



**EFFICIENT USE OF THE COMPANY'S WORKFORCE
AS A KEY FACTOR IN ENSURING ECONOMIC SUSTAINABILITY**

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Abstract. *The development of production and the economic sustainability of a company are intrinsically linked to its workforce. Manufacturing processes, for the most part, rely on human labor. Every task performed is ultimately a product of human effort, and the efficiency of that effort directly reflects in the company's economic performance indicators. This article explores the critical connection between workforce management and economic sustainability, covering key aspects of personnel policy, including the formation of a healthy and capable team, the composition and qualifications of personnel based on demographic factors, and their strategic placement within the production process. It highlights the importance of timely adaptation to changes in production and working conditions, alongside the integration of scientific and technological advancements, and the promotion of novel production techniques. Furthermore, the article provides a case study analyzing the current state of workforce utilization within a specific economic entity, culminating in actionable recommendations aimed at optimizing employee contributions, especially their intellectual and physical potential.*

Keywords: *labor force, labor productivity, working time, the wage fund for labor, production process, main direction of effective use of workforce.*

**KORXONA ISHCHI KUCHIDAN SAMARALI FOYDALANISH
IQTISODIY BARQARORLIKNI TA'MINLASHNING ASOSIY OMILI**

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Annotatsiya. *Ishlab chiqarishning rivojlanishi va korxonaning iqtisodiy barqarorligi uning xodimlari bilan uzviy bog'liqdir. Ishlab chiqarish jarayonlari asosan inson mehnatiga asoslangan. Bajarilgan har bir vazifa pirovard natijada inson mehnati natijasidir va bu sa'y-harakatlarning samaradorligi kompaniyaning iqtisodiy ko'rsatkichlarida bevosita namoyon bo'ladi. Ushbu maqolada kadrlar siyosatining asosiy jihatlari, jumladan, sog'lom va qobiliyatli jamoani shakllantirish, demografik omillarni hisobga olgan holda ishchi kuchining tarkibi va malakasi hamda ularni ishlab chiqarish jarayonida strategik joylashtirish kabi masalalarni qamrab oluvchi kadrlar boshqaruvi va iqtisodiy barqarorlik o'rtasidagi muhim bog'liqlik o'rganiladi. Bu ishlab chiqarish va mehnat sharoitlarining o'zgarishiga o'z vaqtida moslashish, shuningdek, fan va texnika yutuqlarini integratsiyalash va yangi ishlab chiqarish texnologiyalarini joriy etish muhimligini ta'kidlaydi. Bundan tashqari, maqolada muayyan xo'jalik yurituvchi subyektda ishchi kuchidan foydalanishning joriy holati tahlil qilingan, amaliy misol keltirilgan, uning natijalari asosida xodimlarning hissasini, ayniqsa, ularning intellektual va jismoniy salohiyatini optimallashtirishga qaratilgan amaliy tavsiyalar berilgan.*

Kalit so'zlar: *ishchi kuchi, mehnat unumdorligi, ish vaqti, ish haqi fondi, ishlab chiqarish jarayoni, ishchi kuchidan samarali foydalanishning asosiy yo'nalishlari.*

ЭФФЕКТИВНОЕ ИСПОЛЬЗОВАНИЕ РАБОЧЕЙ СИЛЫ ПРЕДПРИЯТИЯ КАК КЛЮЧЕВОЙ ФАКТОР ОБЕСПЕЧЕНИЯ ЭКОНОМИЧЕСКОЙ УСТОЙЧИВОСТИ

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Аннотация. Развитие производства и экономическая устойчивость компании неразрывно связаны с её персоналом. Производственные процессы, по большей части, основаны на человеческом труде. Каждая выполняемая задача, в конечном счёте, является результатом человеческих усилий, и эффективность этих усилий напрямую отражается на экономических показателях компании. В этой статье исследуется важнейшая связь между управлением персоналом и экономической устойчивостью, охватывающая ключевые аспекты кадровой политики, включая формирование здоровой и способной команды, состав и квалификацию персонала с учётом демографических факторов, а также их стратегическое размещение в производственном процессе. Это подчёркивает важность своевременной адаптации к изменениям в производстве и условиях труда, а также интеграции научно-технических достижений и внедрения новых технологий производства. Кроме того, в статье приводится практический пример, анализирующий текущее состояние использования рабочей силы в конкретном хозяйствующем субъекте, по итогам которого даются практические рекомендации, направленные на оптимизацию вклада сотрудников, особенно их интеллектуального и физического потенциала.

Ключевые слова: рабочая сила, производительность труда, рабочее время, фонд оплаты труда, производственный процесс, основные направления эффективного использования рабочей силы.

Introduction.

In the dynamic and often volatile economic landscape, achieving and maintaining economic sustainability is a paramount objective for any enterprise. Economic sustainability, in this context, represents the company's ability to remain financially viable, generate consistent profits, and effectively adapt to both internal and external challenges over the long term. A cornerstone of achieving this crucial goal lies in the effective management and development of the company's workforce. Manufacturing, the core of production-based businesses, is fundamentally driven by human capital. From the initial stages of design to the final stages of distribution, every process is reliant on human labor. The efficiency of this labor, reflected in areas such as productivity, innovation, and quality, directly impacts the company's bottom line and its overall sustainability. Therefore, the composition of the indicators that characterize the use of personal includes such signs as the labor force, labor productivity, working time, the wage fund for labor. These indicators are inextricably linked with each other, and each indicator effects the final results of the enterprise. For instance, if the growth of personal productivity depends on the skills of employees and the effective use of working time, then the growth of personal productivity effects both the production capacity and the financial result of the enterprise (Давлятова, Абдуллаева, 2019).

Normative expressions are established on the indicators of the above-mentioned labor factors, but the emergence of certain causes or conditions in the production process at the enterprise causes the formation of differences in the norms of this designation. Those same reasons or conditions are called unused capacity.

The role of personnel and their labor results in increasing production efficiency in industrial enterprises cannot be overemphasized. Especially with the formation of free economic relations, the importance of labor capacity increases further. No matter how high the

technical potential of the enterprise is, it cannot work without the necessary level of human potential (Абдуллаева, 2024).

Experimental section.

The research hypothesis of this work is the assumption of the influence of labor on the effectiveness of production processes as in modern market conditions, the efficiency of enterprises, the growth of profitability and competitiveness are possible only with the rational use of labor resources. Modern conditions of automation of the technological process will not always allow for economic growth. It is the employees whose knowledge, skills, and qualifications determine the socio-economic development of not only the enterprise, but also the country as a whole. Effective human resource management and the development of social management are relevant today.

To ensure the validity and reliability of the research findings, a rigorous methodology was employed. This include drawing an established principles and findings from peer-reviewed scientific literature, particularly those demonstrating the positive influence of effective use of human labor on organizational performance. Key provisions regarding labor utilization and its development were incorporated into the research design and analysis. Furthermore, the study leveraged statistical and analytical data from the internal company records to provide empirical support for the qualitative observations and findings. This combined approach ensures that the conclusions drawn wire grounded in both theoretical rigor and practical evidence.

Early economic thinkers, including F. Quesnay, provided initial frameworks for understanding the cyclical nature of economic production and the role of labor within it. Later, Marx (2013) elaborated on the dynamics of labor power and its reproduction within capitalist systems. Classical economists such as Mill, Ricardo (2001), and Smith (1981) further refined our understanding of labor markets and the factors influencing labor supply. These foundational concepts have been expanded from other economists, providing a comprehensive theoretical base for analyzing the role of workforce development in ensuring the economic sustainability of enterprises (Абдуллаева, 2024).

The analysis of personnel efficiency is grounded in the comprehensive framework developed in the scientific works of both foreign and domestic scientists Bazarov, Eremin (2002), Barinova, Eremkin and others (2015). Their collective contributions, as presented in widely-used textbooks, offer a robust understanding of personnel efficiency analysis, including the detailed methods and types of analysis we have utilized in this research. These scholars have provided a wealth of proven instruments, ensuring the validity and reliability of our analytical approach (Гафурова, Давлятова, 2019).

Kogdenko (2011), in his works, defines the process of economic analysis of an enterprise's labor resources by calculating indicators of personnel movement, labor productivity, and the efficiency of labor costs. The main characteristics of labor resources movement, according to Kogdenko (2011), include:

- Total turnover rate;
- Hiring rate;
- Separation rate (also known as attrition rate);
- Employee turnover rate;
- Replacement rate;
- Personnel retention rate (or personnel stability rate).

Regarding labor productivity indicators, Kogdenko (2011) includes the ratio of sales revenue to the number of employees or the ratio of profit to the number of employees.

The review of existing literatures underscores the pivotal role of labor as a driver of economic sustainability. We conclude that strategic investments in workforce development, coupled with effective management practices that optimize labor utilization, can significantly

improve key economic indicators such as productivity, profitability, and market share. These improvements, in turn, create opportunities for further growth, technological advancement, and enhanced competitiveness, making the company more attractive to investors seeking long-term value. Building upon this foundation, the subsequent sections of this article will delve into the connection between workforce management and economic sustainability, covering key aspects of personnel policy, including the formation of a healthy and capable team, the composition and qualifications of personnel based on demographic factors, and their strategic placement within the production process to provide a more nuanced understanding of these dynamics.

Results.

Enterprises should be provided with human resources. Today, the assessment of the labor potential of employees is an urgent problem for many organizations. It should be noted that solving this problem is one of the promising tasks related to improving the quality of life and improving the well-being of the population. Effective labor potential and its formation are one of the primary conditions of struggle, however, not only for the growth of labor productivity, but also for the quality of products and services provided. In order to assess the labor potential, first of all it is necessary to make a qualitative model of it.

Personnel capacity is a tool that provides equipment, reserves, competitiveness. For this reason, the correct formation of the composition of the labor potential, ensuring its rational use is considered as an essential task before each leader, and in its solution, it is important to identify and employ the available opportunities.

It is possible to add the following to the system of indicators that characterize the state of labor resources:

1. Number and composition of labor resources
2. Cycle of labor resources
3. Efficiency of labor resource

The main purpose of analyzing the situation of personnel and their labor potential is to determine the unused opportunities for using this potential both in quantity and in quality. We will evaluate the level of use of labor factors to determine the employment opportunities in the enterprise. Fergana Spining, the company which is situated in Fergana region, is taken as the object for analysis.

In the analysis the provision of personal of Fergana Spining and its composition are estimated according to following data:

Table 1

Analysis of the content of the personnel of the enterprise

Indicators	2022 year	2023 year	Change	
			Absolute (+,-)	Percent, %
Number of industrial production personnel	94	92	-2	97
Including:				
- workers	84	74	-10	88
- number of employees in other categories	10	8	-2	8

If the number of all listed in the enterprise amounted to 94 people in 2022, then in 2023 it was equal to 92 people. The number of workers in its composition was 84 in 2022 and 74 in the year of 2023. The analysis shows that the number of workers in the enterprise decreased by 10 people compared to previous year.

The number of employees in other categories decreased by 10 people in 2022 and by 8 people in 2023, that is, by 2 people.

The volume of product production in 2022 amounted to 13270818 thousand sums. And in 2023 it was worth 14558823 thousand sums. As the number of workers decreased compared to 2022, an increase in the production volume of the product may have occurred on account of labor productivity.

It is possible to clarify the above situation by determining the relative change in the number of workers. To determine the relative difference, the number of workers in the previous year is multiplied by the percentage of change in the production volume of the product and compared with the number of workers in the current year. The relative economy indicates an increase in labor productivity (Баринова и др., 2015).

Table 2

To determine the difference in the number of workers

Indicators	2022 year	2023 year	The number of recalculated workers taking into account the growth rate of product size	Change	
				Absolute	Relative
Workers	84	74	$84 \cdot 109.7 / 100 = 92$	-10	+18

According to the table data, the absolute difference in the number of workers was 10 people, not taking into account the growth rate of the volume of products. When the growth rate of the volume of products compared to the previous year was taken into account, the relative economy amounted to 18 people. This is evidenced by the effective use of personnel in the enterprise, in particular workers. By deepening the analysis, the employees' movement and skills are evaluated, the non-landing and the level of qualification of the workers are analyzed, on the basis of which we will determine the opportunities to make even more complete use of them.

It is known that the level of use of the enterprise's personnel depends on their skills, experience, comprehension. The high level of qualification ensures the economy of working time on account of the high level of their service, through the rational use of equipment, material resources. For this reason, it is an urgent issue to determine the available opportunities by analyzing the level of qualification of workers in the enterprise (Дейнека, Беспалько, 2022). The working staff of the enterprise Fergana Spining is also divided into qualification certificates.

Table 3

Analysis of the qualification level of personnel

Level of qualification of workers	Number of workers		Difference
	Plan	In reality	
I			
II	16	17	+1
III	17	18	+1
IV	18	19	-1
V	17	15	-2
VI	6	5	-1
Total	74	74	0

The average qualification rating is determined for assessing the level of qualification of workers in the enterprise

$$Pp_a = 2*16+3*17+4*18+5*17+6*6/74=3.72$$

$$Pr_a = 2*17+3*18+4*19+5*15+6*5/74 = 3.63$$

This means that the average level of qualification in the enterprise was 3,72 in the plan, and in reality, it was 3,63. This condition can adversely affect to the quantity and quality of the product.

The indicators that characterize the state of personal are determined by the categories of them and indicate the qualitative composition of personal. When analyzing the composition of the potential of personnel, it is also important to determine the prevalence of employees with higher education, employees with secondary special education and other educated personnel in the total number of employees. Because the increase in the amount of highly educated employees is indicate an improvement in the quality of the potential of the enterprise's personal. In the analyzed enterprise, the following results were obtained on the personnel data.

Table 4

Analysis of the state of the potential of the enterprise' personnel

Categories of personnel	2023 year		Difference
	Plan	In reality	
Total number of personnel	92	92	0
Including:			
-ones who has higher education	8	8	0
-secondary special educated, out of which, collage,secondary and incomplete secondary educated	60	63	+3
	24	21	-3
Share by category			
- share of higher educated	8	8	0
- share of secondary special educated	65	68	+3
-share of secondary and incomplete secondary educated	26	22	-4

In the period of analyzation of enterprise, there was no significant change in the structure of personnel on the education level. In reality general staff consists of 8 higher educated people, who are mainly management personnel and specialists. The number of employees with secondary special and college education was 60 people in the plan, in reality it was equal to 63 people, that is, their amount increased by 3%. This was achieved by the accounts of newly adopted workers at the enterprise. In the general case, the amount of personnel of the enterprise cannot be said to be high. The high level of non-landing also has a negative impact on the state of labor potential, qualifications. The average age of labor capacity of the enterprise is 25-45 years. This means that the enterprise has the opportunity to improve the efficiency of its employees on the basis of the formation of personnel policies based on age structure.

Discussion.

Our research confirmed the critical importance of a well-developed personnel policy for effectively leveraging the potential of employees aged 25-45, a key demographic for our case study company. We found that such a policy should encompass the following essential elements:

- proper placement and planning for workforce according to their qualification;
- training and professional development of employees;
- promote staff to higher-level in-service positions;
- terms of employ, conditions of work and payment for it;

- create a comfortable psychological environment in the work team.

Beyond simply forming a healthy and capable team, an effective personnel policy must proactively address the evolving dynamics of the modern workplace. This includes strategically considering the composition and qualifications of personnel based on demographics such as gender and age, ensuring the optimal placement of employees within production processes, and adapting to changes in production and working conditions. Crucially, it requires embracing scientific and technological advancements to drive innovation. In essence, modern workforce strategy must prioritize not only the creation of a new ethic of human engagement in production and living, but also an explicit dependence on innovation and high labor productivity to achieve sustained economic success.

In our opinion, the personnel policy of the enterprise in practice should not only solve internal tasks and problems, but also rely on public policy in the field of employment and provide followings:

- to ensure that citizens have the same opportunities in the implementation of the right to work and freedom of choice of profession;
- support of labor and entrepreneurial initiatives of citizens;
- provision of social protection of employees both during the period of their labor activity and after retirement;
- international cooperation in solving the problems of employment, creating joint ventures and implementing production-related projects, etc.

Unfortunately, nowadays the leaders of some enterprises, as the analysis shows, are more focused on the formation of the "portfolio" of orders, the search for resources and investments, the identification of channels for the sale of products, the reduction of debts and creditors, the solution of various economic problems, although all this plays an important role in the conditions of market relations, their essence are less than the importance of labor policy (Давлятова, Абдуллаева, 2019).

In this case, it is difficult to successfully solve the tasks of development of production without paying attention to the personnel policy, including the formation of the necessary personnel capacity and positive changes in its composition, the improvement of personnel skills, the introduction of achievements of science and technology into the life of enterprises, and the main thing is it is difficult to ensure stable and profitable activity of enterprise.

For example, in Japan, the personnel policy of enterprises and firms in the first place is aimed to develop relations between universities and scientific centers, and in the second, preparation specialists in the field of robotize of industry, and this will serve not only to the growth of mecanization and automation of production, but also to create a competitive environment between workers and specialists.

In Germany, almost all changes in the economy and production are associated with personnel policy. The level of personnel qualification and knowledge in the formation of the personnel capacity of enterprises is the main factor. German enterprises and firms annually invest more than 10 billion marks to ensure that employees receive information and improve their skills. In addition, they provide information to specialists about training centers and courses, where they can get the necessary knowledge during their spare time from work.

Personnel policy also occupies a leading position in French and Italian enterprises. Due to the competition in Gresia, companies and firms will have to constantly modernize their production, spending large amounts of money on the application of new technologies. However, the ultimate goals of modernization can be achieved only when the personnel qualification corresponds to the technical level of production. For this reason, many industrial enterprises widely apply a complex of measures to improve the skills of workers and specialists (Абдуллаева, 2024).

Conclusion.

In today's fiercely competitive market environment, the efficiency, profitability, and competitiveness of enterprises are intrinsically linked to the rational and effective utilization of their labor resources. This is particularly true in knowledge-based economies, where human capital serves as the primary driver of innovation, productivity, and customer satisfaction. Organizations that prioritize effective labor utilization, by streamlining workflows and reducing waste, are demonstrably better positioned to thrive.

Building upon these core principles, our research highlights the critical importance of a well-defined personnel policy in achieving sustainable economic success. As such, enterprises, especially within Uzbekistan, should not only emulate the best practices of leading global organizations, but also invest strategically in enhancing their own personnel policies. This includes a sustained commitment to improving employee skills, fostering a positive work environment, and ultimately, enhancing the overall quality of life associated with labor. By doing so, they can unlock the full potential of their workforce and achieve sustained competitive advantage.

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