducing management levels, and reducing middle management;
- reduce the decision-making process to the lowest possible level;
- handing over some of the ministers to intermediaries, raw material suppliers, and consultants;
- increasing the level of meaningful work at each workplace;
- automation of labor processes in order to increase labor productivity;
- labor savings in production and non-production;
- a slight reduction in the number of personnel employed in top administration and corporate

structures;

- investing in employee training and retraining, skill development programs, etc (D. V. Khakimov & others, 2020).

Personnel management tasks are specific functionally independent management processes, different from people management activities within a particular management process. Their target orientation is determined by the social strategy, which is a component of the overall strategy of the production organization.

From the above, it can be concluded that the formation of personnel of enterprises requires the development of a supply system, which should include a number of stages that occur simultaneously: the preparatory stage - orientation to the profession, choice of profession, initial professional training; the distribution stage - reception and placement of personnel; the adaptation stage - formation of a socio-psychological structure - establishment of interpersonal relationships - socio-psychological adaptation, formation of a socio-economic structure - professional adaptation, etc (Crosby, 1979).

Effective use of human resources and improvement of the personnel management system are of great importance in the cost-effective organization of production at the enterprise and in reducing the cost of production. Because personnel manage production, carry out current and prospective planning and forecasting, and mobilize production facilities and financial resources.

In our opinion, it is advisable to take measures to improve the effectiveness of the personnel management system in the following order:

1. Development and planning of the optimal number of employees at enterprises. As is known, employees working at an enterprise are conditionally divided into two groups: employees engaged in production, that is, workers and management personnel. Economically, if the costs of paying workers for labor are included in the cost of production of the product, then the salaries of management personnel are covered from the gross profit of the enterprise as part of period costs. Thus, if an increase in the number of employees leads to an increase in the cost of production, then an increase in the number of management personnel leads to a decrease in the profit of the enterprise (Ismatullaev etc., 2014).

Both of these situations lead to a decrease in the competitiveness of the enterprise. Because an increase in the cost of production, in turn, leads to an increase in the price of the product. This reduces the speed of product sales. A decrease in profit limits the implementation of measures to increase efficiency at the enterprise, such as expanding production, developing new products, and providing financial incentives to enterprise employees. Reducing labor costs included in the cost of production at enterprises is carried out by introducing efficient technologies and modernizing production. Reducing labor costs as part of management costs can be achieved by introducing modern computer technologies and information and communication tools in functional departments (D. V. Khakimov & Umarov, 2023).

2. Improving the process of selecting and hiring employees. Job descriptions are important in determining the requirements for the professional qualifications and work experience of the

employee being hired. We believe that the job descriptions used in manufacturing enterprises today need to be revised and improved in accordance with the constantly developing techniques and technologies, as well as the socio-economic development of society. At the same time, when selecting and hiring employees, it is important to develop and apply effective methods of psychological and professional testing with the help of specialists, which will allow to fully determine their general social qualities (willingness to work, work intensity, ability to plan their work well, discipline at work), personal qualities (memory, intelligence, adherence to ethical standards) and professional qualities (conceptual thinking, developed intuition, entrepreneurship, diligence, professional knowledge).

3. Ensuring the professional development of employees. The increasingly rapid development of science and technology places new demands on the professional development of employees. When improving the professional development of employees, it is necessary to take into account the influence of the following factors:

- the impact of external environments on the enterprise (consumers, competitors, suppliers, the government, etc.);
- development of techniques and technologies, development of new products, changes in production methods; -changes in the organization's development strategy;
- introduction of new organizational systems;
- establishment of new types of activities (Feigenbaum, 1991).

In our opinion, it is advisable to involve specialists in various fields, researchers from various fields, and leaders in determining the effectiveness of the training model in improving the professional skills of employees.

4. Improving the system of evaluating the results of employees' work and motivating them. Not all employees working in enterprises fulfill their duties equally. Therefore, in modern personnel management, employees of the enterprise are divided into three groups: leaders, middlemen and outsiders. Today, it is important to develop an effective system of evaluating employees according to their contribution to the results of the enterprise's activities. This system will lead to an increase in the efficiency of employees' activities in enterprises. Because personnel performance evaluation:

- enables employees to critically evaluate their performance, improve their work attitude and productivity;
- allows management to identify problems related to the activities of each employee and develop measures to eliminate them;
- makes it easier for employees to make rational decisions about assessing their strong and weak professional qualities and planning their careers accordingly;
- provides the opportunity to implement measures to increase employees' salaries, promote them in job ranks, and, if necessary, relieve them of their official duties (Oakland, 2003).

In our opinion, it is important to develop an effective system for evaluating the individual

performance of employees in all manufacturing enterprises, adequately rewarding their contributions to reducing production costs and the results of the enterprise's activities, and encouraging their proposals and practical activities to improve technological processes and increase the efficiency of organizational and management structures (Garvin, 1984).

In conclusion, improving the personnel management system, which allows for the effective use of human resources potential in manufacturing enterprises, is one of the important factors in the cost-effective organization of production and reducing product costs.

Conclusion

The effectiveness of a product quality management system is inextricably linked to the quality of personnel management within an enterprise. The study highlights that the key to reducing production costs and enhancing competitiveness lies in the rational organization of human resources. This requires a strategic focus on developing an optimal staffing structure, revising hiring practices, supporting professional growth, and implementing fair and motivating evaluation systems. The personnel management system must account for legal, economic, spiritual-psychological, and socio-psychological foundations to ensure a holistic approach to labor organization. It is evident that improving employee performance through better alignment of qualifications, responsibilities, and incentives not only enhances individual productivity but also contributes to the enterprise's overall operational efficiency. Particularly in a market economy, where adaptability and innovation are vital, the modernization of personnel policies and the integration of advanced training methods become essential. As the study suggests, the transition to modern information technologies, clear job descriptions, and targeted employee development programs are vital steps toward building a competent and motivated workforce. Ultimately, enterprises that invest in the continuous improvement of their personnel management practices will be better positioned to ensure sustainable growth, optimize costs, and deliver higher-quality products. Therefore, human capital should be regarded not merely as a resource but as a strategic asset fundamental to long-term success.

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