

Improvement Of Increasing Labor Efficiency In Industrial Enterprises Based On The Experience Of Developed Countries

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Annotation. The article widely covers the issues of ensuring the development of extensive experience and knowledge, taking into account relevant interests and goals for the use and development of personnel labor based on foreign experience. The labor payment system and its advantages are also analyzed.

Key words: effective management, effective management methods, effective motivation of work, cooperation, solidarity, workers, labor productivity, motivational environment, reward, care.

Organizing the efficient use of labor in industrial enterprises, enhancing employee skills, providing retraining opportunities, motivating labor effectively, and applying efficient management techniques in personnel administration are crucial tasks. To address these issues, it is essential to first examine the methods of improving labor productivity in industrial enterprises of developed countries and explore the potential for applying these strategies in our country's industrial sectors.

Japanese companies have their own corporate philosophy, which consists of: sincerity, solidarity, unity, cooperation, and contribution to the improvement of social life. The main factor determining the prestige of Japanese companies is their legal status, control of market share, and membership in the stock exchange. These factors provide the opportunity to access external financial resources and attract a workforce with high labor potential.

In order to use and develop personnel labor in Japanese companies, they require that their employees have common (identical) interests and goals, extensive experience and knowledge. Effective use of labor potential is associated with improving the skills of workers and motivating them to work. In Japan, improving the skills of employees and attracting them to work is carried out on the basis of five principles: lifelong employment, career advancement and changing labor functions, reputation (population), training for labor duties, and remuneration for labor. The system of principles that emerged on the basis of these principles, which received the name "Japanese miracle", ensured that Japan was among the developed and developed countries of the world (USA, Germany, Canada, Great Britain, France, Italy). The flawless operation of the principle systems is not the result of the action of one element of this system, but the result of the action of complex systems within the system. Each system, complementing each other, creates the conditions for its operation, which ensures an increase in productive labor. The systems, taken together, form a holistic mechanism that helps to form a motivating environment, train highly qualified employees and fully utilize their mental and physical abilities, which ultimately means economic growth and increased labor productivity in industrial enterprises. Carrying out work in such a motivating environment further directs the employee to solve the

problems facing the company, based on the mobilization of his labor potential and improving the quality of work.

The main element of the system of personnel recruitment and professional development in Japanese companies is lifelong employment. However, there is no legal formalization between the employer and the employee to ensure lifelong employment. It is carried out only on the basis of mutual trust and common goals. In Japan, there is no mass dismissal system, as is practiced in the United States, when production volumes decrease or companies are in a difficult financial situation and in other situations, in some cases only the last hired (low-skilled) are dismissed. In such conditions, the company's management, without dismissing them, attracts them to another job by improving their skills and retraining. The goal of lifelong employment is to interest the personnel in the work and to connect their lives with the company for a long time. In order for employees to work for a long time in one company, the employer attracts them to work with factors such as: salary, rewards, professional development, and care for various social (family) conditions.

When selecting a company's workforce for lifelong employment, young people who have graduated from vocational and higher education institutions are mainly recruited, they are retrained, and professional development activities are carried out. On this basis, the knowledge and skills of the personnel necessary for the company's needs are ensured. In Japanese companies, it is possible to work up to the age allowed in practice (as a rule, up to 60 years). The occurrence of such a practical process is primarily due to the movement of labor resources within companies, in which: employees' career positions increase, work duties or functions change.

A system of promotion and change of career position is a formative part of the mechanism of personnel development and recruitment in companies. This system consists in promoting employees who have been working in a certain job (position) in the company for 3-4 years or changing their job function (job) on a "horizontal" and "vertical" basis. The implementation of this system allows the company to effectively use personnel labor and get maximum profit. The advantage of such a system is that: an employee or manager who is fully aware of the processes that will occur in his company in the future will make fewer mistakes in his work activities and prevent him from making wrong decisions; it ensures the flexibility of the workforce, increases the level of responsibility, labor skills and competitiveness.

The change of jobs and positions of employees within the company is carried out on a planned basis. This, in turn, ensures the mobility of personnel within the company. In some companies ("Mitsubishi", "Panasonic Corporation", "Sony Corporation"), a rule of movement within the individual career limit has been established (for example, changing jobs no less than three times over 14 years) and the total number of changes in the position and place of work of personnel is standardized. The application of this system in personnel is widely practiced in relation to those who have achieved reputation, quality of work and creative activity during their work. Japanese companies have the idea that regardless of where a personnel officer works, he should perform his duties in such a way that even when transferred to another job, he should have a good "reputation" as an honest and enterprising worker.

This result is primarily influenced by the system of training for work. Companies in Japan do not require special professional training from graduates of vocational and higher education institutions, since they themselves prepare graduates for professional work tasks in accordance with the interests of the company. The educational functions of training for work tasks are sharply distinguished from

primary (school) education and provide training for a fundamental profession. Therefore, when recruiting graduates, companies primarily take into account their knowledge, achievements and abilities received at the school, as well as their thirst for learning and the quality of their adaptability.

The next mechanism for the effective use of personnel labor in Japanese companies is the remuneration system. The Japanese wage system and its advantages are as follows:

- 1) payment of wages based on length of service (increasing length of service leads to an increase in labor skills, which, in turn, occurs under the influence of lifelong employment, promotion and change of position, and training systems for labor duties);
- 2) payment of wages taking into account the employee's "life achievements" (graduation from school, marriage, birth of a child, purchase of a house, having grandchildren, etc.);
- 3) payment of wages based on the results of the employee's work;
- 4) payment of wages based on the results of the company's activities (taking into account the results of quarterly, half-yearly, annual activities).

It should be noted that the following are included in the salary supplement: monthly incentives; seasonal additional payments (bonuses). Monthly incentives consist of fixed and variable parts. Its fixed part is in the form of a fixed amount, the size of which can be changed annually by the administration independently or in agreement with the trade union. It mainly consists of monthly wages and monthly additional payments. The amount of monthly additional payments is variable. Additional payments are divided into four main categories, which are: first, additional payments for the work performed: for professional experience; for not leaving work; second, additional payments for working conditions: for performing difficult and dangerous work; for working in a shift system or in a separate place; thirdly, additional payment depending on the degree of responsibility or responsibility: for a responsible position; fourthly, additional payment for performing work that is dangerous for life. The variable part of additional payment to the wage includes incentives for working outside working hours. Currently, the experience of modern Japanese companies shows that the effect obtained from the introduction of organizational and technical innovations is possible only in coordination with the issues of effective organization of personnel labor. Measures for technical rearmament in companies, rapid updating of technologies, introduction of a system of organizational technologies, technical automation require that the process be directly linked to the mechanism for increasing labor efficiency.

Foreign developed countries have rich experience in increasing labor efficiency and effectively regulating socio-labor relations in industrial enterprises. However, each country has its own established traditions and differences, therefore, when introducing the experience of any foreign country, one cannot ignore existing traditions. If they have given positive results and have found a good place in one country, they do not guarantee good results in another. Therefore, we have studied foreign experience in order to continuously increase labor efficiency in industrial enterprises of our country. Some methods of this foreign experience can be applied to the activities of industrial enterprises to increase labor efficiency in the following ways: firstly, constantly improving personnel qualifications, organizing work in accordance with the traditions of the master and apprentice; secondly, establishing sincere friendly relations between management and personnel workers; thirdly, introducing a system of career advancement or changing work tasks; fourthly, organizing a quality control system to increase labor efficiency; fifthly, gradually introducing a system of progressive organizational technologies in order to ensure stable and continuous

production of products; sixthly, organizing a system of evaluating personnel work, paying for labor, taking into account the length of service and level of qualification; Seventh, the use of systematic incentives and additional incentives in labor motivation; Eighth, the use of a system of participation in the enterprise's profits. In our opinion, effective systematic measures implemented in industrial enterprises in developed foreign countries create the basis for a continuous increase in labor efficiency.

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