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TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES

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FINAL QUALIFYING WORK

on theme

PROBLEMS AND SOLUTIONS OF INCREASING

EMPLOYEE ACTIVITY IN A COMPANY

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THE MINISTRY FOR DEVELOPMENT OF INFORMATION
TECHNOLOGIES AND COMMUNICATIONS OF THE REPUBLIC OF
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TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES
Faculty of"Economics and management in the ICT sphere"
Department of "Management and marketing"
Specialty 5230200-Management

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ASSIGNMENT

forfinal qualifying work on theme

"Problems and solutions of increasing employee activity in a company"

by student Aliev Ilkhomjon Shukhratbek o'g'li

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4. Significanse of collected materials: introduction, the theoretical bases of increasing employee activity and objectives of human resource management; the analysis of personnel management in modern conditions, effective ways of increasing employee performance, safety of vital activity, conclusion.

5. List of graphical and tabular materials: Electron version of economic and personnel indicators of communication enterprises

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     Assignment taken:_____

7. Supervisors of some parts of the work:

Part	Surname of supervisor	Significance, data	
		Assignment given	Assignment Given
1	Tursunov Sh.A.	15.01.2015	15.01.2015
2	Tursunov Sh.A.	20.02.2015	20.02.2015
3	Tursunov Sh.A.	19.03.2015	19.03.2015
4	Akhmedova G.N.	18.05.2015	18.05.2015

8. Progress chart

№	Part names of the work	Performance time	Signature of consultant
1.	Theoretical bases of increasing employee activity.	20.02.2015	
2.	The analysis of personnel policy in mobile network operators.	19.03.2015	
3.	Effective ways of increasing employee activity.	24.04.2015	
4.	Safety of vital activity.	25.05.2015	

Graduate_____   15.01.2015
(Signature)

Supervisor _____   15.01.2015
(Signature)

In this final qualifying work the theoretical foundations of organizing human resource and strategies of increasing employee activity in the information and communication technologies sphere have been studied. On the basis of the corporate responsibility report, annual and sustainability report of foreign mobile network operators along with "UZMOBILE" branchof "UZBEKTELECOM" JSCthe personnel policy in modern conditions, employee classificationand effective ways of enhancing employee activity have beenanalyzed and given necessary recommendations.

Ushbu bitiruv malakaviy ishda axborot va kommunikatsiya texnologiyalari sohasida hodimlarni boshqaruvinitashkiletishnazariyasoslarihamdahodimlarish faoliyatisamaradorliginioshirishstrategiyalariko'ribchiqilgan. Xorijiy mobil aloqa operatorlari, shuningdek, "O'ZBEKTELEKOM" AJ "O'ZMOBAYL"filialining yillik hisoboti, korporativ mas'uliyat ma'lumotnomalari asosida zamonaviy sharoitlardakadrlar siyosati, hodimlar tasniflanishi va ular faoliyatini takomillashtirish yo'llari tahlil qilingan va tegishli takliflar keltirilgan.

В данной выпускной квалификационной работе изучены теоретические основы управления персоналом и стратегии повышения производительностиперсонала в сфере информационных и коммуникационных технологий. На основе докладао корпоративной ответственности и годовогоотчета иностранных операторов мобильной связи вместе с филиаломАО "УЗБЕКТЕЛЕКОМ"- "УЗМОБАЙЛ" проведены анализкадровой политики в современных условиях и классификацияперсонального составаорганизации и рассмотрены эффективные способы повышения производительности сотрудников и приведены необходимые рекомендации.

CONTENTS

INTRODUCTION

Providing a socially oriented market economy in the Republic of Uzbekistan requires to achieve the formation of qualified personnel that presents socio-economic importance. President of the Republic of Uzbekistan Islam Karimov said: "The most important issue of today is to find and trust intelligent and faithful business-like people, who can take responsibility in difficult times,keep pace with life and who have new approach, especiallytowards managing provinces, cities and villages and governing different levels of branches in all spheres of life."[1]

The main component of enterprises and organizations in the field of human resource departments is personnel management, it presentsstaff recruitment as well as training, retraining and advanced training tasks.

In the recent past, the structural organization of the labor section and wages of personnel department, the life safety departments and other significant partsof enterprise were to perform separately.Thus, the personnel management department did notfulfill series of tasks like the creation of favorable conditions and normal business atmosphere.

Nowadays, market economy and fast changing dynamics of development require much different approach to the importance of personnel management and human resource strategies.Some of the most important requirements are mentioned below:

- the social and psychological diagnosis;
- personal relationships among groups, analysis and regulation of the managerial relationship;
- industrial and social conflict and stress management;
- providinghuman resource management system with information;
- employment;
- evaluation and selection of candidates; analysisof training needs and employees' potential;

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[1] Karimov I. A. Highly qualified specialists - factor for progress. T.: "O'zbekiston", 1995, p.: 22

- marketing staff;
- career planand control;
- professional and socio-psychological adaptation;
- managing motives and reasons in labor process;
- labor psychophysiology, work ergonomics and aesthetics.

It is obvious that aforementioned issues were secondary in the management based on the principles of bureaucracy and administrative command system that did not reckon with human values, today, due to the transition towards market economy organizations recognize the increasing role of those basic issues, setting them as the primary goals,and each organization is interested in fulfillment of them.

New services related to personnel management are often traditional services: personnel department is formed on the basis of the departments of labor and wages, health and life safety. The task of new services is to coordinate the activities of the labor potential of enterprises and organizations in the field of management. The relationship encourages the development of work systems, professional management to move forward, to put an end to the conflict, to study the labor market and so on.

Indeed, many aspects of the structure of personnel management with the size and nature of business and organization, determined by specific aspects of the produced product or service. In the field of human resource management many small and medium businesses and organizations are carried out byregular leaders, and bigbusinesses and organizations should be carried out by the independent business units who are responsible for implementing necessary functions.

A number of companies and organizations havetheir own personnel management structures. The department is responsible for monitoring employee involvement and enhancing employee activity that are crucial in the progress of organization.

Learning and generalizing personnel management experience of Uzbekistan and foreign organizations from the mobile network services perspective allow to

improve the main objective of personnel management systems and formation of professional and social development in the information and telecommunication spheres. Taking into account that every person seen as a costumer focuses on high quality products and services for affordable prices, it is crucial for organizations who provide services to build corporate responsibility on the basis of well organized employee activity strategies.

The object of the final qualifying work is to study problems and solutions of increasing employee activity in "UZMOBILE" branch of "UZBEKTELECOM" JSCin modern conditions.

The goal of the final qualifying work is to analyze employee activity enhancement strategies in foreign mobile network operators, comparing with the personnel policy of the national mobile network operator "UZMOBILE" branch of "UZBEKTELECOM" JSC, recommend and suggest effective ways of increasing and perfecting employee performance.

The principal objectives of the final qualifying workare presented below:

- To study the theoretical bases of increasing employee activity;
- To analyzepersonnel policy in   mobile network operators;
- To carry out employee classification and validate recruitment process in the national mobile network operator;
- To identify effective ways of increasing employee activity;
- To determine accurate strategies of increasing employee commitment and involvement.

1. THEORETICAL BASES OF INCREASING EMPLOYEE ACTIVITY

1.1 The essence of employee activity and its role in organizational outcome

Foreign experience shows that there are two main approaches to address personal problems. The first approach focuses on "human resources management" problem solving capabilities, including strategic aspects of social issues and the development of "personnel management" is more common for staff to work with the operational approach, especially in the field of labor and employment issues of state regulation.

The terms may differ from each other with some certain characteristics. For example, "personnel" refers to small firms, where 100 people are employed. "Human resources" refers to large organizations where more than 2.5 thousand people work.

Uzbekistan began to form personnel management from the beginning of 1990. Personnel management plays a significant role in development, and it has an effective link between the use of effective organizational system of economic and social measures.

Human resources management is seen as a continuous process, it causes employees to work more to get the maximum benefit, achieved remarkable results.

The main objective of working with personnel is to find responsible, highly qualified employees who can lead the organization towards achieving certain goals with a neatly built strategy.

Personnel management consists of a variety of such activities as managing special services and the production of functional departments of enterprises, engaged in the strategic development of the organization to make more effective use of staff functions.

From functional point of view personnel management means personnel selection, recruitment, training and development, payment, utilisation, etc.

From organizational point of view the concept covers persons and institutions responsible for working with the managerial part, the personnel department, production boards, trade union rights.

Increasing role at all levels of management, wide-range structural changes in the economy, the level of competition and growth in production, as well as decentralization and privatization emerges the need for personnel management to change the approach to the management of human resources policy gradually.

The concept "the staff of the company" in a more general way covers all enterprises and organizations of all employees who completely fulfill specific tasks.

From practical point of view personnel is company's most important resource, effective implementation of the options will be settled by a certain group of employees, or some employees in accordance with the specific functions of specific properties socio-legally required.

The staff of the organization as a social system shape changes and develops in accordance with the company in relation to the objectives of the subject property and its form. At the same time it is determined by the interests of the owner of the property and will be the basis for the development of enterprise management strategy and policy, and in turn, it is achieved the effective implementation of the goals. Achieving the goals of strategy in the field of personnel plays a leading role in the enterprise.

Accelerating the process of social division of labor, structural reconstruction of the economy will lead to shifts in the structure of the vocational training of personnel in terms of quality and this is particularly important in the present conditions.

The structure of training of personnel that is crucial in increasing employee activity includes a link with one of the three independent facts. They are:

- The professional structure of the labor force;
- Qualification structure;
- The contents of the qualification.

The structure is the proportion of workers with different skill levels and it is known as the professional structure of the workforce skills of the professional representatives. The content of the various vocational training skills required to perform specific actions, knowledge, experience and other structural parts. The requirements for the qualification of workers, directly determines the nature of the technology to be implemented.

At the same time, the staff - primarily consists of people who have a unique quality and is characterized by a complex set of properties. They play a key role in the social nature of establishing specific activity.

Personnel management was redefined and the concept of 'humanresource or 'personnel' was adopted, although the debate about thedifferences continues. The main differencebetween 'human resource' and 'personnel' may be clear or unclear based on the literature. This difference depends on the angle we look to the terminologies, or on the taste and fashion rather than onwhat managers do, this is notwithstanding the fact that most academics and managers inorganisations use the term human resource management as opposed to personnel managementwhen referring to people management even without making conscious effort todistinguish between the two.

The most popular definitions of human resource management are those suggestedby Storey and Armstrong because such definitions are based on thorough reviewsof earlier works from both American and European human resource management debates.Storey looks at human resource management as:

… a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an integrated array of cultural, structural and personnel techniques.[2]

It should be noted that the focus of human resource management is on employeemanagement techniques that are directed towards getting competitive advantage relyingon the adopted business or organisational strategy. Armstrong

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[2]Armstrong, M (2009). Handbook of human resource management practice. India: Replika Press Pvt Ltd

also appreciatesthe role of strategies, emphasizing the need for personnel systems,which will take care of employees and teams, as valuable assetswhere investment is a key stimulus. He defines human resource management:

… as a strategic and coherent approach to the management of organizations' most valued assets – the people working there who individually and collectively contribute to the achievement of business objectives.[3]

There are various debates in academia and significant practices in personnel and human resource management, human resource management may be further defined as a strategic approach towards sustainable achievement of an organisational mission, goals, and objectives.

The main element of the personnel management system, and at the same time the object of management, may also become the subject field. One of the reasons the company has been working as a staff object is that any kind of power they produce is the main component of the manufacturing process. Therefore, the formation of human resources planning, production, distribution management and rational use of personnel is the main content.

Human resource management (HRM, or simply HR) is a function in organizations directed to enhance employee performance of strategic objectives set by company. The management of people within organizations is concerned withhuman resource, focusing on strategic policies and systems.http://en.wikipedia.org/wiki/Human_resource_management - cite_note-2 Human resource departments typically tackle a number of activities, including below presented issues as employee recruitment, training and development, performance appraisal, and rewarding.

Increasing employee activity means boosting high-performance, in other words making an impact on the strategy and performance of the organization in such areas as productivity, quality, innovation, customer service levels, growth and profits.

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[3] Armstrong, M (2009). Handbook of human resource management practice. India: Replika Press Pvt Ltd

High-performance management practices include recruitment and selection processes, extensive and relevant training and developing activities, incentive pay systems and performance management processes.

According to some research results these practices are often called "high-performance work systems" that can facilitate employee involvement, skill improvement and motivation.This term is more frequently and the terms 'high performance' and 'high commitment' are sometimes used interchangeably.

Employeeactivity as a practice in the management of people in an organisation, has evolved and developed into different areas. These disciplines and practices have gone through trial and error, testing of various concepts.

Human resource development plays a major role in shaping development strategies of countries around the world. One of the key problems is recruitment and training. Recruitment is crucial in many countries. Because unemployment is a serious problem in all countries as well as underemployment or misemployment.Consequently current market mechanisms call for exploration of new strategies for matching education and training with the needs for human resources. This is especially important for the Central Asian Republics, partly, for Uzbekistanmoving to a market economy.

Organisational environment is changing in the marketplace and pushing managers to improve efficiency in the production and service delivery processes through increasing their activity and ability to use the best practices of people management at the time.

Techniques and methodsof employee management improve production, reduce service delivery costs, besidesprovides sustainable availability of competent and active employees in the organisation.

It should be mentioned thatkey causal steps are understood when it is drawn a figure that shows the significance of managers in getting expected favorable results. If human resource management is to have an employee activity and performance outcome it focuses on critical steps that have to be taken:

- Intended human resource practices are designed by senior management to be carried out all of the employees who play key roles in implementing organizational strategy and concern employees' ability, motivation, and opportunity to participate.

- Actually applied human resource practices are actual human resource practices andusually done by line managers.

- Perceived human resource practices require focus on how employees experience as it supports to make a judgement of the practices that are applied to them.

- Attitudinal outcomes include levels of morale or motivation. This especially includes employees' willingness to join each other - make a team and their satisfaction with what they do.

- Behavioral outcomes learn new methods of working, engaging in behavior which is beyond the required results, such as levels of attendance and remaining in the job or their opposites.

- Performance outcomes can be can be restricted to short-term definitions of performance or can be expanded to include effectiveness measures.

  Here it is helpful to give a definition to line managers' job.

Line managers are responsible for implementing the strategy of the organization and managing employees. In aforementioned human resource management causal keys the interdependence between 'intended practices' and 'actual practices' draws conclusionto the frequently experienced gap between practices and their enactment. Some human resource practices may impact on employees directly, while most rely on line manager participation or support. How their managers apply these human resource practices, and influence the work climate where they work shape employee perceptions of those practices. Needless to say, since the line manager has the dominant influence, it is important to be strict for employees to know the difference between them.
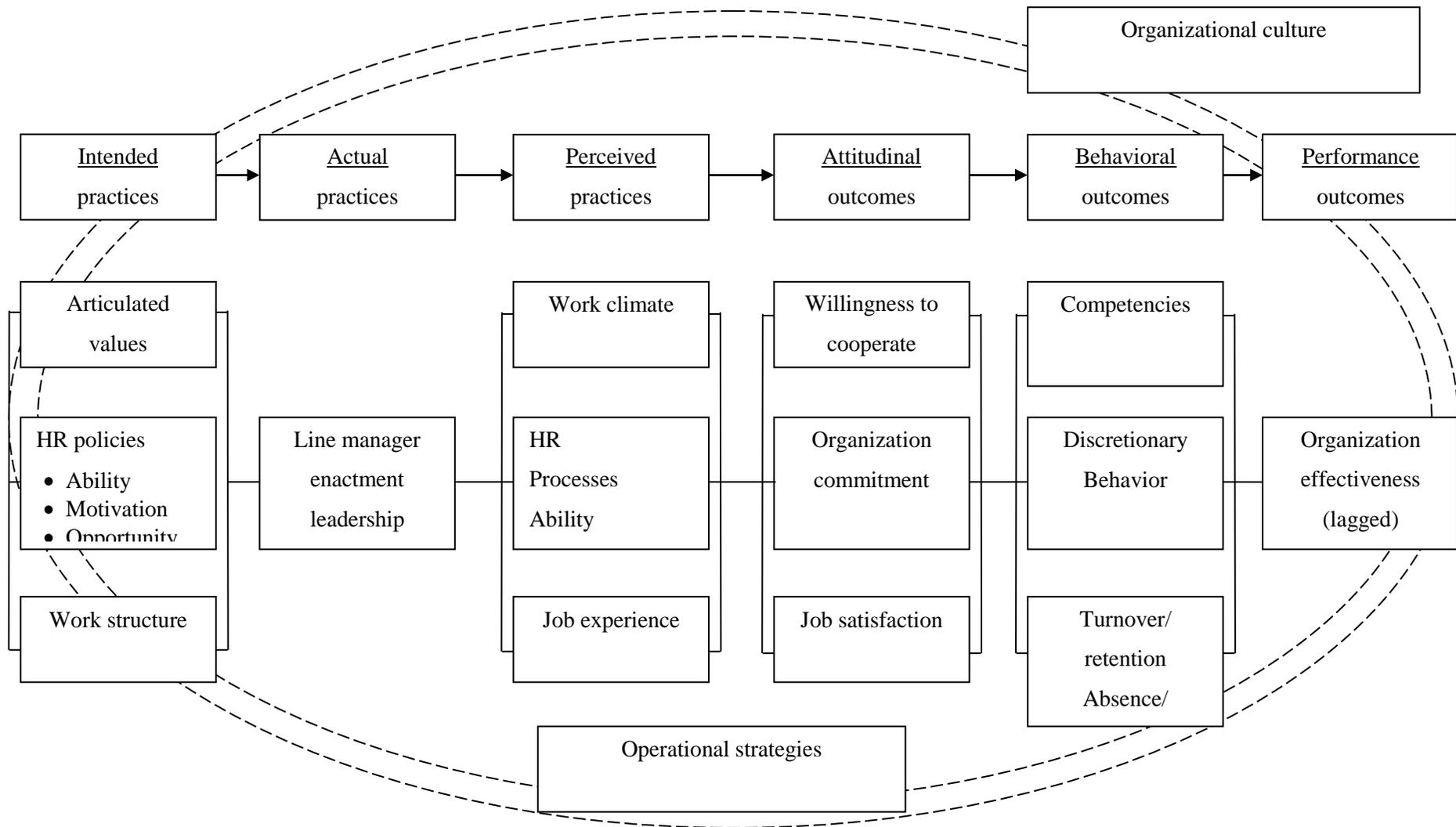
Figure 1.1. People management, HRM, and organizational effectiveness[4]

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[4] Peter B, John P, Patrick W. (2007). The Oxford Handbook of Human Resource Management. Oxford University Press Inc., New York

Figure drawn aboveshows the experience of human resource management by employees along with the role of the line manager whenimplementing human resource practices, taking into consideration climate of the organization. Human resource and employee activity analysis mostly require qualitative research at unit level, firm level, sector, and country in order to understand both the relationship between human resource practices and performance outcomes and the dynamics of the interdependence.
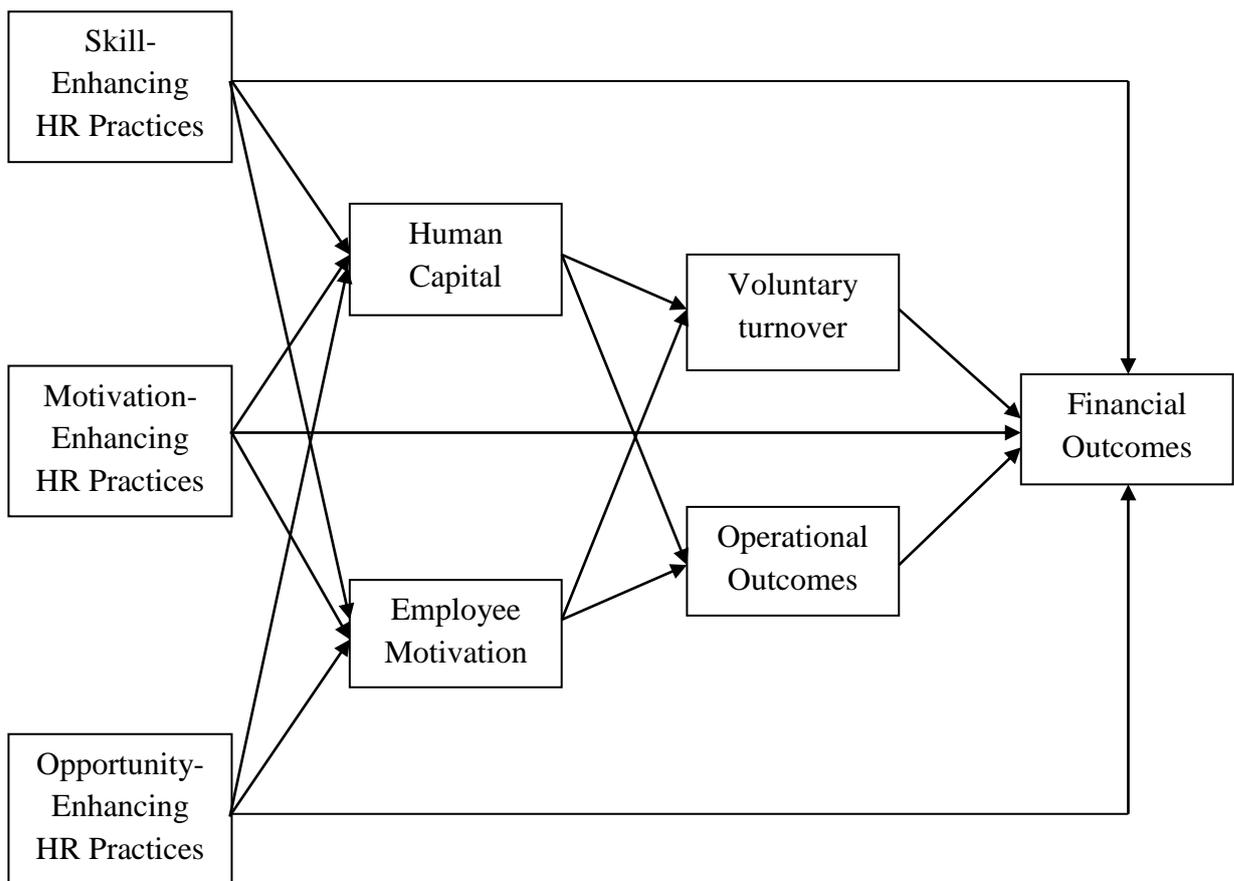
Figure1.2.Theoretical model of effects of human resourcesdimensions on organizational outcomes

Skill-enhancing human resource practices included recruitment, selection, and training. Motivation-enhancing human resource practices consisted of performance appraisal, compensation, incentive, benefit, promotion and career development, and job security. In addition, opportunity-enhancing human resource practices coveredjob design, work teams, employee involvement, formal grievance and complaint processes, and information sharing.

There were summarized various organizational outcomes into five categories. Human capital included overall organizational human capital measured by established scalesand the education level of a workforce. Employee motivation was reflected through job satisfaction, organizational commitment, organizational climate, perceived organizational support, and organizational citizenship behavior. Voluntary turnover only represented the percentage of employees who quit or voluntarily left the organizations. Dismissal rate and overall turnover rate were not included. In addition, there were viewed productivity, quality, service, innovation, andoverall operational performance as operational outcomes, and besides return on assets, return on equity, market return, sale growth, and overall financial performance as financial outcomes were viewed.

Inaddition, above drawn figureshows the ways through whichmanagers canincrease the benefits of investing in human resource management. To retain talented employees and realize operational andfinancialobjectives, organizations need to use human resources practices to enhance both employee skills and motivation at work. More specifically, it can be seenthat organizations focus more on practices, such as recruitment, selection, and training whenenhancing employee skills. Incontrast, when organizations aim to improve employee motivation, they shouldconsider how to appraise employees' performance, how to compensate for their work, how to make jobs meaningful and interesting, and how to involve employees in work teams anddecision making. With these suggestions, however, the potential effects of recruitment, selection, and training in enhancing employee motivation or the positive impact of performance appraisal, compensation, job design, or employee involvement in developing employees' human capital cannot be denied. Instead, maximizing the return on organizational investment in human resource management by using appropriate human resource practices should be encouraged. For example, inorder to improve employee motivation, it may be wise to check whether performance appraisal and compensation systems appropriately reflect employees' contribution at work rather than training employees how to complete their work. The figure also indicates that organizations' investment in

human resource management leads to financial outcomes througha mediating process. Any other factors that can impact the intermediate variables may affect the effects of human resource management onthe distal financial outcomes. This reminds managers of attending to whether their human resource practices improve employee skills and motivation effectively and whether other managerialinitiatives canboostor undermine the effects of human resource practices. From managerial point of view leadership and organizational culture have a significant impact on employee. Therefore, managers may consider how these factors can complement the effects of human resource practices in enhancing employee motivation.

To meet the challenges of the new global competitive environment, manufacturing companies have started considering quality programs as an integral part of their strategic business plans. Quality improvement lies in the well developed strategy of employee improvement. Inorder to capture the multi-dimensional nature of performance measures, production performance is manifested by production effectiveness and production efficiency.

1.2 Principles and objectives of human resource management

The objectives of human resource management are presented as follows and makes development of human resource management both a discipline and profession.

First, the whole aim was on trying to achieve an organisational mission, vision, goals and objectives using people as valuable resources. Unlike with the traditional personnel management theory whereby employees were seen as instruments needed to accomplish work in organisations, human resource management managers recognize and appreciate the need for putting people at the top of the agenda in achieving organisational objectives.

As the power of the organisation depends on the nature of the workforce, putting employees first in all human resource management functions in the

organisation and making them feel that they are at the top is seen as a step further in putting the organisation first among competitors.

The second objective concerns the utilisation of staff capacity. Successful organisations are those that can fully utilize the potential of their employees. This manifests itself in different approaches used in job design, recruitment, and placement. This includes redesigning jobs so that related jobs can be done by one person, recruitment of multi-skilled employees, part time work arrangements, subcontracting etc.

The third objective involves ensuring that employees are committed to their jobs, teams, departments and the entire organisation. Striving for total employee commitment is intended to minimize unnecessary conflicts between the employees and the management that could result in low morale among the employees, high employee turnover and ultimately low productivity. Commitment is fostered by using various strategies including employees being nurtured through coaching, mentoring and the provision of lucrative reward.

The fourth objective is to ensure that organisational systems, processes and activities are integrated and synergized through a strong organisational culture. Organisational culture is made up of values, attitudes, norms, myths and practices that is 'how things are done around'. Different categories of jobs, professions and departments are seen as a 'whole' rather than disjointed. Organisational symbols, songs, artifacts etc. are used to foster a culture of uniqueness, which makes employees feel proud of their jobs and the organisation.

The fifth is optimal utilisation of available resources. In the language of economics, resources are always scarce. Organisations cannot succeed if resources are over utilized, underutilized or are utilized at the wrong time or in the wrong place. Each of these scenarios would suggest that there is a waste of resources because some will be easily depleted, unnecessarily leaving them idle or are being used unwisely. In this case, matching resources with performance is a mechanism for monitoring organisational efficiency. Quite often resource and outcome schedules are used to be matched with performance. Any observed underutilization

or over utilisation of resources has implications in terms of how the human resources were used and measures are taken accordingly.

The sixth reason for embracing human resource management practices is derived from organisational cybernetics and systems theory whereby the underlying principle is that 'the sum is less than the whole'. From a human resource management perspective, each job, organisational unit, section, department and all categories of staff are seen in their totality. Working together instead of as an individual is a method for improving synergy at all levels. Departmental outdoor training programmes are some of the initiatives used to improve synergy at functional level.

The last but one objective covers the utilities of creativity, innovation, teamwork and high quality management as key drivers in organisational excellence. Matching with changing customer needs and expectations requires the presence of an environment for creativity, innovation, team working and an obsession with quality. These ideas are largely borrowed from a number of significant scientists on an ideal situation for effectiveorganisations in search of excellence, partly ever Joseph Schumpeter on the power of creativityand innovation, and some are on the emphasis of 'quality in the first time and zero defects' as part of organisational culture in high qualitymanagement. These are cited as key explanations for the excelling of Japanese andother East Asian companies. Decentralisation of decision making to the lowest levels inthe organisation structure, adaptation of flatter organisational structures, open officelayouts, team building exercises, encouragement, support and reward for innovativeideas, and the use of quality circles in job performance are some of the strategies used tokeep the organisation at the cutting edge.

The last objective is to enable managers to be flexible and adapt to changes requiredin pursuing excellence in human resource management functions. Fast tracking achange in an organisational environment requires the ability to take prompt decisionsand take the right measures before it is too late. Flexibility and

adaptation seeks to reducebureaucracy and inflexible working rules and regulations. What matters most isnot 'how the job is done but what is achieved'.

Human resource management principles and techniques for people management in competitive organisations are drawn from theories found in different disciplines. Below it is presented present all the important disciplines and relevant theoretical aspects that have shaped the understanding of human resource management today.

The personnel functions are summarised and explained below as follows.

• Establishment of the organisational structure. This involves establishing the organisation structure in a way that will enable the realisation of the intended mission, vision, goals, objectives, strategies and tasks. It is like an African saying that 'you scratch your back where your hand can reach'. No single organisational structure can suit all organisations because the suitability of an organisational structure will depend on where the organisation is, and what its future prospects are. If the mission of the organisation involves rapid growth and expansion, a tall bureaucratic structure may not be desirable because such a structure slows the decision making process, which in turn, stifles flexibility, creativity and innovation. A personnel officer who is fundamentally responsible for effective manning levels in the organisation has the mandate to become part of the organisational structure design team.

• Human resourcing. Resourcing is a concept that has emerged with the use of the term 'human resourceplanning'. It involves a process of enabling the organisation to havethe right people, doing the right jobs at the right time. This is in line with the challengesfacing managers in staffing organisations. It is about planning for the number and qualityof employees required under different job categories and to make sure that staffingprocess such as recruitment, selection, placement, promotions, transfers and downsizingare effective.

Line managers are responsible for developing operational and annual action plans andbudgets for their departments. Such plans have human resource management implicationsin terms of their number and quality of which the line

manager should be awareand actively participate in ensuring that the departmental objectives are achievedthrough people. It is the responsibility of the line manager to make sure that job analysisis effectively done, job descriptions and specifications are clear enough to be able toattract, recruit and select the most appropriate people to fill the available vacancies. It is important to take into consideration that recruitment is one of the most significant step of employee resourcing as the process of finding and selecting the people the organization is in need of. In other words recruitment process concerned with deciding which applicants or candidates should be chosen to jobs.

To some extent the few studies that investigated recruitment in relation to organizational effectiveness are reassuring because they point to a number of potential general benefits of recruitment and predictors of recruitment effectiveness. Recruitment intensity may enhance labor productivity and several different financial performance outcomes. In turn, organizations can attract more applicants by highlighting their reputation for social responsibility, high pay, or generous benefits in their recruitment practices. At the same time, the studies also showed considerable variability suggestive of a range of contingencies.

Selection of highly capable employees is crucial part for all enterprises. Nowadays taking into account that day by day it is getting very competitive for candidates to get a job, it is getting much more difficult for companies to select them. The more options company have, the more complicated it gets, so working on selection methods and making it easy to run recruitment effectively guarantees sustainable activity of any enterprise.

There is a choice to be made between the selection methods. The most important criterion is the predictive validity of the method or combination of methods as measured by its predictive validity coefficient – perfect validity is 1.0; no validity is 0.0. The meta-analysis of the validity of different selection methods conducted by Schmidt and Hunter, which covered 85 years of research finding, produced the following predictive validity coefficients:

Intelligence tests and structured interviews	.63
Intelligence tests and unstructured interviews	.55
Assessment centers and structured interviews	.53
Intelligence tests only	.51
Structured interviews only	.51
Unstructured interviews only	.38
Assessment centers only	.37
Graphology only	.02

Table 1.1.

Person specification classification schemes[5]

Seven-point plan	Five-fold grading scheme
1. Physical make-up – health, physique, appearance, bearing and speech;	1. Impact on others – physical make-up, appearance, speech and manner;
2. Attainments – education, qualifications, experience;	2. Acquired qualifications – education, vocational training, work experience;
3. General intelligence – fundamental intellectual capacity;	3. Innate abilities – natural quickness of comprehension and aptitude for learning;
4. Special aptitudes – mechanical, manual dexterity, facility in the use of words or figures;	4. Motivation – the kinds of goals set by the individual, his or her consistency and determination in following them up, and success in achieving them;
5. Interests – intellectual, practical, constructional, physically active, social, artistic;	5. Adjustment – emotional stability, ability to stand up to stress and ability to get on with people
6. Disposition – acceptability, influence over others, steadiness, dependability, self-reliance;	
7. Circumstances – availability, mobility, etc.	

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[5]Armstrong, M (2009). Handbook of human resource management practice. India: Replika Press Pvt Ltd

Most companies need a human resource department or a manager with human resource skills. The industries and job titles are so varied that it is possible only to list general job titles in human resources:

1. Recruiter

2. Compensation analyst

3. Human resources assistant

4. Employee relations manager

5. Benefits manager

6. Work-life coordinator

7. Training and development manager

8. Human resources manager

9. Vice president for human resources

This is not an exhaustive list, but it can be a starting point for research on this career path.

Employee utilisation is one of the most important stages of recruitment as a whole process. Effective employee utilisation is critical, not only for the good of the organisation butalso for the good of individual employees and their teams. Underutilised staff is a lostresource to the organisation in terms of opportunity cost because even if the employeehas enough work to earn a salary, the added marginal labour value will not be realised.

The employee will also not have the advantage of utilising his/her full potential and getextra rewards. However, over utilisation of staff will lead to stress, fatigue, and otherhealth problems or even the risk of loss of life. It is the duty of the line manager to putin place job strategies, objectives and targets, which are challenging enough, but notoverstretching the staff ability.

• Managing performance appraisal. The personnel department has to initiate the system, process, techniques and tools of individual, teams and organisational performance measurement. It has to ensure thatperformance targets for individuals, teams, sections and departments are set and agreedupon and measures to address performance gaps are in place and are working. This isnot an easy task because it

requires a value judgement about employees. Indeed, thereare no other areas of personnel management that make personnel officers more uncomfortableand unpopular than the appraisal function. This is because whatever process ortool is used to appraise staff and reward them accordingly, there is always tacit or explicitdissatisfaction from staff based on the feelings that such decisions were biased.

Progress has been made towards improving staff appraisal systems, which will be coveredunder performance management.

• Personnel training and development. Common wisdom tells us that the owner of the household knows better than the neighbour. Line managers are involved in day-to-day operations of the department. They are expected to know both general and specific knowledge, skills and attitudes required to effectively perform specific tasks by individuals, teams, and the whole department.They are also expected to know the kind of competencies that will be required in thefuture and help staff develop such competencies through career development programmes.

The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management development programs should be based on training and management development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization**.**

Effective training or development depends on knowing what is required - for the individual, the department and the organisation as a whole. With limited budgets and the need for cost-effective solutions, all organisations need to ensure that the resources invested in training are targeted at areas where training and development is needed and a positive return on the investment is guaranteed.

The organisation regularly needs to review the training and development needs of its employees. It has to train its employees from recruitment until retirement. It has to evaluate the investment in training and development to measure achievement and improve future efficiency.

Training is a very effective way of increasing employee knowledge and skills, because, firstly, during training the trainer manages to get the employees in a safe environment where everybody feels safe to interact and learn. Secondly, during training the chances of having interruptions are low, unlike during work, where almost every minute there is something else to do. Training at work:

- Increases performance and productivity
- Develops employee potential
- Improves morale and quality
- Leads to improved customer satisfaction
- Reduces need for supervision and saves cost in the long run

The rhetoric of development, that 'all employees will be given the opportunity to develop to their fullest potential,' is more likely mantra that means 'our employees are our greatest asset.' In practice, employee development is delimited by work organization as Japanese industrialist Konosuke Matsushita claimed that firm survival 'depends on the day-to-day mobilization of every ounce of intelligence'. Certainly, releasing the energies of all employees is fundamental to continuous improvement supported by the consensus of team-working. Equally, there is a tradition in some countries of developing all employees to their full potential, but typically with an explicit role for the trade unions. Training and development are not just important dimensions of human resource management but are crucial instruments in improving employee performance and retaining talented employees. It was observed that training is normally designed to improve employee performance in the job that they were hired to do. The goals of training were to achieve long-term improvement in the way people do their jobs, while development activities could accomplish corporate goals by producing flexible workers. There is another rather different view of training and development

differently: training is viewed as a planned effort by a company to facilitate employee learning of job-related competencies to master their skills effectively and to promote knowledge and behaviour and apply them in the current jobs.

Development is future-oriented and not related to employees' current jobs. It relates instead to formal education, job experience, relations and assessment of personality and ability that help employees prepare for future jobs which may not yet exist. There are four approaches to developing employee performance: formal education, assessments, job experience and interpersonal relations.

In Nokia, communications and information technologies company, training and development helps the company create a workforce to cope with changes and meet the increasingly complex demands of the telecom industry as well as preparing for the future leadership of an individual company. The training helps employees develop skills needed to perform their jobs and provides many positive advantages for companies in terms of:

1.Employee retention – training helps retain employees by making them feel that their employers are interested in developing and investing in their careers;

2.Recruitment tool as many graduates are beginning to prioritize career development above starting salaries;

3. Recognition – those who get the training opportunities are perceived as being recognized or awarded;

4.Motivation – employees were more motivated at work once they were recognized in the working place.

Since the performance of the organisation depends on the competence of the workforce,training and development are important, not only for the present job but also for thefuture job and organisation. The head of the personnel department has to design toolsfor assessing the need for training that will be used to identify training and developmentgaps and develop effective strategies and programmes for training and developing staff.

In most large organisations and more so in government ministries, there are departmentsand officers responsible for ensuring that personnel training and development functionsare carried out effectively.

• Compensation and rewards management. This involves setting performance criteria, assessing performance and rewarding accordingly.Without performance assessment, it will be difficult to know whether thedepartment is achieving its objectives or not and to what extent. It is the responsibilityof a line manager to sit with employees and sign a performance agreement, which willbe used as the basis of individual performance appraisal. The contract itself can be permanent,temporary, part time, but in a performance management system, the rewards arebased on performance. This can be in the form of salary increment, renewal of contract,bonus, promotion, training etc.

Employee activity andhigh performance is achieved by well-motivated people who are prepared to exercise discretionary effort. Even in fairly basic roles, it was found that the difference in value-added discretionary performance between 'superior' and 'standard' performers was 19 percent. For highly complex jobs it was 48 percent. To motivate people it is necessary to appreciate how motivation works. This means understanding motivation theory and how the theory can be put into practice.Motivational techniques are beneficial in stimulating employee working performance as well as enthusiasm.

A motive is a reason for doing something. Motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways. The term 'motivation' can refer variously to the goals individuals have, the ways in which individuals chose their goals and the ways in which others try to change their behaviour.

Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result. Motivating yourself is about setting the direction independently and then taking a course of action that will ensure that you get there. Motivation can be described as goal-directed behaviour. People are

motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants.

Motivation strategies are concerned to create a favorable working atmosphere and to develop policies and practices that will ensure high employee activity.

Table 1.2.

The factors affecting motivation and the human resource contribution[6]

Factors affecting motivation strategies	The HR contribution
The complexity of the process of motivation means that simplistic approaches based on instrumentality theory are unlikely to be successful.	Avoid the trap of developing or supporting strategies that offer prescriptions for motivation based on a simplistic view of the process or fail to recognize individual differences.
People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition.	- Encourage the development of performance management processes which provide opportunities to agree expectations and give positive feedback on accomplishments. - Develop reward systems which provide opportunities for both financial and non-financial rewards to recognize achievements. Bear in mind, however, that financial rewards systems are not necessarily appropriate and the lessons of expectancy, goal and equity theory need to be taken into account in designing and operating them.

[6]Armstrong, M (2009). Handbook of human resource management practice. India: Replika Press Pvt Ltd

Table 1.2.(continuation)

The factors affecting motivation and the human resource contribution

The need for work which provides people with the means to achieve their goals, a reasonable degree of autonomy, and scope for the use of skills and competences should be recognized.	Advise on processes for the design of jobs which take account of the factors affecting the motivation to work, decision-making responsibility and as much control as possible in carrying out the work.
The need for the opportunity to grow by developing abilities and careers.	- Provide facilities and opportunities for learning through such means as personal development planning processes as well as more formal training. - Develop career planning processes.
The cultural environment of the organisation in the shape of its values and norms will influence the impact of any attempts to motivate people by direct or indirect means.	Advise on the development of a culture which supports processes of valuing and rewarding employees.
Motivation will be enhanced by leadership which sets the direction, encourages and stimulates achievement and provides support to employees in their efforts to reach goals and improve their performance generally.	- Devise competence frameworks which focus on leadership qualities and the behaviours expected of managers. - Ensure that leadership potential is identified through performance management and assessment centers. - Provide guidance and training to develop leadership qualities.

The words 'compensation' and 'reward' are often used interchangeably incontemporarypersonnel management. Although in principle, the two concepts may mean the samething, they have different philosophical roots. Whereas the former is based on the interpretationthat work is not necessarily a good thing and hence those who work lose something which should be compensated, the later considers work positive and somethingwhich has to be rewarded depending on the quantity and quality of accomplishment.

Therefore, employees need different types of compensations or rewards for theeffort they expend on the job and enable the organisation function. It is the duty of thehuman resource department through the responsible officers to evaluate different typesand levels of jobs in order to develop appropriate compensations or rewards in terms ofpay and other incentive packages.

• Personnel relations. Personnel relations are built upon teamwork.Modern organizations are commonly structured around teams, so that for employees in these organizations, most of their work is done in teams. Teams are the fundamental learning unit in organizations. In teams, employees share knowledge and experience and learn from each other, building individual and organizational capability. How productive performance turns out depends on corporate culture and responsibility.

When teams are first formed, the team members may not all know each other. Before beginning work, it is useful for team members to build their relationships. Before becoming a fully functioning team, all teams go through six stages of group development.Stages of group development:

Figure 1.3. Team-building process

Team-building exercises are designed to help the team move through the early stages of group development and arrive at the performing stage. Team-building exercises can be used when a group first forms or as a re-energizer when the team

is immersed in a difficult task or experiencing counterproductive conflict among team members. A team-building exercise gives the team a common experience to help build cohesion. At Certicom, where managed certificate service to secure sensor networks and IoT applications are launched, a high-tech provider of cryptography for secure devices and software, team-building activities are part of a total rewards strategy. The team-building activities help create a positive working environment and team atmosphere. StorageTek, data storage technology company,an international provider of data storage and network solutions, used a team-building exercise in which multiple teams each painted one part of a picture. The teams had to interact to match the correct colors and make sure that their part of the picture aligned with the others around it; these parts eventually became part of the "big picture".

People tend to be in groups or teams when they are at work. There are jobs where individuals work alone; however, they are seldom isolated. Group and team work are crucial concepts for human resource management because they have been considered as one of the most important determinants of organisational and individual success. Organisations have been defined as a collection of shared meanings held by employees that distinguishes the organisation from other organisations. Thus the way organisations operate, is closely linked to the underlying shared values and meanings that help employees understand the way organisations function and the way employees behave and work are guided by these shared meanings.If employees lack shared understanding and shared meaning in an organisation, it is less likely that the organisation will be successful in achieving its goals. From and human resources perspective, this is a very important issue because to understand individual behaviour one must analyse the groups at work.

Most literatures sometimes use the terms group and team interchangeably but there are subtle differences.There is a difference in the management of teams and groups. Formal groups that are created by management are constantly required to report back to management. Once teams are set, however, they are given enough

flexibility to finish the tasks without constant need for supervision. Teams are more self- managed and autonomous then groups.

Originally teams are created to increase employee activity and well-being in general; however, their purpose and structure have been changing day by day. Now, there is a move towards creating teams for enhancing productivity at the workplace.

Putting a team together is noticeably difficult task and not only human resource managers, but also leaders of various departments need to be aware of the stages of team creation to be able to get the right combination of skilled employees. According to Greenberg and Baron there are four stages of team creation:
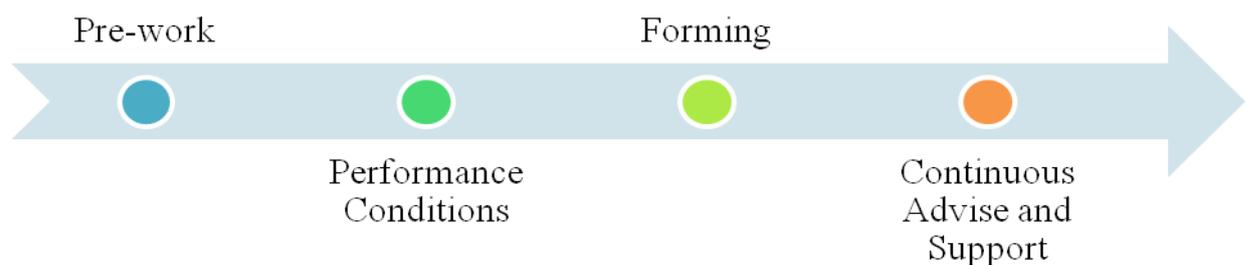
Figure 1.4. Team creation stages according to Greenberg and Baron

Pre-work: Firstly, a decision has to be made whether or not a team is needed. Management has to decide if team working will be more fruitful then individual working for a specific project. To make the decision, one must know exactly what work needs to be carried out. Objectives of the team have to be established, necessary skills that are needed to accomplish these objectives have to be identified, a time plan has to be made and possible candidates for the team membership has to be nominated.

Performance Conditions: Managers has to ensure that the team has the necessary resources to achieve its objectives. This involves material (money, tools, etc.), human (skills, characteristics, etc.) and supportive resources (support from the senior levels of management).

Forming: At this stage management should finalize the members of the team and allocate responsibilities to individuals. Also, a team leader needs to be chosen to monitor and plan the work.

Continuous Advice and Support: Once the team is performing, an effective communication link needs to be established to ensure continuous flow of information, advice and support to the team from supervisors, managers, etc. This will help in early identification and solutions of problems both within team members and team performance.

Employees join in groups for four main reasons: security, task achievement, social need and power.

Table 1.3.

Four main reasons why employees join

Security	Being in a group gives a sense of security and confidence to employees. Also, the power of collective bargaining can balance the relationship between employees and employers.
Task achievement	A group of employees have a better chance in tackling organisational tasks than individuals by putting all their ability, skills and time together which in return is likely to improve the efficiency and the quality of the outcome.
Social Need	People are social beings and they have need for a sense of belonging. Social needs play an important role in employee motivation as an instrument to increase employee activity. Building social relationships at work improves communication and employee well-being which in return increases employee motivation and job satisfaction.
Power	Groups have more power in enabling change than individuals. For example, an employee might have a little chance in changing the work conditions that are not desirable, but if a group of employees raise the issue, the management is more likely to listen.

Relationships between an employer and employee and among employees inthe workplaceneed to be nurtured to avoid conflicts and disputes which willultimately lead tounproductive behaviour. The personnel department is well placed for this job as it hasstaff trained in people management particularly in industrial legislation, labour laws andconflict management. Some industrial organisations employ lawyers as industrial relationsofficers, but qualified personnel officers should be able to perform this role. However,other experts such as lawyers and professional counsellors may be consultedwhere necessary.

• Other routine personnel administration functions. There are a myriad of other personnel functions, which are basically routine work andconstitute day-to-day administrative activities performed by personnel officers dependingon the size and scope of the organisation. These functions include but not limited to,health, transport, security and safety, pensions, deaths, and personnel information system.

2. THE ANALYSIS OFPERSONNELPOLICY IN MOBILE NETWORK OPERATORS

2.1 Analysis of employee activity enhancement strategies in foreign mobile network operators

China Mobile Communications Corporation is a Chinese state-owned telecommunication company that provides mobile voice and multimedia services through its nationwide mobile telecommunications network. The company is the largest mobile telecommunications company by market capitalization today, and it was named as such in March 2011. China Mobile Limited is listed on both the NYSE and the Hong Kong stock exchange.

As of December 2014, China Mobile is the world's largest mobile phone operator by subscribers with about 806 million. The ARPU(Average revenue per user) for the company stays at 90 Renminbi since 2004.

The have been adhering to the "5 Bans" for customer service, strengthening the establishment of systems and measures for information security, improving information security evaluation system and perfecting the overall information security of our network operations. In 2011, they have mainly taken the following measures:

Strengthening Content Management: The company developed the Regulations on Customer Information Security Management and the Customer Information Security Control Matrix, specifying the   allocation of responsibilities, technological protocols and examination methods regarding information security management, and mapping out the control points to conduct information security checks;

Compiling Best Practices: They compiled 28 information security solutions from 17 provincial subsidiaries and formulated the Solutions to Customer Information Security Protection;

Formulating Administrative Rules on Information Security: The organization formulated dedicated administrative rules on information security for systems

involving customer information security such as WAP , MMS, SMS, Smart Network and Network Management System;

Enhancing Personnel Management: Following the principles of "focusing on key operations, requiring multiple controls and check and balance", they formulated the "Vault Mode" Management Regulations which prescribed detailed management requirements on 17 key systems, effectively reducing the risk of sensitive information leakage by management and maintenance personnel;

Strengthening Education and Training: China Mobile organized employee training sessions on laws and regulations with regard to customer information security and provided systematic security training to key technological and managerial personnel, ensuring all employees understand and comply with the relevant laws and regulations, requirements and policies, disciplines, and regulations on penalties for violations.

Here we will analyze employee composition of the operator.

As of December 31, 2012, 2013 and 2014, they had 182,487, 197,030 and 241,550 employees, respectively. Substantially all oftheir employees are located in Mainland China. The employee dynamics as of December 31, 2014 is shown in the following chart. Approximately 69.09% of our permanent employees have college or graduate degrees.
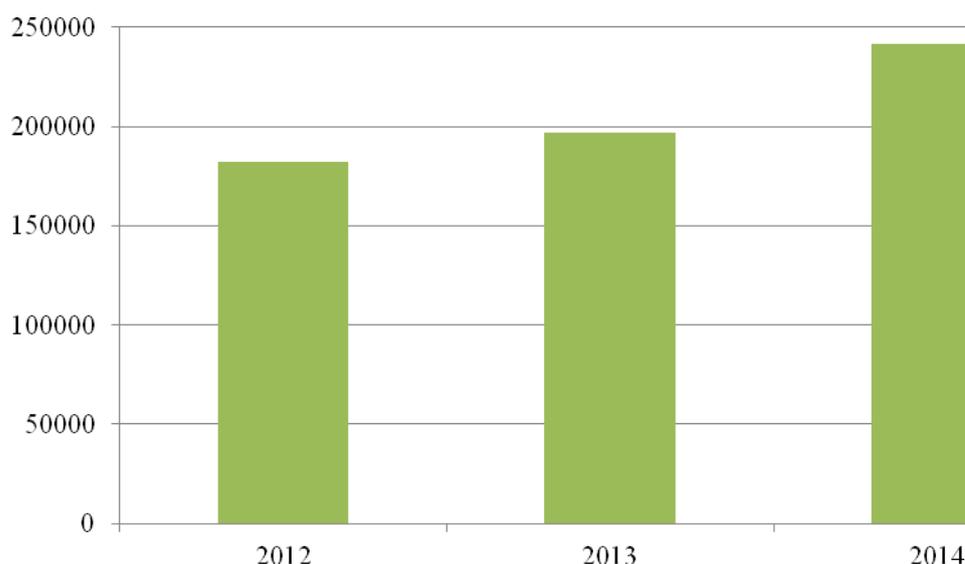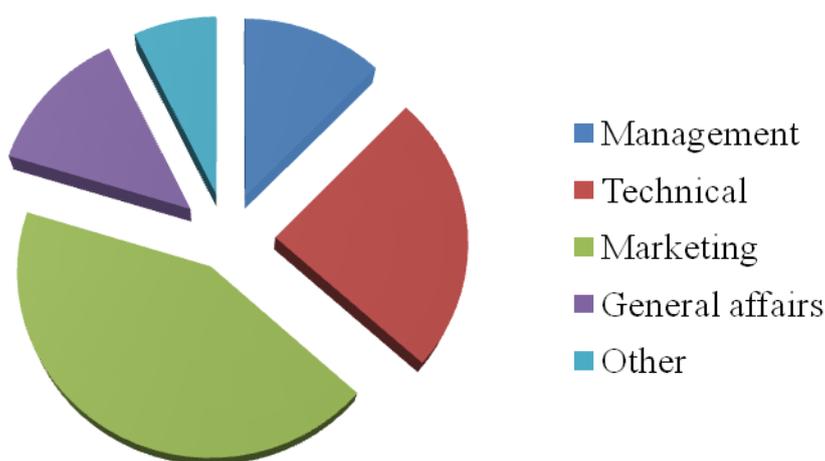

Figure 2.1. Employee dynamics in China Mobile

Set forth below is a breakdown of the company's employees by function as of December 31, 2014.

Table 2.1.

Breakdown of employees by function

Function	Number
Management	29652
Technical	58849
Marketing	104089
General affairs	31495
Other	17465
Total	**241550**

Figure 2.2.Employee share in China Mobile by function

The company provides benefits to certain employees, including housing, retirement benefits and hospital, maternity, disability and dependent medical care benefits. Caring for employees make them feel like they belong to the company or in other words it makes them understand that they matter to the development of company. Creating favorable conditions is important if a company wants to get something in return. Nice working conditions are the starting point where the quality flows from. Most of their employees are members of a labor association. Comfort requires financial sacrifice andbelow it is presentedthe main financial indicators for years 2012, 2013, 2014 and expenses for personnel.

Table 2.2.

The main financial indicators for years 2012, 2013, 2014

	2012	2013	2014
	(in millions of RMB)		
Operating revenue			
Revenue from telecommunications services	560413	590811	581817
Revenue from sales of products and others	21422	39366	59631
Total	581835	630177	641448
Operating expenses			
Leased lines	9909	18727	21083
Interconnection	25140	25998	23389
Depreciation	100848	104699	116225
Personnel	31256	34376	36830
Selling expenses	80232	91834	75781
Cost of products sold	41448	61363	74464
Other operating expenses	140272	157531	176342
Total	429105	494528	524114
Profit from operations	152730	135649	117334
Non-operating income, net	615	910	1089
Interest income	12661	15289	16149
Finance costs	(390)	(331)	(228)
Share of profit of associates	5685	7062	8248
Share of loss of a joint venture	(1)	-	-
Profit before taxation	171300	158579	142592
Taxation	(41919)	(36776)	(33187)
Profit for the year	129381	121803	109405
Attributable to:			
Equity shareholders	129274	121692	109279
Non-controlling interests	107	111	126
Profit for the year	129381	121803	109405

Training and development is provided in this mobile network operator in order to enhance different directions of organizational development. The Group will continue to face intense market competition and challenges which highlight

the need to continuously focus on the three key areas of strategic transformation, reform and innovation and healthy development. The Group will firmly embrace its strategic work, with stimulating vitality and improving efficiency as the focus, transformation and structural adjustment as the theme, reform, innovation and management improvement as reliance and enhancing human resources and labor management, optimizing the system in recruitment and allocation, establishing a diversified incentive mechanism and perfecting human resources management as key tasks. In order to provide strong human resources support and organizational security for their strategic transformation and sustainable development, the Group will focus on the key issues, identify areas requiring major efforts, further innovate the work methodology, improve the pace of response, enhance work standardization, systematization and coordination and properly handle the interactions among the need for reform, development and stability.

Another well developed mobile network operator is TeliaSonera. And they think it would be useful learning their career development policy.

TeliaSonera is a high quality telecommunication service company operating in an industry that is rapidly changing. This puts great demands on TeliaSonera employees making competence development a critical mission for the company.

TeliaSonera's role is to encourage employees to reach their full potential. Professional development activities go from potential level to executive level. They work with individuals and with team development. As an employee, your professional development is supported by an individual goals and a personal development plan.

The company believes that talent is independent of sex, age and nationality; it is all about skills, motivation, experience and the ability to deliver. They promote equal opportunities and respect for one another is a natural part of their culture.

Performance managementat TeliaSonera is about achieving objectives within the framework of their values. To reach their full potential they have developed a high performing culture which is facilitated by their performance management process. They support their managers and employees in setting clear, realistic and

challenging objectives aligned with TeliaSonera's overall business objectives. To fulfill expectations they ensure regular feedback and coaching and establish focus for career development and learning activity choices.

TeliaSonera is developing a high performance company culture in order to outperform competition and reach challenging goals. Setting individual objectives linked to strategic business goals and providing frequent feedback are crucial activities for managers at all levels. TeliaSonera has established a group-wide performance management model currently valid for the five highest management levels in the organization. The model, which aims to focus on TeliaSonera's business objectives and to cascade them into the different business areas, is designed to:

- Help managers to set and cascade business objectives

- Review individual performance

- Develop and reward high performance

- Address poor performance

In TeliaSonera, performance is not only about what to achieve but also how to achieve objectives, i.e. what kind of competences and behaviors the employee applies in order to reach results. A group-wide competence framework is established that outlines successful leadership competences for different roles and levels. The framework offers support to leaders when providing feedback to individuals on performance and on which competences to develop. In order to establish shared principles and expectations on competences and behaviors, TeliaSonera's shared values are used as a platform for the evaluation of preferred behaviors. TeliaSonera's performance management process is annual. The year starts with setting objectives and ends with a performance evaluation. Consequence management is applied, which means that high performance is rewarded and poor performance addressed. Performance has a direct impact on compensation as well as career and development opportunities.

Compensation and benefitsat TeliaSonera constitutes an important part of the total employment/remuneration package, which also includes opportunities for

personal and professional development. Compensation shall be used to influence and reinforce the desired corporate culture and values, and to reward performance. Compensation is also intended to enable and motivate employees to make cross-border and cross-functional moves.

TeliaSonera defines the total employment package as:

- Salary

- Variable pay

- Pensionsandbenefits

- Competencedevelopment

- Careeropportunities

- Working environment

TeliaSonera aims to offer a total employment package that is attractive, fair and competitive in each local market where their operate. They also ensure that employees are covered by pension and insurance programs according to local market practice.

Figure2.3. Performance Management Process in TeliaSonera

A healthy work life balance is under highly monitoring in TeliaSonera. They trust that you know how, where and when to get the job done best. They promote healthy work and life balance by creating and sustaining supportive working conditions. And since they are experts in mobile working environments, it is easy

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for you to be flexible and find your way of working on the basis of your individual needs and capabilities.The health and wellbeing of company's employees are of the greatest importance.

Now let's take a look to the table of information illustrating the number of full-time employees of TeliaSonera throughout the world.

Table 2.3.

The average number of full-time employees by country.

Country	2014		2013	
	Total (number)	of whom men (%)	Total (number)	of whom men (%)
Sweden	7997	59,2	8122	56,9
Finland	3577	63,1	3745	62,2
Norway	841	67,4	766	64,2
Denmark	1051	69,9	1044	68,4
Lithuania	3110	51,1	3336	49,7
Latvia	917	48,4	905	46,1
Estonia	1981	52,4	2023	56,1
Spain	106	66,0	110	67,3
Kazakhstan	1635	40,8	1584	42,4
Azerbaijan	822	53,2	832	57,2
Uzbekistan	890	62,5	835	61,3
Tajikistan	460	67,0	450	66,9
Georgia	328	46,3	322	43,5
Moldova	353	47,0	359	51,5
Nepal	505	74,1	491	74,3
Russian Federation	28	42,9	39	53,8
United Kingdom	41	75,6	45	75,6
Other countries	309	70,2	313	66,5
Total	**24951**	**56,6**	**25321**	**56,7**
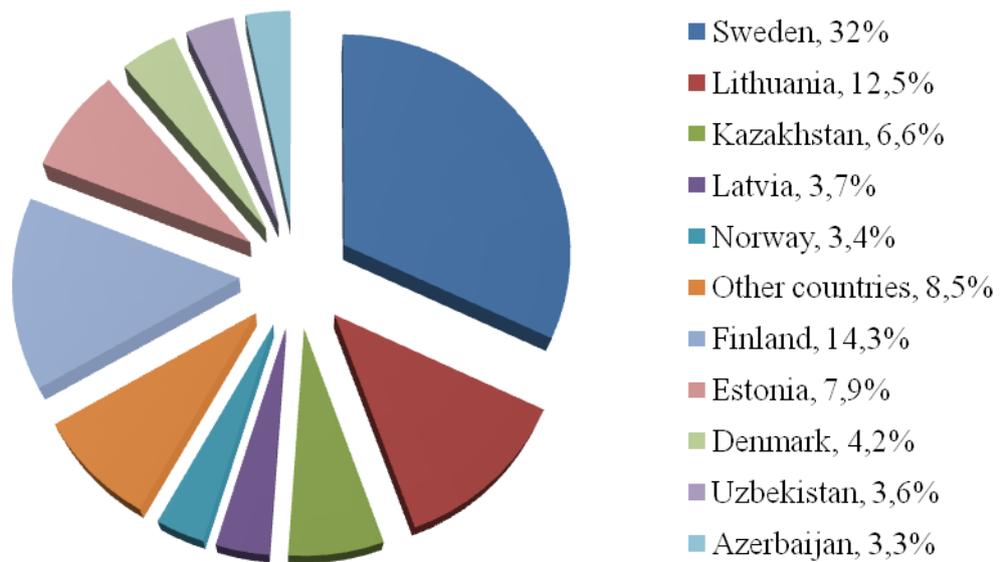
Figure2.4.The average number of full-time employees by country

During 2014, the number of employees increased by 153 to 26,166 at year-end from 26,013 at year-end 2013. Increases in some of the Eurasian operations due to ongoing customer intake were offset by efficiency measures executed in some Nordic and Baltic countries. The net contribution from business combinations in 2014 was 203 employees.
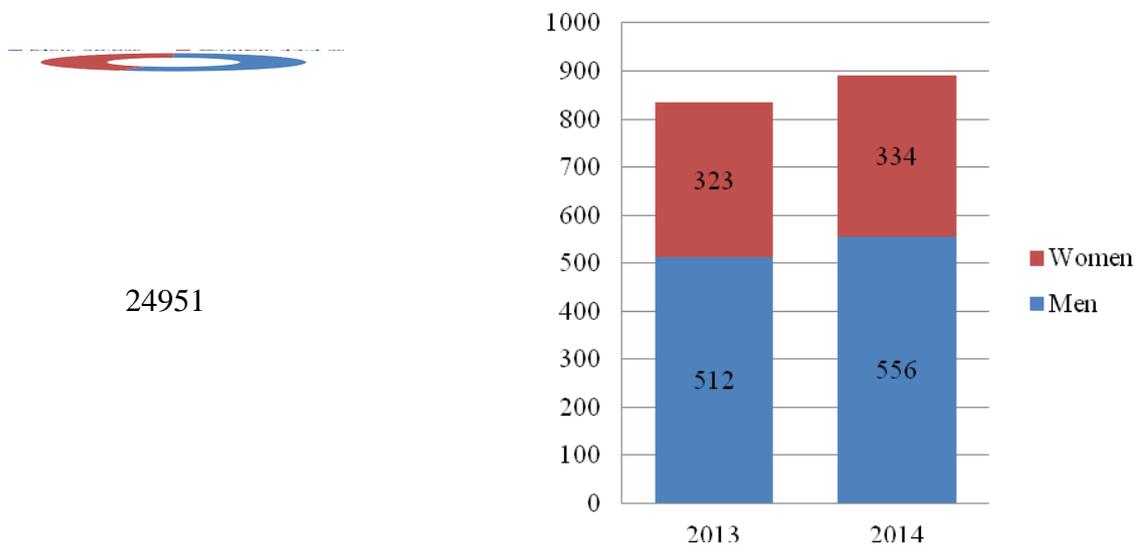
Figure 2.5.Full-time employees ofTeliaSonera (right) and particularly Ucell(left) by gender

According to the strategy of TeliaSonera mobile company is more likely to get closer to the customer only with an effective way of working. During the year they introduced a new country-based organization and established a new Group

Executive Management Team. They are now organized based on different solutions demanded by their customers, rather than based on different technologies and products. This will lead to a better understanding of company's customers' total need and a better customer experience and more satisfied customers. During the next two years, they will invest SEK 2 billion in order to reduce costs in the long run. In particular, they will invest in upgrading the IT systems. This will make it more efficient for their employees to do business and help customers, and at the same time it lowers cost level by about SEK 2 billion a year, with full effect at the end of 2017. In order to expand and to grow and to improve profitability, they are continuously seeking new business opportunities and exciting innovations to add to core business. During the year, they concluded several small or medium- sized transactions. Through their acquisition of Tele2's operations in Norway, and the suggested combination with Telenor in Denmark, they are part of the ongoing consolidation trend on the European market and strengthen their position on the existing markets.

2.2 Personnel policy of "UZMOBILE" branch of "UZBEKTELECOM" JSC in modern conditions

"Uzbektelecom" Joint Stock Company is the largest telecommunication operator which network covers the entire territory of the Republic of Uzbekistan. The company provides the following services: channel rent for operators and providers of fixed and mobile communication, international long distance communication, all types of voice and data communication, Internet access, videoconferencing, organizes channels for transmission of television and radio broadcasting programs.

Since 2004, specialized branch of "Uzbektelecom" JSC renders mobile and fixed communication services in CDMA-450 standard. The main objective of the establishment of the branch is rendering of wireless radio access services in CDMA-450 standard in remote and isolated areas of Uzbekistan. That is why,

unlike other mobile operators in Uzbekistan UZMOBILE CDMA network development began not in the capital or major cities but in remote areas of Jizzakh and Syrdarya regions to provide the population with reliable and affordable communication.

In 2005, the construction of the complex of wireless radio access network of UZMOBILE was completed in Bukhara, Khorezm, Navoi regions and in the Republic of Karakalpakstan. 30 base stations and a switching station for 20 000 subscribers was launched. 118 banking institutions, 85 post offices, medical institutions and other infrastructure have been provided telephone connection.

In 2006, UZMOBILE network services are available in the Republic of Karakalpakstan, Khorezm, Bukhara, Navoi, Jizzakh, Samarkand, Kashkadarya and Surkhandarya regions.

In 2007, UZMOBILE network continues to expand in Samarkand and Samarkand region. 259 mini-banks, 107 post offices, 25 colleges, 18 medical institutions, schools, lyceums and other social facilities located in rural areas have been provided telephone connection. Subscribers are provided with high-quality voice telephony, data transmission and Internet access, as well as value-added services, such as call forwarding, conference call, call waiting, CLIR, etc.

In 2009-2010, the development of UZMOBILE CDMA-450 network begins with the introduction of 3G/EV-DO technology in the regions of the Republic of Uzbekistan. According to the investment project "Modernization and development of telecommunication networks and facilities" the branch carried out works for the introduction of high-speed 3G/EV-DO Internet throughout the territory of the Republic of Uzbekistan. A project to expand the network with the introduction of 3G/EV-DO technology with data transfer rates up to 3.1 Mbps was implemented. 2671 educational institution and 6875 rural settlements were provided telephone connection.

In 2013, the coverage area of UZMOBILE of CDMA-450 EV-DO mobile communication reached 71.3% of all settlements in Uzbekistan! UZMOBILE branch of "Uzbektelecom" JSC provided telephone connection to 844 rural

medical stations, 143 colleges, 14 hospitals, 3584 schools, 494 pre-school institutions and 8440 rural settlements. More than 20 thousand subscribers in 588 rural telephone exchanges of small capacity have been switched to CDMA-450 network of UZMOBILE branch.

In 2014, UZMOBILE branch celebrated 10 year anniversary! Active develop of the network across Uzbekistan continues. The coverage area of UZMOBILE mobile communication of CDMA-450 EV-DO standard has reached 85% of all settlements in Uzbekistan, and the number of subscribers is approximately 500,000 subscribers across the country.

Today for subscribers of UZMOBILE of CDMA-450 standard there are competitive rates and a variety of services such as international roaming, call forwarding, three-way call (conference call), voicemail (VMS), Short Message Service (SMS), mobile Internet, virtual private network (VPN), international alternative calls, short numbers, "GUDOK" service and others.

On February 12, 2014 the Resolution of the President of the Republic of Uzbekistan № PP 2126 "On measures to organize the activities of national mobile operator" was adopted. UZMOBILE branch becomes a National mobile operator in Uzbekistan, which is assigned the tasks of broad participation of national company in the cellular market and further development of mobile cellular communication of the country, as well as information security.

According to the decree in 2014-2017 intensive development of UZMOBILE National mobile operator throughout Uzbekistan with the installation of the latest equipment from international manufacturers is planned.

"Uzbektelecom" JSC will continue operation and further development of CDMA-450 EV-DO network of UZMOBILE branch. At the same time active network construction of GSM standard of UZMOBILE will be carried out.
In accordance with the resolution in March 2015 GSM UZMOBILE will be put in commercial operation in Tashkent city and Tashkent region. For 2016-2017 it is planned to expand the network of GSM UZMOBILE throughout Uzbekistan with

the introduction of 2G/3G and 4G technologies. In parallel, the development of CDMA-450 EV-DO network of UZMOBILE will be continued.

The subscribers of UZMOBILE will be offered comfortable and affordable tariff plans, as well as high-quality services with the advantages of both standards: CDMA-450 EV-DO and GSM 2G/3G and 4G LTE.

Personnel policy of "UZMOBILE" branch in modern conditions is widely explained below.

Fundamental changes in social and economic conditions affect personnel policy to increase the role of the company represents. Previously, staff management policy, personnel recruitment was based on registration documents. Meanwhile, the personnel policy includes improving personnel service quality and training employeesto increase their activity and effectiveness. The company's personnel policy is an entire strategy of working with the staff, bringing various elements and forms of work together.

The purpose of the formulation and implementation of personnel policy that is pursued with high efficiency and professional level of each employee's authority and responsibility, united personnel policy to fulfill strategic objectives of the organization and the essence of the internal and external personnel policies of the company are:

1. To provide the enterprise with qualified personnel, personnel planning, selection, recruitment and dismissal (retirement or to cancel the labor contract), control and analyze labor discipline and staffturnover;

2. To develop the capacity of professional and personal skills of personnel, professional guidance and training, assessment of qualification and service levels;

3. To improve the system of motivation and follow the requirements of the labor protection, provide social guarantees. To enhance personnel management services to consider the employees' complaints and objections with the trade-union.

Branch personnel policy can be described in the following objectives:

Strict observance of the rights and obligations of citizens stipulated in the Constitution of the Republic of Uzbekistan in the field of labor relations;

- Observance of the rules of labor legislation, laws on trade unions, the internal labor regulations by branch employees;

- To ensure the continuity and quality of providing the company with the personnel with the appropriate qualifications and the necessary amount of staff to carry out main economic activity of the enterprise;

- To make the most effective use of the capabilities of the company's personnel;

- To form and save the engaged team, develop effective principles of organizational behavior;

- Selection of personnel with appropriate qualifications, development of the procedures and methods of selection criteria for teaching and allocating;

- Training, retraining and skills development;

Personnel policy should cover all of the directions of personnel management. Enterprise policy rules must be based on both scientific and legal validity. So that it must include instructions to carry out who is responsible for the achievement of a certain goal or who you intend to keep in reserve to attain high positions, the implementation of the planned rotations or training of personnel, and other manufacturers.

Currently, the market economy puts great responsibility to enterprises in a number of principal tasks, and the most important one is efficient use of personnel potential. Successful operations lie in the effective labor supply and the active labor market policy. This is, firstly, to provide the company with a skilled labor force, and secondly, the further development of the personnel within the company and finally, the need to keep training and motivating.

Growing demand and at the same time increasing value for skilled labor make it crucial to use and develop the highest level of the capabilities of existing workforce. Foreign experience shows that in modern business every employee has its own position and the quality of his work impacts on final results of business.

Personnel policy, first and foremost, is based on the following strategic factors of success:

- To approach the requirements of market through focusing on the needs of clients;

- To provide necessary service using appropriate technical means;

- The high quality of product;

- To use newtechnologies, scientific andtechnical progressand achievements;

Thus, the company personnel policy is based on corporate strategy of human resources. It covers various perspective issues such as using and improving labor potential and developing motivational systems.

The purpose of the personnel policy concept is not based on administrative methods, but economic factors and social guarantees, getting the interests of employees closer to the interests of the company to ensure high labor productivity and create a personnel management system of highly qualified employees to achieve the best economic results. Thus, the interest to employee personality and new motives will increase.

The basic concepts of personnel policy:

▪ Interdependence of personnel policy with business strategy;

▪ Focusing on long-term planning;

▪ Increasing the importance and role of staff;

As you know, personnel policy is a structural part of the whole enterprise management and industrial policy andconsequently the agreements in the field of industrial relations as well as trade unions or other representative bodies of the employees' important role is taken into account.

From the employees' point of view personnel policy is responsible not only for creating favorable working conditions to make them feel satisfied or motivate them with the professional growth, but also for givingemployees the necessary level of confidence for the future.

Personnel policy goals related to the development of all parts of the concept of enterprise are defined taking into account the basic rules and includes the following:

- Objectives related to the terms of the external activities of the organization (the labor market, relationships with state and local authorities, etc.);

- Objectives related to the improvement of the relationship between the administration of the enterprise and employees of the organization (enhancing their professional knowledge, participating in managing the organization, improving themanagement style, and social problem-solving, etc.).

Vision stages of personnel policy:

- Setting common principles and objectives of working with staff in accordance with the goals and values of the organization;

- The procedures and technologies system related to personnel activities;

- Monitoring employees: develop specific measures to improve employees' knowledge, skills and abilities and assess the effectiveness of the implementation of these measures.

Personnel policy of the company is mentioned in local documents and instructions. It is regulated all aspects of the work held by managers ofemployees from different departments. Through the instructions appropriate values that require the main attention are brought to the managers of the administration.The economic situation and strategy of the company are mentioned in the issues of recruitment, personnel selection and payment, labor conditions and regulation methods of labor relations. No doubt thatin the majority of medium and large organizations there are traditions and normscaused bymany of the official rules, principles, procedures, along with the subjective and objective reasonsthat determine the current state of the organization. To a certain extent specific characteristics of the personnel policy of the organization depend on above mentioned reasons. Implementation ofmodern personnel policy, the complexity and diversity of the tasks made it necessaryto use advanced methods and technologies andget the personnel management quality to the highest levels.

Table 2.4.

Employee classification by the levels of education

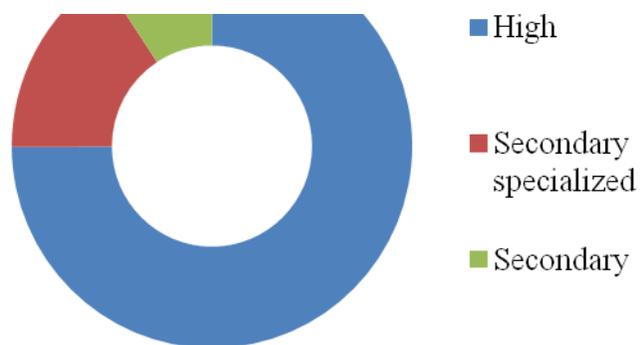| Company	Total number of employees	Education level							
		High			Secondary specialized			Secondary	
		Total	works on specialty	at the retirement age	**Total**	works on specialty	at the retirement age	**Total**	at the retirement age
UZMOBILE branch	355	266	259	7	56	56	0	33	0
UZMOBILE Tashkent branch	180	140	135	5	24	24	0	16	0

Figure 2.6. By the levels education (UzMobile branch)

Figure 2.7. By the levels education (UzMobile Tashkent branch)

Table 2.5.

Employee classification by the knowledge of foreign languages

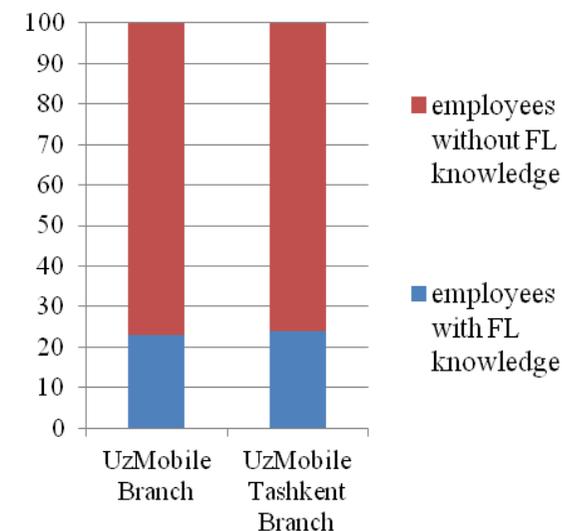| Company	Knowledge of foreign languages				Employees who have scientific degree
	Yes		No		
	number	%	number	%	
UZMOBILE branch	82	23,1	273	76,9	0
UZMOBILE Tashkent branch	43	23,9	137	76,11	0

Figure 2.8. By the levels of FL knowledge

Taking into account that today due to the integration and globalization processes information and capital flowing throughout the globe more freely than ever, the ability to think critically across different societies, to communicate in different languages and to form connections with a variety of people internationally is becoming more important than ever.The world is becoming more competitive,and learning from the experience of foreign countries is rather supportive. Above chart shows that index of employees withthe knowledge of foreign languages in "UZMOBILE" branch is not so high, thus focusing on improving employees' foreign languages knowledge play an important role in exchanging experience with exterior ICT companies.

Table 2.6.

Employee classification by age and gender

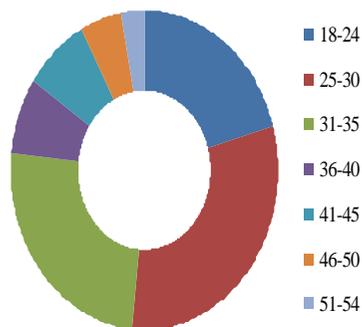| Company	Total number of employees	Age														Gender			
		18-24		25-30		31-35		36-40		41-45		46-50		51-54		Men		Women	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	at the retirement age	N	at the retirement age
UZMOBILEbranch	355	73	20,6	109	30,7	90	25,4	28	7,88	27	7,6	18	5,07	10	2,81	297	2	58	5
UZMOBILE Tashkent branch	180	39	10,98	50	14,08	56	15,77	11	3,09	11	3,09	7	1,97	6	1,69	133	2	47	5

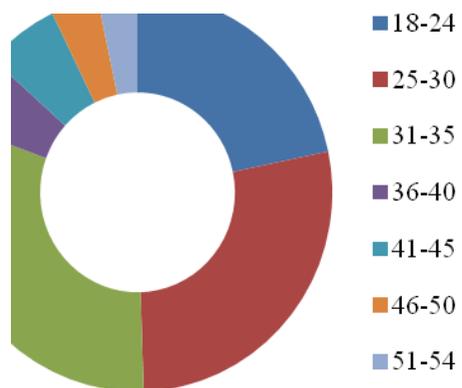

Figure 2.9. By age
(UzMobile branch)

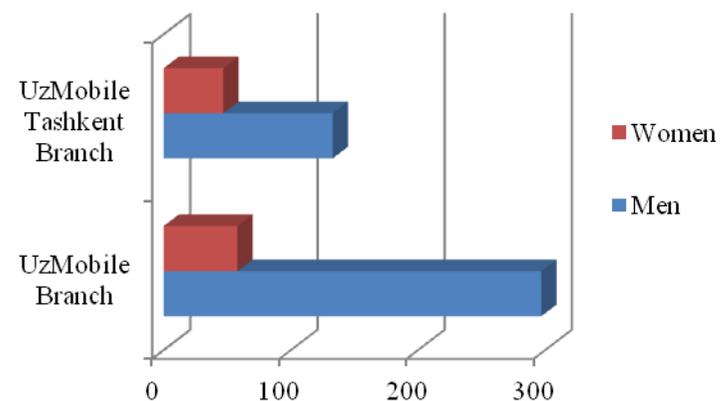Figure 2.10. By age
(UzMobile Tashkent branch)

Figure 2.11. By gender
(UzMobile Tashkent branch)

A set of candidates for vacant positions is the basis for selection of future employees. In general, the process of selection of personnel in the branch UZMOBILE presented in the figure. At each stage of the applicants dropping out or they abandon the procedure, taking the other suggestions.
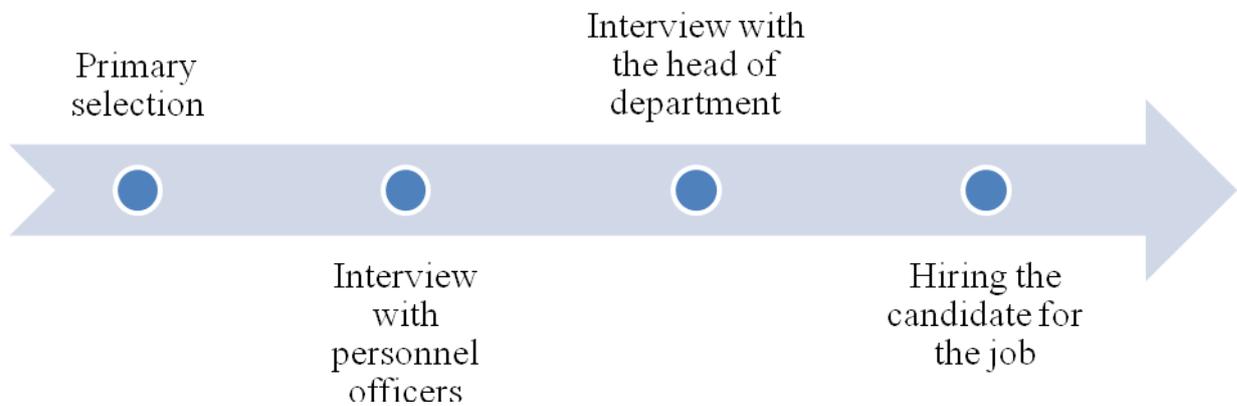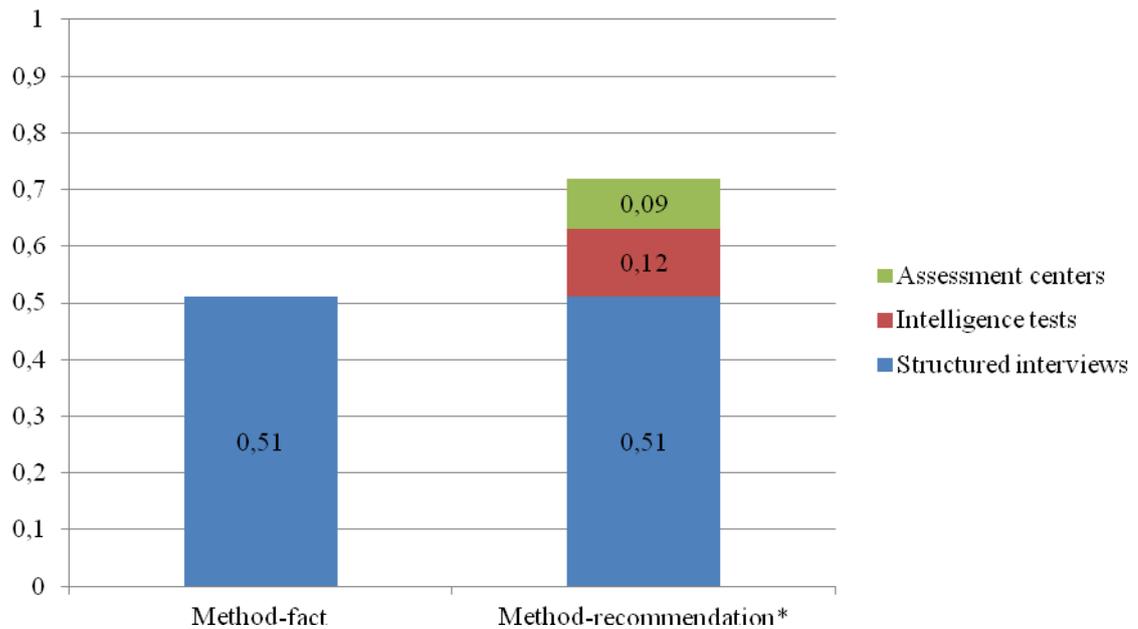
Figure 2.12. The recruitment process in UZMOBILE branch

The recruitment process starts with primary selection. Its goal is to narrow down the candidates who are the most suitable to the vacancy, and who have the greatest potential. This stage is usually held based on the curriculum vitae of candidates.

Interview with personnel officers is the second stage of the recruitment process. It plays a key role in determining whether the company and candidate will make an effective match. As such, the interviewing process provides a great deal of value for the company and candidate alike.

Interview with the head of department, by this step, potential candidates have been convinced to apply for a position, so the goal is for a large percentage of the qualified individuals to have an understanding about the department where they are about to work.

Final stage is hiring the candidate for the job and supporting him in understanding the standard of business conduct and climbing the career ladder.

Figure 2.13.Recruitment validity level in UZMOBILEbranch

(*Note: The methods have differentshares when combined)

From figure illustrated above it can be seen that the recruitment process with only structured interviews presents less validity. As interviewing a candidate doesn't provide us with all the necessary information. However, the next one which includeassessment centers and intelligence test is much more reliable and validate. A bad hiring decision can equal 30% of first year potential earnings. Having a thorough and detailed hiring process will lead you to make the right decision when all is said and done so your company can continue to thrive.

3. EFFECTIVE WAYS OF INCREASING EMPLOYEE ACTIVITY
3.1. The main strategies of enhancing employee performance

Performance, from the organizational point of view, is not only a broad concept which has been used synonymously with productivity, efficiency, effectiveness, and more recently competitiveness, it has also been an issue of study for social scientists from a wide range of disciplinary perspectives.

High-performance can be improved by:

• increasing employee skills and abilities (personnel training and development); recruitment is starting point of personnel training and development.

• promoting positive attitudes and increasing motivation (compensation and rewards management);

• providing employees with expanded responsibilities so that they can make full use of their skills and abilities (personnel relations);

Training and development of employees is crucial to organisations which are on competitive advantage through a talented and flexible employee as a major element for high productivity and quality performance. A more highly skilled employee may increase productivity by puttingin a higher level of output or value.

A motivated employee may cut costs of superintendence as they possess the skills to explore their own performance.

A well-trained team can also improve the organization's functional flexibility since it is much easier to retrain thanks to their relatively broad knowledge base.

A technically competent employee will definitely give organization confidence in making use of new technology and provide employers with more range for rapid adaptation to changes in production requirements and technology.

The training and development programsemployeesget at work will enable them to perform better, put great responsibility on them and give creativity, hence more higher appraisal and job satisfaction will enhance the organisational productivity.

As abovementioned statement shows that increasing employee skills and abilities start with recruitment, you can see the figure that illustrates sample application form.

Table 3.1.

Application form[7]

APPLICATION FORM				
Surname:				
Address:				
Tel:(home)		Tel:(work)		E-Mail:(personal)
Position applied for:				
Education				
Dates		Name of secondary school, college or university	Main subjects taken	Qualifications
From	To			
Specialized training received				
Other qualifications and skills(including languages, keyboard skills, current driving license, etc)				
Employment history (give details of all positions held since completing full-time education; start with your present or most recent position and work back)				
Dates		Name of employer, address and nature of business including any service in the armed forces	Position and summary of main duties	Starting and leaving rate of pay	Reasons for leaving or wanting to leave
From	To				
Add any comments you wish to make to support your application				
I confirm that the information given on this application form is correct Signature of applicant.. Date.................................				

[7]Armstrong, M (2009). Handbook of human resource management practice. India: Replika Press Pvt Ltd

Taking into account that the world is moving towards globalization and not all information is reliable it should be noted that today's workplace often requires employees to be independent thinkers responsible for making good decisions based on limited information. This kind of work may require training if the employee does not have these skills. Below is a list of various competencies that employees may be required to possess in order to perform their jobs well.

- Adaptability
- Analytical skills
- Action orientation
- Business knowledge/Acumen
- Coaching/Employee development
- Communication
- Customer focus
- Decision making
- Fiscal management
- Global perspective
- Innovation/Technology

- Interpersonal skills
- Leadership
- Establishingobjectives
- Risk management
- Persuasion and influence
- Planning
- Problem solving
- Project management
- Results orientation
- Self-management
- Teamwork

Increasing employee activity plays a great role in improving service quality, product brand, and shortly, the standards of living. Making use of the most contemporary technology, important scientific achievements, andpreparing well-trained personnel, which is crucial in increasing competitiveness of services and products, create great opportunities to run the organization, leading world out-standers.

On the whole, evidence is limited which shows that British firms are making great effort to cultivate employee job satisfaction and commitment and use employee involvement as their major policies to improve performance. By contrast, productivity and efficiency in production are achieved through flexibility (functional, temporal and locational), work intensification, and exploitation of the labour market factors such as a climate of job insecurity.

One of the most efficient strategies of increasing employee activity is flexibility: It's drawn a distinction between flexibility 'used to meet shortages and intensify work' and flexibility 'accompanied by an increase in training and upgrading'. Both types of flexibility have been found in existing studies. For example, some scientists argue that changes in organization have been in the direction of utilising limits rather than investing in well-training. It has also been argued that functional flexibility does not have to be determined with high levels of skill by core workers. According to survey innovations in organization are accompanied by activity initiatives, consequently some of them lead to formal qualifications while others were targeted at motivating and encouraging self-organisation. It's obvious that employers require their employees to obtain a wide range of skills and be willing to carry out a variety of jobs taking on more responsibility. But more importantly, productivity is enhanced by employees providing flexibility at work. Different employees understand flexibility differently and most of them mention that they should be prepared to do different jobs which have lower skill requirements, to cover anybody at short notice and to go to various directions. Taking into consideration abovementioned statement we can determine flexibility as attitude towards organizational mission and responsibility.

Work intensification is another major strategy companies can use for improving productivity is through work intensification, partly as a result of decreasing or increasing quantity of production or service. For example, the rising profit in a mobile network company could be mainly achieved by successive planned marketing strategies that double the number of new consumers and the amount of service which as a final result affect revenue rates positively. In recent past it was argued that the organizational productivity can be attributed to three aspects:

- increased work intensity;
- the sharp recovery of output with well-trained employees;
- changes in the technical and organisational approach to service.

Among these three aspects, work intensification has been identified as the main source of rising productivity. It should be mentioned that productivity and profitability in the economy have been rising, but this has been accompanied by stable requirements of personnel responsibility. Work intensification can be facilitated by the developing computing and communication technology. High technology and the telecommunication system also enablesmonitoring the performance level of individuals in real time. Here we should emphasize the growing importance of information technologies in the development of the social environment. The President of our Republic, I. A. Karimov, emphasizes "The 21st century will be a century of informational technologies, and our country will enter it with a well-organized base in order to play an active role in the sphere of science and technology, as well as in the area of education, culture and more open human relations."[8]

Pay and job insecurity strategy represents the carrot and stick for the employees. Pay has long been used as a management tool, even though not the most successful one. Firms may attract and increase their employee activity by paying them a wage higher than the average going rate available in the currently labour market. Labour productivity and efficiency is also gained by a stable and hard-working employees who are under stick strategy and the threat of job security.

Furthermore, enhancing employee performance is one of the key impacts of improving marketing strategies and widening market segmentation. The more enhanced employee performance, the more qualitative service become. Needless to say that high quality of service attracts more customers and as a result causes emergence of new market horizons. Here it is useful to take a look into the marketing strategy of mobile network operator - "UZMOBILE" branch in order to understand what goals the company is directed to achieve and be aware of the importance of increasing employee performance to assist and fulfill that strategy.

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[8]I. A. Karimov (1995). Uzbekistan along the Road of the Deepening Economical Reforms. Tashkent, "Uzbekistan", p.3.

The strategy is aimed at introducing affordable for the mass demand tariff packages for mobile communications services and the Internet, while maintaining an optimum level of quality, the development of mass-market users of GSM-terminals (smart-phones, modems, tablets, iPhones) and dual mode communication devices. Priority development strategy «UZMOBILE» - providing high-quality, affordable for many. Achieving this goal will determine the stability and dynamic development in the coming years. Strategy qualitative growth, strengthening market position and advancing the development of competitive new-generation GSM network provides the solution of problems to ensure competitive quality of existing services in the longer term, the task of building the technological base for the development of next-generation services based on technology LTE.

Intensive expansion of coverage will determine the steady growth of active subscribers in the mass market of mobile subscribers, mobile Internet users, as well as in the segment of industrial enterprises, associations, agencies and institutions (in the first stage - up to 250 000 in Tashkent by the end of 2015, the second stage-up to 1 mln. subscribers in all regions by the end of 2017).

Constant monitoring of network quality, the optimal frequency planning, timely modernization of the network and billing system, expanding the zone of stable high-speed data coverage, capacity and geographical presence will be the best way to encourage customer loyalty, since it would offer the most complete set of advanced high-tech services at a high level of quality. Strategic objectives include high dynamics of high speed data services, taking into account trends in the development of other mobile operators in the direction of fourth-generation services. With regard to the marketing policy will provide a high recognition sub-brand UZMOBILE GSM. As a result of the branch is to raise the quality of services and services to all segments of consumers on an unprecedented level that meets the highest international standards, and purchase unconditionally positive image of modern and reliable operator of communication services for the population and for the corporate sector.

The proposed strategy can determine the success of the network in terms of increased competition in the market will strengthen the market position, to reach a new level of development. Successful implementation of the strategy of qualitative growth will allow to calculate their real strength in the pace of development of the equipment.

According to the aforementioned information about the company's goals it's evident that the most important factors of implementing the marketing strategy lie on quality, innovation and price. So it requires from employees high qualification, and partly, increased employee activity relying on technological skills along with creativity.

Employee activity is firstly reflected in the conditions and opportunities created by the organization for its customers. From a customer's point of view it can be mentioned that people expect more qualitative, innovative products and services for significantly affordable prices. Secondly, increasing activity is definitely noticed in the service culture and clarity. And finally, from economical perspective enhanced performance gives considerable outcomes in financial sphere.

3.2. Human capital investments as a key stimulus of employee development

There are three main components of 'human capital' — early ability (whether acquired or innate); qualifications and knowledge acquired through formal education; and skills, competencies and expertise acquired through training on the job. The concept of human capital arose from a recognition that an individual's or a firm's decision to invest in human capital (i.e. undertake or finance more education or training) is similar to decisions about other types of investments undertaken by individuals or firms. Human capital investments involve an initial cost (tuition and training course fees, forgone earnings while at school and reduced wages and productivity during the training period) which the individual or firm hopes to gain a return on in the future (for example, through increased earnings or

higher firm productivity). As with investments in physical capital, this human capital investment will only be undertaken by the wealthmaximizing individual or firm if the expected return from the investment (or 'net internal rate of return') is greater than the market rate of interest.

According to human capital theory the higher education is considered as an investment decision. In order to be beneficial from economic point of view and in comparison with other investment opportunities, investment in education should give a higher rate of return on investment. Knowledge about the return on investment can help to make competent decisions, which would have an economic benefit in the future.

Business is made up of three basic economic resources: land, labor, and capital. Land is the physical resource used to produce goods or services, labor is the human manpower that transforms the resource into consumer products, and capital is the money used to purchase both. Within all this is the important economic concept of developing human labor, commonly referred to as human capital investment.

Human capital investment is the process companies use to develop employees. Businesses invest in employee training to improve business operations, which reduces wasted resources from unskilled workers and increases overall employee efficiency. Companies calculate education/training benefits with a cost-benefit analysis, which analyzes the total cost of improving employee output against the benefits of the investment.

Two common types of human capital investment include education and training. Education often includes reimbursing employees for traditional college degrees or paying for seminars or trade schools. Education is often used to develop an employee's technical skills in areas such as accounting, finance, or production. Training is most often conducted by supervisors working on the job with employees, showing them how to complete specific functions.

Using education and training to improve human labor helps companies create a competitive advantage, as when companies train employees to produce goods or

services not available from other businesses. Business owners and managers with specific technical skills can train employees to duplicate processes effectively and efficiently.

Companies need to consider which employees should receive training. While certain employees respond positively to business education or training, others might not. This response often depends on an employee's motivation. Employees may also not be willing to work at a company during the education or training process.

Human capital investment relates to the theory of skilled versus unskilled labor. Skilled labor usually accomplishes tasks quicker and more efficiently than unskilled labor. Skilled employees may also have specific expertise in completing certain functions, increasing their value in the workplace. Unskilled labor is usually individuals completing basic or repetitive business tasks that are not as highly valued.

According to the theorists of human capital expenditures that increase the productive quality and the characteristics of the individual, "can be seen as an investment, because operating costs are carried out with the expectation that these costs will be offset many times the increased flow of funds in the future."

Human capital - is the acquisition of knowledge and skills, and as motivation and energy that man possesses and which used for some time for the production of goods and services.

Under the investment in human capital refers to the cost, necessary to increase the future productivity and also lead to the improvement of professional skills and abilities and influence in the future to increase the income of the individual companies and state.

The use of the term investments to the costs on the formation of a qualitatively new workforce helped move away from the perception of these costs as a consumer. These costs were recognized as productive as investing in the human bring significant long-term economic benefits.

There are three main types of investment in human capital:

- spending on education - including general and specialized, formal and informal, training in the workplace;

- health expenditure is the sum of expenditure on disease prevention, health care, diet, improvement of living conditions;

- spending on mobility through which workers migrate from areas with relatively low performance in places with relatively high productivity.

A measure of the economic value of an employee's skill set. This measure builds on the basic production input of labor measure where all labor is thought to be equal. The concept of human capital recognizes that not all labor is equal and that the quality of employees can be improved by investing in them. The education, experience and abilities of an employee have an economic value for employers and for the economy as a whole.

Economist Theodore Schultz invented the term in the 1960s to reflect the value of human capacities. He believed human capital was like any other type of capital; it could be invested in through education, training and enhanced benefits that will lead to an improvement in the quality and level of production.

In order to implement human capital investment the organization should identify the key employees who are able to contribute effectively. Practice shows that there are many methods organizations use to examine which group of employees should be taken training and development courses, in other words which employees the company should invest in.

An overall organizational training needs assessment should be a very comprehensive examination of what is currently being trained, what knowledge, skills, and abilities should be added to the education program, and what may need to be added in the future. Areas of assessment and assessment methods can differ from subject to subject within the organization and most certainly differ between organizations themselves. And it depends on the areas various organizations focus on.

The table below provides a comparison of the different methods:[9]

Different methods of identifying employees with training needs

Method	Positives	Negatives
Position	• Simple and fast; • Effective in organizations driven largely by a single function (or a limited number of functions).	• Ignores the likely presence of key employees in other functions; • Would identify poor performers in key positions as key employees.
Performance	• For organizations with a performance pay program, consistent with total rewards strategy; • Theoretically consistent across the organization; • Acknowledges employees who significantly contribute to business success.	• Requires a high degree of consistency and effectiveness in execution of performance appraisals or application of other performance metrics across the organization; • If based on performance appraisal, will tend to favor those employees whose managers may be "easy graders".
Compensation	• Simple and fast; • A possible answer for organizations who struggle to find another means of defining key employees.	• Assumes that pay policies are consistent and truly linked to individual performance and organizational value.
Subjective	• If done well, a more thorough analyst that acknowledges intangibles as well as objective measures; • Could use a mix of factors, or even a "weighted" approach.	• May be very inconsistent across the organization, or appear as favoritism based on non-objective factors; • Selection of group to identify key employees may be sensitive.

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[9] http://www.totalrewards123.com/media/3862/how-to_tip_-_identifying_key_employees.pdf

1. Position, title, or job function. This is the most common way to identify key employees. For instance, in a technology company, software engineers might be identified as "key." In a retail organization, the group may be defined as store managers.

2. Performance metrics. This approach can work across the organization or within a given job function. Example, all employees who rank "Outstanding" in a 5-point formal performance appraisal system or another example, the top 10% of sales representatives in terms of revenue sold.

3. Compensation level. We've seen this simplified approach applied in organizations who found it difficult to find another definition for key talent. This reflects the thinking the level of compensation reflects the amount of value the company places on that employee. Thus, a business consulting firm where many functions contribute to the company's output may define its top 5% compensated employees as "key." Firm partners with ownership stakes tied into their compensation would be excluded to avoid skewing the analysis.

4. Subjective definition. Depending on the organization makeup and purpose, key employees can be determined in purely subjective terms. In this instance, a small company committee may be tasked to select the top 10% of employees across the organization as key employees using a combination of factors, including those described above.

Employers fully or partially fund the training of workers in the hope of gaining a return on this investment in terms of being a more productive, more competitive and consequently more profitable firm in the future. In practice, however, it is very difficult to measure this return. Training results in workers receiving higher real wages. These real wage increases have to be paid out of productivity gains and therefore should provide a lower bound on the likely size of productivity increases. In practice, the productivity gains are likely to be higher than this. For instance, when training has a large firm-specific component (i.e. training providing firm-specific knowledge and skills that have little or no value when an employee leaves the firm that provided the training) and, more generally,

when labour mobility is effectively restricted, there may be productivity gains from training that are not passed on to the employee in terms of wages but are only reflected in direct measures of competitiveness, productivity and profitability. There are numerous difficulties in measuring the returns to education and training for firms. In the first instance, it is extremely difficult to obtain data on firm productivity, competitiveness and profitability.

4. SAFETY OF VITAL ACTIVITY
4.1. Rational organization of work place

The complexity of production processes and equipment changed the functions of the person in modern industry: increased responsibility of tasks; increased volume of information perceived by the working and the performance of the equipment. A person's work has become more difficult, increased load on the nervous system and increased physical load. In some cases, the man has become the least reliable link of the system «man-machine». There is a task of providing reliability and safety of persons at work.Solvesthistaskergonomicsandengineeringpsychology.

Ergonomics (from the Greek ergon work and nomos - law) is the scientific discipline that studies the human in terms of its activities related to the use of machines. The goal of ergonomics - optimization of conditions of work in the system "man-machine". Ergonomics defines the requirements of the person to technology and to the conditions of its functioning. The ergonomics of the equipment is the most generalized index of properties and other characteristics of equipment.

The connection of the man with the environment and the parameters of the workplace.Working place, this is the area in which the committed work of the performer or group of performers. Jobs may be individual and collective, universal, specialized and special.

General requirements, which must be observed when designing jobs, the following:

• adequate working space for the person;

• optimum position of the body of the worker;

• sufficient physical, visual and auditory communication between man and machine;

• optimal allocation of working space in the room;

• the permissible level of action of factors of production conditions;

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•the optimal placement of the information and the motor field;

• availability of means of protection from hazards.

Design should provide the zone of optimum and easy reach of the motor field of the workplace and the optimal area of the information field of the workplace. Angle of view in relation to the horizontal should be 30-40 degrees. The choice of working arrangements should take into account the efforts expended by the man, the magnitude of the movements, the need for movement, the pace of operations. The choice of working postures should take into account the physiology of man and parameters of working places determined by the choice of the position of the body at work (standing, sitting, a variable). Jobs for work «sitting» are organized in an easy job and middle severity, and the severe - working posture -"standing".

In the design of equipment and organization of a job it is necessary to foresee the possibility of regulating the individual elements, in order to ensure the optimum position of the operator.

The design of the equipment must ensure that it meets the anthropometric and bio mechanicalcharacteristics of the individual on the basis of accounting change dynamics of the amount of heat when you move, the range of motion in joints.

For the account in the design of equipment anthropometric data should:

• determine the contingent of people for whom is designed equipment;

• select a group of anthropometric characteristics;

• install the percentage of working, which must meet the equipment;

• determine the boundaries of the interval size (efforts), which should be implemented in the hardware.

When designing the use anthropometric dimensions of the body, and take into account the differences in the sizes of the body of men and women, nationality, age, professional. To determine the boundaries of the intervals, which take account of the percentage of the population, the system is used pertseteley. Design of the equipment should provide the ability to use at least for 90% of consumers.

To work in a position "sitting" are used by various operating seats. Distinguish workers seat for long and short term use. General requirements for the seat of long use of the following: the seat should ensure position, minimizing the statistical work of muscles; create conditions the possibility of changes in working postures; not to obstruct the activities of the systems of the body; to ensure the free movement relative to the working surface, have adjustable parameters; have the floor upholstery. For short-term use is recommended hard chairs and a different type of stools.

In the conditions of growing mechanization and automation of production processes is of special significance means of display of the information about the object of management. Widespread use of the received information model, that is organized according to certain rules information about the status of the object of control.

The information models of the following requirements:

• the content of the information model should adequately display the object of management;

• information model should provide the best information balance;

• the shape and composition of the information of the model must be consistent with the labor process and possibilities of man for the reception of the information.

Practice makes it possible to outline the sequence of the development of an information model: definition of the objectives of the system, the sequence of their decisions and sources of information; drawing up a list of control objects and their characteristics; the distribution of objects on the degree of importance; the distribution of functions between automation and man; the choice of coding of objects and drawing up of the overall composition models; determination of executive actions of man.

In the process of constructing information model are determined by the location of the media in the workplace, are selected dimensions of marks and the layout of. Displaying means are placed in the field of view of an observer with the

account of optimum corners and observation areas. Dimensions signs monitoring are determined taking into account maximum accuracy and speed of perception of the information, as well as the brightness of the character, magnitude contrast, the use of color. Optimum brightness are considered to be the value at which the maximum contrast sensitivity. The value of it will be greater, the smaller the size of the object of discrimination. Optimal area size contrast is 60-90%. In the work of the eyes is a place of a certain inertia, which requires taking into account the time of exposure of the optic signal and the time intervals for the sense of separate signals the following one after the other. In most cases, the exposure time of the signal should be no less than 50 MS. Each variety of indicators has its area of use: indicators backlit used for the display of high-quality information that requires an immediate response of the operator; gauges are used for the reading of the measured parameters; integral indicators for combining information immediately on several parameters.

The structure and dynamics of the controlled object are usually with the help of a chip. In some cases the scoreboard used to display information and perception of the team of operators.

In the design of the workplace should take into account the rules of the economy's movements: when using two hands of their motion should be simultaneous and balanced; movement should be smooth and rounded, rhythmic and customary for working. The design of the equipment shall take into account the rules relating to the speed and accuracy of workers ' struggles. For example, the most rapid movement to itself; in the horizontal plane of the hand speed more than in the vertical; the accuracy of movements better in a sitting position, than standing, etc. Controls, used in the workplace must comply with the General requirements of ergonomics: and direction of the management bodies must comply with the movement associated with him indicator; the compliance of the location of the management bodies of the sequence of work of the operator; ease of use; the creation of the bodies of the Board of mechanical resistance and etc. In addition,

for each type of bodies of pressure corresponds to a specific area of use and the special requirements of the size, form, effort, etc.

The automated workplace of the operator-communicator (the operator in the control room) in the general case are used:

- means of mapping the information of individual use (imaging units, signaling devices, and so on);

- means of control and input of information (remote the display, keyboard control, separate controls, and so on);

- devices of communication and transmission of information (modems, telegraphic and telephone sets):

- the device documentation and storage of information (printing devices, magnetic recording and so on);

- auxiliary equipment (means of office equipment, the storage media, the device of local lighting).

At the automated working place should be provided with information and constructive compatibility used by technical means, of anthropometric and physiological characteristics of the person.

At optimization of the procedures of interaction between operators of telecommunications workers with technical means in the conditions of automation ergonomic factors act as the main determining the probability-time characteristics and the intensity of the work. These factors are sensitive to variations of individual properties of the operator.

Working the furniture should be comfortable for the execution of planned operations. The design of the working furniture: table, chairs is of great importance for the creation of healthy environments and highly productive work. Working the furniture is designed with consideration of anthropometric data of a human, technical, aesthetic and economic factors.

In the complete set of the working furniture of great importance is the design of the production of a chair, as it depends on the attitude of the employee and, therefore, energy consumption and the degree of its strain. Operating the seat must

have the required dimensions, the relevant anthropometric data of the person and be flexible. The most comfortable chairs and seats with adjustable back tilt and height of seat. Changing the height of the seat from the floor and back angle, you can find the most appropriate labour process and the individual characteristics of the employee.

As a rule, all the surface of the written and desktops should be at the level of the elbow in the position of a person. When choosing the height of the table should be considered a man sits during work or stands.

The inconvenient of the table height reduces the efficiency of work and causes rapid fatigue. The lack of sufficient space for the knees and feet cause constant irritation of the employee. Minimum operating table height should be not less than 725 mm. As practice shows, for the working medium height the height of the desktop is accepted 800 mm. For the employee of another growth you can change the height of the working chair, or the position of the boards so that the distance from the object processing before the eyes of the working height is equal to approximately 450 mm.

Accommodation of the technical means and the chair of the operator in the working zone should provide easy access to the main functional nodes and units of equipment for conducting technical diagnostics, preventive inspection and repair; the ability to quickly occupy and to leave the work area; the exception of accidental actuation means of control and input of information; comfortable working posture and position of rest. In addition, the scheme of accommodation should meet the requirements of integrity, compactness and technical and aesthetic expressiveness of the working postures.

The display must be placed on a table or stand so that the distance of observation on the screen does not exceed 700 mm (optimal distance of 450 - 500 mm). Display screen height must be located so that the angle between the centre of the screen and horizontal line of sight was 200. Horizontal viewing angle of the screen should not exceed 600. The remote display to be placed on a desktop or stand so that the height of the keypad in relation to sex was 650 - 720 mm. When

placing the remote control on a standard desktop height of 750 mm it is necessary to use the seat with height adjustable seat (450 - 380 mm) and the footrests. Document (form) for entry operator data it is recommended to have at a distance of 450 - 500 mm from the eyes of the operator, predominantly on the left, with the angle between display screen and the document in the horizontal plane shall be 30 40 degrees. The tilt angle of the keyboard should be equal to 15 degrees.

Display screen, documents and keypad display should be located so that the difference of brightness surfaces, depending on their location relative to the source of light, not more than 1:10 (the recommended value 1:3). At nominal values of brightness of the image on the screen 50 - 100 CD/m2 illumination of the document should be 300 - 500 Lux.

Working place should be equipped in such a way that the movement of an employee would be the most efficient, least tedious.

The device documentation and other, rarely used by technical means, it is recommended to concentrate on the right from the operator in the zone of maximum reach and means of communication to the left, to free the right hand for the entries.

3.2. Emergencies

In theory safety emergencies - is a set of events, the result of the onset of which is characterized by one or more of the following signso

a) danger to life and health of a significant number of people;

b) the material violation of the ecological balance in the area of the emergency;

c) the failure of the life support systems and control, full or partial cessation of economic activities;

d) significant material and economic damage;

e) the need to involve large as the usually external to the area of emergency forces and means for the salvation of men and the elimination of consequences;

e) psychological discomfort for large groups of people.

It is characteristic that emergency arises outwardly suddenly, suddenly. Specification of definition of the emergency is achieved by introduction of quantitative measures of the dangers.

The classification of emergencies.

For reasons of emergencies are of natural, man-made, man-made, environmental, and social.

To the natural (natural) emergency situations are dangerous natural phenomena or processes that have extraordinary in nature and lead to a breach of everyday life more or less significant groups of the population, loss of life destruction of material values. These include earthquakes, floods, tsunamis, volcanic eruptions, mudflows, landslides, avalanches, hurricanes and Smer-Chi, massive forest and peat fires, snow and avalanches. The number of natural disasters are also droughts, long-term heavy rains, strong stable frosts, epidemics, epizootics, epidemics, mass distribution of pests of agriculture and forestry. Natural disasters can happen: as a result of rapid movement of the substance earthquakes, landslides); in the release of within the earth synergy (volcanic activity earthquakes) at increasing the overall level of rivers lakes and seas floods tsunamis) under the influence of an unusually strong wind ahurricanes cyclones. Some natural disasters fires avalanches landslides, etc..may arise as a result of the actions of the people themselves but their consequences are always the result of the action of the forces of nature. For each natural disaster characterized by the presence of intrinsic in the affecting factors, adversely affecting human health.

Natural disasters are a tragedy of the entire state and especiallyo for those areas where they occur. As a result of natural disasters are affecting the economy of the country since the collapse of production of the enterprise the destruction of material values and most importantlyo there are losses among the peoplee killed their housing and property. In addition, natural disasters pose extremely adverse conditions of life for the population, which may be the cause of outbreaks of infectious diseases. The number of people affected by natural disasters can be

considerable and the nature of the lesions is very diverse. Most people suffer from floods (40% of the total damage), hurricanes (20%), earthquakes and droughts (15%). About 10% of the total damage is on the other types of disasters.

A number of Soviet and foreign experts, citing data on the losses in major disasters assume that in the future in connection with the growth and concentration of population similar in the force of the disaster will be accompanied by an increase in the number of casualties in the tens of times.

Man-made emergency situations is considered a sudden failure of machines, mechanisms and units during their operationи accompanied by serious violations of the production processc the explosions the formation of fire radioactive chemical or biological infections of large territories a group of damage destruction of people. To techno-gen emergencies are accidents at industrial facilities constructione as well as on railм airo roado pipeline and water transport as a result of which the firesa the destruction of civil and industrial buildingsa there was a danger of radioactive contaminationя chemical and bacterial contaminationт there was the spreading of the oil products and aggressive poisonous liquid on the surface of earth and water and there are other consequences endangering human health and the environment.

The nature of the consequences of techno-gen catastrophes depends on the type of accident, its scale and characteristics of the enterprise, where the crash occurred (on the means of transport and the circumstances in which the accident occurred.

Anthropogenic emergency situations are the consequence of the erroneous actions of the personnel. This class of emergency can occur at the same objects that and man-made emergency situations. The difference consists only in the fact that man-made emergency situations is not connected with the human factor directly.

To the social emergency relate the events taking place in the society robbery violence) ethnic conflicts accompanied by the use of force contradictions between the States with the use of weapons.

CONCLUSION

In conclusion it should be mentioned that the main component of enterprises and organizations ishuman resource management, presentingstaff recruitment, training, retraining and advanced training tasks as well as strategies increasing employee activity.

Increasing employee activity supports the organization in various spheres.

Firstly, it achieves the highest efficiency of all operations of the company, seeking to conquer the stable and long-term advantage over competitors. To achieve maximal impact of all the company's operations independently is virtually impossible, and sometimes impractical. It is possible to bring to perfection to perform key functions, and the remaining work to trust those who it turns out better than others. Thus, for many companies outsourcing organizations for execution of certain work was unexpected and effective field. It is difficult to disagree with the fact that with outstanding human resource management there are always companies that can perform relatively independent business functions with the greatest practically unattainable efficiency.

Secondly, the desire of companies to be global or to be represented by their products and services throughout the world is achieved. Magnificent quality of service and extraordinary performed costumer strategy presents the company that deserves the attention of the world markets.

The third point is mostly associated with the increasing role of small enterprises in the business world. High employee activity enables a company's global presence in the markets of many countries without having to almost proportional growth of staff to service new markets or production facilities. That means a relatively small company with the involvement of small businesses can work around the world from a central office or staff, while retaining control over the implementation of the tasks within the chosen strategy.

This graduation work is divided into the following parts: introduction, body that consists of four chapters, conclusion, and the list of literature.

The first part is devoted to explanationof theoretical bases ofincreasing employee activity.The essence of employee activity and its role in organizational outcome. Furthermore there were introduced the main principles and objectives of human resource management.

The second part presents practical analysis and there were viewed the personnel policy in modern conditions in "UZMOBILE" branch along with the foreign mobile network operators. In this part we studied and implemented the present condition of personnel management and classification of employees. Besides, problems and issues relating to the human resource field are analyzed.

The third part is a continuation of the analysis.The part is dedicated to the effective ways of increasing employee activity and the main strategies of enhancing employee performance were explained. Moreovernecessary suggestions concerning to improve employee involvement and commitmentare given:

1. To develop personnel policy. As well as, focusing on training and development that affect significantlyto widen "UZMOBILE" market horizons.It is suggested that sendingkey employees to foreign countriesto improve their work skills perfects the company's activity. It is crucial to solve the problems related to recruitment that includes selection and training.

2. To promote positive attitudes and increasethe role of motivation, compensation and rewards management;

3. To provide employees with expanded responsibilities so that they can make full use of their skills and abilities. Create friendly organizational behaviour in personnel relations. This will improve performance productivity.

The fourth part devoted to life safety issues. In this part, organizing the work proccess properly during managing and emergency were presented.

To conclude, very convenient condition and educational system are created to form highly qualified specialists in our country. Constant learning, training and perfecting employee activity will support the tendency of human resource development that plays major role in sustainable progress of the organization and country.

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