

Labor Management Methods

Azamjonov Ulug'bek Usmonjon o'g'li

Senior teacher of Public Safety University of the Republic of Uzbekistan

Abdullayev Qodir Rustam o'g'li, Axmadov Doniyor Davlat o'g'li

Cadet of Public Safety University of the Republic of Uzbekistan

Abstract: the concept of labor management, features, functions, social nature and types of labor management are mentioned in this article. In addition, the types and methods of labor management are explained. Levels of labor management are highlighted. The Republic of Uzbekistan has been a member of the International Labor Organization since 1992, and until today, 14 conventions of this Organization have been ratified.

Keywords: labor management, objective necessity of labor management, socio-labor field, labor management tasks, labor management functions, labor management process, types of labor management, intermediate types of labor management, directive methods of labor management, indirect methods.

Labor management is one of the types of management relations. The objective necessity of labor management arose during the development of joint labor and its cooperation. It became clear that the purpose, content and functions of management change with the development of productive forces and labor itself, and are primarily determined by the social structure of labor specific to each type of production. Direct labor activity, its organization, conditions and results, labor force restoration, social labor relations are the objects of labor management. 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.¹

Labor, as a component (factor) of production, interests the production organizer and production manager equally with other factors - capital, land, main means of production, raw materials, semi-finished products, and so on. But labor differs significantly from other factors of production: it has civil rights and freedoms, ideas about one's own interests and justice, the right to unite for self-defense in relation to the employer, and so on. A hired worker sells his labor capacity, undertakes to work under the conditions established by law or mentioned in the contract.

In the labor market, in production, and after work, a person remains whole. It is necessary to take into account this in management practice. It is necessary to manage not the combination of the labor factor with other factors, but the whole set of interactions of living people with society and each other, which arise due to labor relations.

¹ 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.

The framework of processes and relations closely connected with labor creates social-labor relations. In the implementation of socio-economic processes and relations, if priority is given to the implementation of labor-related conditions (organization, payment, discipline, labor ethics, formation of labor teams), such a field can be called a social labor field. 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.²

The field of social work also consists of a set of concrete social problems that shape, sustain and change the social status of employees, and it is necessary to manage it.

The tasks of labor management include, first of all, increasing the efficiency and quality of work, ensuring the balance and proportionality of economic development, reducing socio-economic differences in labor, creating conditions for all-round development of a person, increasing their role in the development and management of labor teams. .

Labor management functions are actions performed against management objects to achieve set goals and tasks, through which the labor management mechanism is activated.

The process of labor management can be implemented only if there is a real system that solves management tasks.

This system can be viewed from two sides. On the one hand, it is a set of management relations in the field of labor. In this case, the labor management system will have the functions of managing employees, managing the organizational provision of labor activities, managing labor productivity and quality, managing interest in work and encouraging work, and managing social labor relations. On the other hand, the special services that make up the labor management system, the labor and salary department, the labor organization department, the personnel department, and the personnel management service are links of the institutional form of labor management.

Social nature and types of labor management

Labor has always been a social process by its nature. And any social work requires specific organization and order. Someone sets goals for employees, distributes tasks, monitors their performance, motivates people to work in any case, should coordinate their actions. The nature of labor management, its methods and tools cannot remain constant. Ultimately, they are determined by the level of development of production itself and its social form. In Western literature, the development stages of labor management are connected with the works of F. Taylor, E. Mayo, R. Likert and others. Some researchers propose to distinguish between artisanal, technocratic and innovative types of labor management, which correspond to industrialized and scientific-technical options before the industrialization of economic growth. Division into such periods has serious grounds. 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.³

Craftsmanship consisted of a simple form of labor management. Disrupting the scope of the workshop structure, the manufactory combined previously independent professions and directly introduced the division of labor into the production process. With this, on the one hand, there was a need to hierarchically limit the workers themselves, and on the other hand, to subordinate

² Baxodir o'g, 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.

³ 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.

the previously independent worker to a single team and discipline. In those conditions, the tasks of labor management consisted of organizing the labor, supporting the wage system and work order, monitoring and controlling the performers.

With the transition to machine production, there were qualitative changes in the forms of generalization of labor. Technocratic management of labor was formed. It is based on the principles of greater division of labor and specialization of employees, separation of managerial labor from organizing executive labor, targeting of strict forms of economic coercion.

In the course of evolution, this type has undergone great changes under the influence of technical progress, advances in the system of labor relations, state policy, and the research of scientists and production organizers.

At first, the employees were engaged only in the issues of recruitment of services, and since the 20s, in the issues of organization and accounting of labor, motivation of employees and improvement of their qualifications.

In the enterprises of the leading firms, the activities on rational use of labor, analysis of work methods and ways with determination of their appropriate combination, control of working hours, labor consumption, and application of the wage system are more and more widely implemented. These innovations allowed entrepreneurs to speed up their work. The works of F. Taylor, G. Emerson, F. Gilbert and others were the theoretical basis of this activity. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁴

F.Taylor developed such methods according to which each type of work, timing for each operation and careful study of the worker's movements are determined by the single, most reasonable way to perform the given work. All errors, useless actions have been eliminated, the most perfect ones have been selected. According to the famous French physicist Le Chatelier, it consisted of mathematics applied to the organization of work in industry. Economic coercion was used against highly productive labor:

- a separate system of employee wages (increased tariff rates and evaluations for those who fulfill and exceed the norm; for those who do not - a reduction of rates by 20-30%, fines);
- creation of conditions that help the fulfillment and improvement of tasks to a greater extent: providing detailed guidance, planning work to the smallest detail, providing special tools, accounting and control.

Average labor productivity in enterprises using F.Taylor's system has doubled in three years. In the first thirty years, this system was widespread enough that companies in almost all highly developed countries used it. F.Taylor developed the success of the production of his system in conditions that primarily depend on the employee himself and his physical strength. 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.⁵

⁴ 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.

⁵ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

The types of labor management can be determined from the criteria of the description of management in society, that is, ultimately, from the description of the social system. Labor management in a sustainable developing society will have the same description as production management and management of the whole society. the guarantee of the social stability and stability of the government is in this conformity.

The authority in society that determines the description of governance can be democratic or dictatorial. The democratic type of government means the full value civil subject of the majority, and the autocratic type means the appropriation of the rights of the subject by the minority.

The absolute type of labor management is total dictatorship. Its opposite is the democratic management of labor, its necessary and distinguishing feature is the full development of true multi-subjectivity and its free implementation (in the space of democratically adopted law).

In addition to the latest specific types of labor management, there are also intermediate types. An intermediate type of labor management is considered authoritarian, self-directed.

The principle methods of exerting managerial influence on the participants of social labor processes are called methods of labor management. Work processes are managed in three main ways:

- 1) the method of the manager influencing the managed and the process managed through them based on direct instructions;
- 2) the manager's way of influencing the subordinates and the process managed through them through indirect interests;
- 3) the method of self-management in which the participants of the process make their own decisions and execute them.

Naturally, there is a connection between the type of labor management and the methods of labor management. It is not expressed in the fact that the dictatorial type of management uses only directive methods, the democratic type uses only indirect methods, and so on. Different methods are used for each type of controller. Only their ratio and mass combination are different in different types of management and power.

Examples of directive methods of labor management are any restrictive norms contained in labor laws. The minimum amount of remuneration for labor is determined by law for the duration of the working day, working week, working year, the sum of the duration of non-working work, standards of working conditions, and others.

Indirect methods allow the worker to choose from different options, to work a little faster or a little slower, to work with more or less frustration, to learn or not to learn best practices, and so on. Examples of forms of labor management include:

- state forms of labor management;
- contractual forms of labor management.

State forms of labor management. The state as a subject of labor management appears in the form of legislative, executive and judicial authorities. According to these forms, the managerial influence of the state in the field of social work is resolved through laws, Presidential Decrees and Orders, and government decisions. Since there is no special labor court in the Republic of Uzbekistan, constitutional, civil, administrative and criminal court cases are used in the field of labor management. 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.⁶

⁶ 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.

According to the Constitution of the Republic of Uzbekistan, the recognition of the principles and treaties recognized by the norms of international law in the country and giving them the status of a component of the legal system is widely implemented. Through this, the rights and freedoms of a person and a citizen in the field of social work received the greatest legal protection.

Labor management involves coordinating legal norms with concrete problems and stages of their solution, clarifying them to the extent necessary and necessary.

Contractual forms of labor management. A contractual form of labor management occurs when management decisions on social and labor issues are made on the basis of joint actions and agreements of several equal subjects. Currently, several types of contractual forms are used in the Republic of Uzbekistan. We will quote the following from them:

- the general agreement between trade unions, employers' associations and the government of the Republic of Uzbekistan;
- sectoral (inter-sectoral) tariff, professional tariff agreements between trade union associations, employers' associations and the Ministry of Employment and Labor Relations;
- collective agreements between representatives of labor unions (employees) and enterprise administration (employers);
- individual labor contracts (contracts) between employees and employers.

Enterprise administration or local administration, on the one hand, joint or coordinated (agreed) actions of different organizations of workers should be considered as one of the types of labor management contract. Such forms are always present in enterprises where trade unions are active. 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 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.⁷

Contractual forms of labor management can be considered a form of social partnership only in certain cases, that is, in cases where workers and employers have equal power, not labor and capital rights.

Innovative labor management

Technology has come to the fore in today's economy. And yet his system is still based on the rationalization of production. It is still widely used today by businesses with repetitive operations.

Followers of F. Taylor in the USA and other countries improved and developed this system. made corrections in some places. They moved from the study of individual production operations to the study of the entire production process and its regulation methods. F. Tevlor's closest assistant, G. Gant, develops a special schedule, in which each worker could see the results of his salary for any time. The table also shows the progress of the departments and tasks of the production programs temporary relations between them are shown. According to many, this schedule caused a revolution in labor management at that time. It is the basis of operational planning of the production process within the enterprise, as well as the network tables developed later.

F. Gilbreth, a contemporary of F. Taylor, is the inventor of timing. R. Wolf, the manager of one

⁷ 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.

of the American companies, introduced a number of new financial incentives to increase labor productivity and involved workers in solving some management issues. Sociologist M. Follett dealt with the problem of conflicts in the enterprise and management style. Harvard University professor G. Münsterberg emphasized that labor productivity depends on psychological factors. He is considered the author of the first test and the first systematic essay on engineering psychology, he introduced a scientific approach to career choice. Along with engineers and other production specialists, psychologists were engaged in researching the problem of accident and injury prevention and the effect of surrounding physical conditions - lighting, heating, ventilation, etc. on labor productivity. Their ideas began to develop in modern science, which is called ergonomics in Europe, and social engineering in the USA. 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.⁸

The principles of "scientific organization of labor" formed in the works of these scientists were the founders of technocratic management of labor for many years. Primarily focusing this leadership on the individual employee; introducing a normative approach to labor organization and promotion; organizing work process planning and control; selection and training of employees; are rules on the introduction of division of labor into management activities and the separation of specialized personnel units. Technocratic management is highly developed in G.Ford plants. Thanks to the careful organization of continuous conveyor production, centralization of management and scientific approach to labor, G. Ford and his followers in other companies achieved a significant decrease in production costs and an increase in production. At that time, Fordism was integrated with the most prestigious technical-economic and social aspects of the technocratic management of labor.

In the 1930s and 1940s, the recommendations of industrial psychologists and sociologists such as E. Mayo, F. Roethlisberger attracted the attention of entrepreneurs. With their help, they tried to improve the services of corporations, motivate employees to increase productivity, improve the social environment in enterprises, and mitigate conflicts between workers and management. At that time, socio-psychological methods did not change the foundations of technocratic management of labor, only its form was different.

During this period, the influence of the state on the use of hired labor in western countries increased. One of the main directions is the establishment of general principles of employment and labor relations in the industry. The state regulated the activities of enterprises in the field of labor with the help of legal restrictions. For example, in the 1930s, in the USA, laws were adopted that set the standards of social security, the minimum wage, overtime pay, technical safety and labor protection in a number of industries. 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.⁹

The integrated system of labor management, which forms the basis of technocratic principles and meets the requirements of industrial type of economic development, was created in industrialized countries at the level of large companies in the early 50s.

In the 1950s and 1960s, the role of scientific and technical factors increased and technical modernization of production took place. But during this period, not enough attention was paid to

⁸ Ravshanjon o'g, 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.

⁹ 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.

the restructuring of labor management.

The main action of the management in the field of personnel policy is concentrated around numerous standards and regulatory materials within the firm that regulate the organization of work and payment for it, and the legal provision of labor relations in corporations. At the same time, in the conditions of the acceleration of ITT, the technocratic leadership of the workforce was shown to be incompatible with the needs of production. It is reflected in increased alienation of employees, significant decrease in job satisfaction, high dissatisfaction of employees. The negative trends were felt first of all by the corporations that strategically planned the acceleration of ITT. The countermeasures taken by them are experiments related to the implementation of methods of "enrichment of work", "expansion of work tasks", "replacement of jobs" intended for individual employees in the field of labor organization and promotion in production. 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.¹⁰

For example, according to the "labor enrichment" program, employees are given additional powers to make decisions and issues of current activities; strict control measures will be eliminated and self-control of workers will be strengthened, responsibility for the work being performed will increase; different and more complex tasks are introduced that increase interest in work; good "feedback" is provided for each employee with his management; necessary organizational changes are applied.

But greater changes in labor management were required. Corporations, in fact, are faced with the need to revise the principles of labor management. First of all, it concerned the employee, the reward system and his participation in the management of the corporation.

D. McGregor, a well-known follower of E. Mayo, proved in the book "The human side of the enterprise" (1960) that the authoritarian order in production is obsolete. According to him, there are two theories, two different views of man, the employee: "Theory X", according to which man is lazy by nature, he should be threatened with bribes, punishments and deprivations, and "Theory Y" - people like engaging work, they want independence, participation in decision-making, they are happy to show initiative, make discoveries, they need forms of respect, goodwill, and approval. 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.¹¹

It follows from this that it is necessary to abandon petty guardianship, create conditions for the manifestation of creative aspirations and independence, and apply "personal relations" to production. According to D. McGregor, "Theory X" is outdated, managers should take "Theory Y" as their weapon - "human relations" will justify itself.

In advanced corporations, the management is rebuilding the work order, taking into account these recommendations and feeling the negative consequences of strict autocratic management of labor, and the "short work week", which envisages the floor independence of the executive in determining the time limits of his work, "previously implements such innovations as "shifted

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

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

work schedule" and other forms; managers are moving away from graded tariff schedules and increasing the dependence of remuneration on the final results of the work and the company's activity as a whole, implementing "profit-sharing" forms. 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.¹²

The economic excitement of the 70s and 80s and the subsequent transition to a new technological method of production had a strong impact on the process of labor management evolution. In these conditions, the logic of production development has placed on the agenda the issue of deeper restructuring of labor management based on innovative principles. Firms cannot take leading positions without dramatically increasing technological and organizational flexibility. But within the framework of the traditional structure of employment, the technocratic organization and promotion of labor, it is impossible to have such adapted production. In front of the management, first of all, the problem is put to the highly qualified workforce, which is agile, mobile, able to make decisions, involved in achieving the general goals of the company.

Levels of labor management is the level of distribution of powers in solving social labor issues. In this respect, the management of labor is exactly the same as the management of other processes of social and economic life. The Constitution of the Republic of Uzbekistan defines the principles of distribution of powers by levels of management.

Three levels of labor management are distinguished: international, state and enterprise level. International level of labor management. International labor management is carried out by the International Labor Organization (ILO). In 1919, it was intended to help establish and maintain social peace and resolve acute socio-economic issues in a gradual and peaceful way. 45 countries took part in the organization of the ILO, currently it has 170 countries, where 98% of the world's population lives. Representatives of the government and labor and business organizations from each participating country are included in the ILO.

The Republic of Uzbekistan has been a member of the International Labor Organization since 1992 and has ratified 14 conventions of this Organization to date:

1. Convention on Forced Labor - 13.07.1992;
2. Convention on the forty-hour work week - 13.07.1992;
3. Convention on payment for holidays - 13.07.1992;
4. Convention on Freedom of Association and Protection of the Right to Organize Trade Unions - 17.06.1948;
5. Convention on Freedom of Association - 13.07.1992;
6. Convention on equal pay for work performed - 13.07.1992;
7. Convention on protection of motherhood - 13.07.1992;
8. Convention on the Elimination of Forced Labor - 15.12.1997;
9. Convention on Discrimination - 13.07.1992;
10. Convention on employment policy - 13.07.1992;
11. Convention on workers' representatives - 15.12.1997;
12. Convention on collective agreements - 15.12.1997;
13. Convention on minimum age for employment - 03.2008;

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

14. Convention on prohibition of the worst forms of child labor and taking immediate measures - 03.2008.

The ILO unites governments, entrepreneurs and workers as equals to develop measures to protect and improve working conditions, ensure full employment and raise living standards, and encourage cooperation between entrepreneurs and workers. Composition of the International Labor Organization: International Labor Conference; administrative board; international labor bureau; tripartite committees; consisting of regional and special conferences. Headquarters in Geneva. He was awarded the Nobel Prize for his work in the promotion of peace (1969).

The International Labor Organization is one of the oldest and largest international organizations. Its activities are determined by the ILO Charter, which the participating countries must comply with. The goal of the IOM is to help achieve material well-being and to ensure the spiritual development of people, regardless of race, religion and gender, and to create the conditions that allow this. In order to achieve this goal, the ILO sets itself the main tasks.

The directions of work of the ILO are the development and adoption of international labor standards in the form of conventions and recommendations for conducting policies in the field of labor and employment, conducting technical cooperation, conducting research on social and labor problems and their print the results.

The International Labor Conference (ILC) is the supreme body of the ILO. It is held once a year and lasts four days. The average number of participants is 2000 people. At the conference, the main directions of work of the ILO will be developed, the problems of the social labor situation of workers in the world of work will be discussed, and decisions will be made regarding conventions and recommendations, as well as specific issues.

The Administrative Council is the executive body of the ILO. It coordinates its activities by holding sessions, which are held three times a year. The council consists of 56 members, including representatives of the government, workers and entrepreneurs. There are 28 representatives of the governments of the member countries of the ILO, 10 of them are permanent. They are elected by experts from among the representatives of the most industrialized countries. The remaining 18 people are re-elected every three years according to regional quotas to ensure equal representation of different countries. The council includes 14 representatives of workers and entrepreneurs from each group. The Chairman of the Administrative Council is elected annually after the conference on the principle of rotation, taking into account the regional affiliation. The Council has a 12-member expert group to monitor the implementation of conventions and recommendations.

The International Labor Office (ILO) is the permanent secretariat of the ILO. The central office of the International Monetary Fund is located in Geneva, and the International Monetary Fund has 40 departments in different countries where it implements its projects. The General Director, who is elected by the Administrative Council for a five-year term, heads the IEO. The composition of the International Labor Office and its management is permanent, many employees have an open-ended contract. Being a permanent body, IEO actually performs the role of a world research and social information center on social work issues. IEO has two institutes: the International Institute of Labor Research and the International Center for Vocational and Technical Training. 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.¹³

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

Regardless of the scale of labor management at the enterprise level and the field of activity, labor management is carried out in every enterprise. In this regard, the difference between enterprises is only the level of significance of management, the completeness of its content, the setting of goals for the achievement of the final results of the activity of this enterprise, and the definition of management objects and functions.

The purpose of labor management in the enterprise is to use employees, live and materialized labor as rationally and efficiently as possible, and to pay for labor and spend money on material incentives for labor, together with compliance with the constitutional rights and duties of citizens. Organization of labor management in the enterprise depends on objective and subjective factors. The scale of the enterprise, the manufactured product, the complexity of the technological process, the characteristics and type of production, the qualifications of the managers, etc. are included in the objective factors, and the approach of the leaders to labor problems is included in the subjective factors.

Until recently, management of labor organization in most enterprises of the republic was mainly concentrated in four departments: personnel department, labor organization department, labor and salary department, and technical safety and labor protection department. These services were created differently. They differed from each other in their structure, assigned functions, subordination and number of people. Foreign enterprises often have a single human resource management service, which is subordinate to one of the vice presidents of the company. Such a service includes various departments, such as recruitment and labor relations, payroll, employee training, etc.

Labor management at the state level. Each country has its own system of state bodies for labor management. The name and structure of these bodies may change from time to time. But any civilized state is concerned with issues of labor, employment and social policy, in particular, working conditions, job and employee classification, inter-class ratios in the budgetary sphere, employment management, relations between employers and employees. develops regulatory documents on the organization of mutual relations.

Conclusion

In conclusion, it is worth saying that labor management is the management of the social and labor sphere, that is, the sphere in which the socio-economic process and relations regarding labor are a priority (regarding the social and production conditions of labor, its implementation, organization, pay payment, discipline, labor ethics, formation and operation of labor teams, etc.). The purpose of labor management in the enterprise is to use employees, live and materialized labor as rationally and efficiently as possible, and to pay for labor and spend money on material incentives for labor, together with compliance with the constitutional rights and duties of citizens. Organization of labor management in the enterprise depends on objective and subjective factors. The scale of the enterprise, the manufactured product, the complexity of the technological process, the characteristics and type of production, the qualifications of the managers, etc. are included in the objective factors, and the approach of the leaders to labor problems is included in the subjective factors.

Innovative labor management is more compatible with the scientific and technical type of economic growth. This management is aimed at ensuring high productivity and quality of work, increasing the creative and organizational activity of employees, using "human resources" skillfully and appropriately, and ensuring the necessary loyalty of the company's workers.

Innovative labor management is designed for skilled labor, high-quality workforce. The management carries out a differentiated policy of labor resources.

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