

## **Issues of the Significance of Co-Management in Production Conditions**

***Dadajonova Martabahon Makhmudovna***

*Candidate of Economic Sciences, Associate Professor, Andijan Machine-Building Institute*

**Abstract.** *This article explores the specific features, norms, and advantages of joint management in production settings, drawing on foreign experience. It highlights the need to align all elements of the emerging management system at the micro level in the context of Uzbekistan's digital economy and innovative technologies. The article discusses the importance of modern methods for evaluating organizational activities, including labor relations and indicators. It also compares the American and Japanese approaches to personnel management, emphasizing the significance of individual creativity and collective decision-making processes. The study suggests that adopting these international practices can enhance management effectiveness and foster high-performing teams in Uzbekistan's enterprises. Ultimately, the article calls for the application of modern personnel management methods to achieve better economic results.*

**Key words:** *Micro level, element, globalization, company, strategic, technology, authority, charismatic, creative, consensus, leader, generator, complementarity.*

In the context of digitalization of Uzbekistan's economy and the development of advanced innovative technologies, bringing complex management processes to the micro level requires bringing all elements of the emerging management system into alignment. Therefore, there is a need to develop new methods and forms for evaluating the organization's activities, including new methods for analyzing labor relations and indicators. In today's highly globalized era, the incorrect selection of personnel, in turn, leads to numerous losses for organizations. When selecting personnel, it is important for the head of an organization or a specialist working directly with personnel to take into account the ability to know what a person can do now, not what they did before. In this sense, the study of the significance of joint management in production conditions, technologies used in various companies around the world, and directions for their use in our national economy remains a pressing issue.

The management process is a set of purposeful actions of the leader and the management apparatus to harmonize the joint activities of people to achieve the set goal.

In developed countries, teams compete, not companies. A team is a collective of effective, like-minded people united by a common goal. The team lives with its work and emotional life. Each team develops its own unique ways of working. In a team, interpersonal relationships are built in such a way that specialists can work closely with each other, even in a small room, in harmony, collaboration, and successfully for up to 24 hours each day. The team has an atmosphere of enthusiasm.

A team is a specially formed, small, constantly developing group of highly qualified specialists with the goal of solving large and complex tasks. American management borrowed this concept from sports. There are many similarities in the organization and activities of a management team with a

sports team. For example, each member of the management team performs one specific task in solving a common problem and is solely responsible for this task. As a single specialist, each member of the management team, like a sports player, has all the necessary rights, freedom, and independence in performing their duties.

In global practice, there are mainly two American and Japanese approaches to personnel management. Both approaches are aimed at activating human resources, constant technological improvement, strategic orientation towards a large number of types of services and goods, delegation or transfer of rights, powers, and responsibilities to make a number of important decisions at the lower levels of production management. These approaches are also aimed at developing and implementing long-term strategic plans for the development of the organization.[1] The American approach to personnel management in the United States is also based on the principle of individuality. American corporations prefer individuals who are bright, charismatic, active and creative in solving tasks and developing ideas, capable of a unique approach and achieving expected results when selecting employees. In Japan, the practice of making managerial decisions amazes many foreign managers. Decision-making is carried out in a collective manner, and the overall decision is made by consensus. They will discuss the proposed decision until there is a general consensus within the organization and make it after reaching a consensus, a final decision.[2] In Japan, the "Ringi System," "NENKO," and "Lifelong Employment" systems are widely used. These systems, widespread in Japan, demonstrate the predominance of collectivism and human relationships. Therefore, the use of the experience of the aforementioned countries ensures the formation of a healthy environment in the collective to enhance the effectiveness of management and ensure the quality of its power.

Based on the above analysis, we believe that the characteristics of joint management can be as follows:

1. In a team, interaction is built in such a way that the errors or successes of each member are immediately revealed to all the teams. The result of each member's work (positive or negative) affects the overall performance of the team and determines the well-being of each member.
2. There is no hierarchical subordination in the management team. All members interact directly with each other, like athletes. In addition to its primary function, each member plays a unique, unique role in the life of the team. For example, the unifying role, the idea generator, the informant, the expert, the processing, and the concluding roles. The factor determining the effectiveness of teamwork is the contrast between the distribution of roles and tasks.
3. A team cannot have people whose personalities do not match, who look at each other with hostility. Such incompatible, contradictory people do not initially unite in one team. The team itself abandons one (or both) of the conflicting opponents and separates. Otherwise internal destructive scandals and conflicts will gradually destroy and destroy the team.

The team constantly monitors the behavior and actions of each member, carefully observes what and how each person does, compares their activity with the norms and values of the team, and expresses their attitude towards this behavior in various ways. Team feedback is important for every member. The interests of a team are higher for each of its members than their personal interests. The essence of a team's mental state lies in the homeostasis of its members.

Experience shows that if a team has an entrepreneurial spirit, if every member has a businessman in their heart, then success is ensured for this team. A team can take risks in their business. The creative spirit of the negotiations of highly qualified specialists and the decision of the entire team to solve the problem will minimize the negative results of any initiative. The complementarity of specialists is a quality that always ensures the team's success.

Numerous studies have shown that high-performing teams are often characterized by the following characteristics:[3]

A high level of team independence.

2. The team works with a big, sacred, ultimate goal in mind.

3. Good balance between team members' roles and responsibilities;
4. Team members work together;
5. The ability to learn from one's own mistakes, learn from one's own failures, and develop.
6. High team performance.

The number of teams can range from three to twelve. The number of teams cannot be less than three. Because any activity between two people is primarily perceived as a mutual personal relationship. Therefore, in order for any relationship to be characterized by the norms and values of the team, it is necessary to have at least one other member (a third member).

The upper limit of the number of teams cannot exceed 12 people. Because the sensory capabilities of an ordinary person are capable of controlling up to ten other people's interactions at a time. Nevertheless, if the number of teams exceeds the norm, the following consequences may arise:

1. The team's composition becomes changeable (always someone leaves the team and someone enters);
2. Within a large team, one or two groups appear.
3. The integrity of the team is lost. Teamwork with the environment there is no unity in their external relations.

The team is led by a leader. The leader leads in a liberal style.

The strategic, especially challenging and responsible tasks of a leader are the development of a team's ideology, the discovery of strategic goals, the selection of highly qualified specialists for the team, and the formation of a corporate spirit in the team's activities.

The leader's operational duties are the following phrase:[4]

1. Monitor, improve, and maintain the personal relationships of team members;
2. Ensuring compliance by specialists with the rules, norms, and values of the team;
3. Protecting the interests of the team everywhere.

The most important thing for a successful leader is to set clear goals, not to create false expectations, to start every activity from a small point of view. It's easier than anything to promise. Unfulfilled promises undermine a leader's reputation. A leader always recognizes the achievements of their employee and encourages those who deserve praise. The leader uses every opportunity to create a healthy mental "climate" in the team and to make the team members believe in their strength. The leader works closely with all specialists. A strong leader is never left out in the process of work.

Creating a team is difficult. The main characteristics of the original team members must meet the following requirements: relying on one's own strength, striving for independence, a thirst for success, and a propensity for calculated risk. Because their interests and hobbies are common, because their personalities and habits coincide, highly qualified specialists unite in a team. By voluntarily joining the team, they strive to satisfy certain specific personal needs as well.

Methods for building a cohesive team with a healthy mental "climate" are based on the creation of small work groups. These methods require that the age, sex, specialty, and temperament of the team's employees be in a reasonable proportion among the specialists. By rationally balancing these 4 characteristics among specialists, the team's characteristics such as complementarity, contrast, and homeostasis are ensured.

Thousands of firms collapse every year in our society. The causes of these unfortunate events may be diverse: crisis, lack of understanding of the essence of corporate cooperation, conflicts between partners, inability to share something. Therefore, the ability to create an effective team is particularly important today. The greatest reward for a leader and the harmonious legacy he leaves behind is a team of highly qualified specialists, talented, capable, confident, able to successfully cooperate,

working independently, and solving any difficult problem. For, of course, where there is no team, there is no victory today.

In conclusion, Uzbekistan has all the conditions for optimizing the personnel management system based on the use of the experience of developed countries. At the same time, not all enterprises in the country rely on this experience and, as is customary, use outdated methods of personnel management, characteristic of the concept of managing labor in the old command-and-control economy. Taking this into account, Uzbek enterprises need to conduct a comparative and critical study of certain international experience in the field of personnel management systems, accumulated in countries with highly developed economies, and effectively use it in management practice. The study and practical application of modern forms and methods of personnel management will allow national enterprises to achieve high economic results.

### **References**

1. Kazaryan I.R ,Tkachuk E.K . Obzor zarubejnyx modeley upravleniya personalom// Universum/ Ekonomika i yurisprudensiya: elektron. Nauchnyy jurnal 2018 №7
2. Howard F Van Zandt. «How to Negotiate in Japan”, HBR November-December 1970.
3. O. Kolesnikova , A.Donetskiy Upravlenie trudovymi resursami: uchebnoe posobie 2010
4. N.Mausov Menedjment personala klyuchevoe zveno vnutrifirmennogo upravleniya//Problemy teorii i praktiki upravleniya. 2016. №6