



ISSUES OF EFFECTIVE USE OF EMPLOYEES OF INDUSTRIAL ENTERPRISES

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ABSTRACT

It is difficult to successfully solve the tasks of development of production without paying attention to the personnel policy. Because everything comes to action on the basis of human labor and the main carrier of labor is a person or labor force and its consequences. Accordingly, the article covers such issues as personnel policy at the enterprise, the formation of a healthy and able-bodied team, the composition and qualification of personnel in accordance with gender and age, as well as the correct placement of them in production, timely attention to changes in production and working conditions, the introduction of new, advanced achievements of science and technology in production, the promotion of new technologies and production technologies. Additionally, the assessment of the situation of the use of the personnel of the enterprise has been made on the example of a specific economic entity and recommendations have been developed aimed at the use of the employees of the enterprise, in particular their intellectual and physical potential.

KEY WORDS: Labor Force, Labor Productivity, Working Time, The Wage Fund For Labor, Production Process, Main Direction Of Effective Use Of Workforce

INTRODUCTION

Labor is the main condition for the development of any society. Through labor, the well-being of people improves. The main carrier of labor is a person or labor force and its consequences. 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 [1, 7, 8]. These indicators are inextricably linked with each other, and each indicator affects 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 affects both the production capacity and the financial result of the enterprise [10]

MATERIALS AND THEIR DISCUSSIONS

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 [2, 9,10].

All such work will depend on the people who are the personnel of the enterprise, their knowledge and abilities, their desires and skills. 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. As the object of the



article enterprise Fergana Spining, which is situated in Fergana region is taken.

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	2017 year	2018 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 2017 year, then in 2018 it was equal to 92 people. The number of workers in its composition was 84 in 2017 year and 74 in 2018 year. The analysis shows that the number of workers in the enterprise decreased by 10 people compared to last year.

The number of employees in other categories decreased by 10 people in 2017 and by 8 people in 2018, that is, by 2 people.

The volume of product production in 2017 amounted to 13270818 thousand sums. And in 2018 it

was worth 14558823 thousand sums. The number of workers decreased compared to last year. 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 [3, 4, 5]

Table 2
To determine the difference in the number of workers

Indicators	2017 year	2018 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 [1,4,10]. 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 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	2018 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.

Therefore, it is necessary to develop a personnel policy in order to effectively use 25-45-year-old personnel in the enterprise. It includes the following:



- 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.

In addition to the formation of a healthy and able-bodied team of personnel policy at the enterprise, taking into account the composition and qualification of personnel according to gender and age, as well as the correct placement in their production, timely attention should be paid to the change in production and working conditions, the introduction of new and advanced achievements of science and in other words, manpower policy should be developed in the first place, the formation of a new ethic of man in production and living, and secondly, the dependence on innovation and high labor productivity.

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 [4, 8,10]

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 [4,10,11]

CONCLUSION

It follows from the foregoing that personnel policy is one of the main factors for the successful operation of enterprises in all countries [12]. In our opinion, enterprises in our country are no exception. In addition to mastering the achievements of advanced enterprises of foreign countries, they should pay attention to improving their personnel policies, improving the skills of employees and improving the quality of life associated with labor.

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