



Article

Efficient Use Of The Company's Workforce As A Key Factor In Ensuring Economic Sustainability

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Abstract: Modernization and increasing collaboration within the global economic sphere necessitate the assurance of economic stability in enterprises, as it is a critical factor in achieving sustainable development and maintaining competitive positions in the global market. The economic stability of enterprises depends largely on the effective utilization of resources directly or indirectly involved in production processes, which are considered primary organizational factors. Among these, human capital plays a central and indispensable role. The expansion of production capacities and the long-term economic sustainability of a company are intrinsically linked to the quality, adaptability, and efficiency of its workforce. In the context of globalization and rapid technological advancement, employees are no longer merely task executors but have become key contributors to innovation, strategic flexibility, and competitive positioning. Manufacturing processes, in particular, largely depend on human labor. Each task performed ultimately represents human effort, and the efficiency of this effort is directly reflected in the company's economic performance indicators. This article examines the critical relationship between workforce management and economic sustainability, addressing key aspects of personnel policy such as the development of a healthy and capable team, the demographic composition and qualifications of personnel, and their strategic deployment within production processes. It underscores the importance of timely adaptation to evolving production demands and working conditions, the integration of scientific and technological advancements, and the adoption of innovative production techniques. Furthermore, the article presents a case study analyzing the current state of workforce utilization within a specific economic entity. This analysis culminates in actionable recommendations aimed at optimizing employee contributions, with particular emphasis on leveraging both intellectual and physical potential to enhance enterprise performance and sustainability.

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1. Introduction

Achieving sustainable development is one of the most pressing challenges facing countries worldwide. The overarching goal is to ensure steady economic growth while simultaneously preserving natural resources and protecting the environment for the benefit of future generations [1]. Economic sustainability refers to a state in which the key indicators of production, social progress, and economic performance remain stable and resilient over time. The concept of socio-economic sustainability is closely tied to the ability to meet both the material and spiritual needs of the population. In this context, sustainable reproduction is viewed as a socio-economic framework—defined by a system of economic relations that ensures consistent economic stability or growth, while maintaining optimal proportionality, minimizing costs, and safeguarding environmental integrity.

Accordingly, in today's dynamic and often volatile economic landscape, achieving and maintaining economic sustainability is a paramount objective for any enterprise [2], [3]. Economic sustainability, in this context, represents the ability of the company 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 [4]. 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 [5], [6].

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 [7].

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 [8]. No matter how high the technical potential of the enterprise is, it cannot work without the necessary level of human potential.

2. Materials and Methods

This study is based on the hypothesis that labor significantly influences the effectiveness of production processes. In today's dynamic market environment, the efficiency, profitability, and competitiveness of enterprises can only be achieved through the rational and effective use of labor resources. While automation and technological advancements play important roles, they alone cannot guarantee sustained economic growth. It is ultimately the knowledge, skills, and qualifications of employees that drive the socio-economic development of both the enterprise and the broader economy. Therefore, effective human resource management and the advancement of social management practices remain critical and highly relevant in the modern context.

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.

The analysis of personnel efficiency is grounded in the comprehensive framework developed in the scientific works of both foreign and domestic scientists T.Y. Bazarov, B.L. Eremin, V.A. Barinova, V.V. Ermakov, T.A. Komissarova, E.N. Kudryavtseva, N.V. Samoukina, A.A. Timofeev, and A.A. Trifonov, and others. 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.

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, K. Marx elaborated on the dynamics of labor power and its reproduction within capitalist systems. Classical economists such as J.S. Mill, D. Ricardo, and A. Smith further refined our understanding of labor markets and the factors influencing labor supply. Subsequent contributions from R. Smith, A. Thünen, R. Ehrenberg, and others have expanded upon these foundational concepts, providing a comprehensive theoretical base for analyzing the role of workforce development in ensuring the economic sustainability of enterprises.

Building upon the foundational contributions of Western economic thought, the theoretical and practical aspects of labor reproduction have been extensively studied by a diverse group of Russian scientists. Key contributions have been made by researchers such as E.A. Barbashin, V.I. Eremin, L.A. Yefimova, A.L. Zhukov, and T.I. Zaslavskaya, focusing on fundamentals of reproduction of labor resources and labor force. Other researchers, including Yu.P. Kokin, Yu.D. Odegov, O.N. Pronskaya, and A.I. Rofo, have examined theoretical and practical aspects of labor reproduction. The works of G.G. Rudenko, S.G. Strumilin, and S.V. Shishkin have been particularly influential in understanding the role of education and training in labor force development. In addition, scholars such as N. Trunin, V.V. Ukhobotova, and A.V. Chayanov have focused on the specifics of rural labor and agricultural production. Finally, scholars such as I.M. Aliyev, A.V. Belokopytov, and V.N. Besedina, among others, have investigated the application of these principles in modern management and enterprise strategy.

This review of existing literature 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.

3. Results and Discussion

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 [9]. 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 [10].

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 [11]. Fergana Spining, the company which is situated in Fergana region, is taken as the object for analysis, see Table 1.

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 [12], [13].

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 [14]. The relative economy indicates an increase in labor productivity.

Table 2. The difference in the number of employees.

Indicator s	The year of 2022	The year of 2023	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 [15], [16]. 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 [17]. For this reason, it is an urgent issue to determine the available opportunities by analyzing the level of qualification of workers in the enterprise [18]. The working staff of the enterprise Fergana Spining is also divided into qualification certificates, see Table 3.

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

$$P_{p_a} = 2*16+3*17+4*18+5*17+6*6/74=3.72$$

$$P_{r_a} = 2*17+3*18+4*19+5*15+6*5/74 = 3.63$$

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 [19], [20]. 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, see Table 4.

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			
-secondary special educated,	8	8	0
out of which,	60	63	+3
collage,secondary and incomplete secondary educated	24	21	-3
Share by category			
- share of higher educated			
- share of secondary special educated	8	8	0
	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. [21] 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.

The level of personnel utilization ultimately affects changes in employee labor productivity. Personnel productivity represents the volume of output produced in a given time or the time spent producing a unit of output. Therefore, in the analysis of employee working hours, special attention is also paid to the level of labor productivity. Various factors influence the productivity of employees. Accordingly, the main task of the analysis is to determine the degree of influence of factors. The following table 5 data are used to conduct an analysis of labor productivity at the enterprise under study.

Table 5. Analysis of Enterprise Personnel Productivity

№	Indicators	2022	2023	Difference	Change, in percent
1	Output production volume, in thousand sums	13270818	14558823	+1288005	109.7
2	Industrial production staff, in people	94	92	-2	97.8
3	Number of workers, in people	84	74	-10	88
4	Share of workers in the total employee	0,893	0,804	-0,089	90
5	Total number of days worked, in days	20160	17834	-2326	88
6	Total number of hours worked, in person-hours	1828.8	1807.5	-21.3	98.8
7	Output volume per employee, in thousand sums	141179	158248	+17069	112
8	Output volume per worker, in thousand sums	157986	196741	+38755	124

In the 2023, the output volume per employee at the enterprise amounted to 158,248 thousand sums, compared to 141,179 thousand sums in the previous year. The labor productivity of workers increased from 157,986 thousand sums to 196,741 sums, with a growth rate of 124 percent. This indicates that employees and workers were used effectively at the enterprise. However, the presence of lost working time indicates that there are untapped opportunities in the utilization of workers at the enterprise. The analysis will be deepened to determine the impact of factors on the productivity of employees and workers. First, the employee productivity indicator is evaluated. The following table 6 data is used for this purpose.

Table 6. Analysis of the impact of factors on the labor productivity of an employee

No	Indicators	2022	2023	Difference
1	Volume of output produced, in thousand sums	13270818	14558823	+1288005
2	Number of industrial production staff, in people	94	92	-2
3	Number of workers, in people	84	74	-10
4	Share of workers in the composition of working staff	0,893	0,804	-0,089
5	Average annual output per employee, in thousand sums	141179	158248	+17069
6	Average annual output per worker, in thousand sums	157986	196741	+38755
	Change in employee labor productivity:			
	A) change in the share of workers			-14060.7
7	-0,089*157986			
	B) change in worker labor productivity			+31159
	+38755*0,804			

It can be concluded that both factors have had a positive impact on employee productivity. A decrease in the share of workers in the total employee composition by 0.089 reduced employee labor productivity by 14,060.7 thousand sums. As a result of an increase in worker labor productivity by 38,755 thousand sums, employee labor productivity increased by 31,159 thousand sums. Therefore, serious attention is paid to increasing employee productivity by creating favorable conditions at the enterprise. However, in general, it is necessary to develop measures aimed at improving the employee structure. In the next stage, the impact of factors on worker productivity will be studied. It is known that the degree of utilization of workers' working time and the change in average hourly labor productivity affect worker labor productivity. The impact of these factors is carried out on the basis of the data and calculations in the following table 7.

Table 7. Analysis of the Impact of Factors on Personnel Labor Productivity

№	Indicators	2022	2023	Difference
1	Volume of output produced, in thousand sums	13270818	14558823	+1288005
2	Total worker-days worked, in thousand person-days	20160	17834	-2326
3	Total worker-hours worked, in person-hours	153619,2	133755	-19864,2
4	Number of workers, in people	84	74	-10
5	Average annual output per worker, in thousand sums	157986	196741	+38755
6	Number of days worked per worker per year, in days	240	241	+1
7	Average length of workday, in hours	7,62	7,50	-0,12
8	Worker's hourly productivity, in sums	86,4	109	22,46
	Impact on the change in a worker's average annual output, in thousand sum			658,368
9	A) due to lost workdays			
	B) due to changes in the length of a workday			- 2498,688
	V) due to an increase in hourly labor productivity			40849,5

A) Due to a reduction in workdays (Due to a reduction in workdays):

$$1 * 7.62 * 86.4 = 658.368 \text{ thousand sums}$$

B) Due to changes in workday duration (Change in workday duration):

$$-0.12 * 241 * 86.4 = -2498.688 \text{ thousand sums}$$

C) Due to changes in hourly productivity (Change in hourly productivity):

$$(109 - 86.4) * 241 * 7.50 = 40849.5 \text{ thousand sums}$$

It can be concluded that the impact of factors on the average annual labor productivity of workers has been varied. While productivity increased by 40,849.5 thousand sums due to the increase in hourly labor productivity, losses in working time led to an increase in the level of productivity by 658.368 thousand sums. This means that there are opportunities related to the use of working time at the enterprise.

In assessing the utilization of enterprise personnel, special attention is also given to the analysis of employees' wages. The enterprise uses labor compensation as an important tool to increase labor productivity, accelerate scientific and technological progress, improve product quality, and enhance production efficiency. The purpose of organizing wages is to ensure that all employees' salaries are linked to the results of their work. Additionally, wages should correspond to the value of the employees' potential. The task of wage analysis is to evaluate changes in the wage fund, measure the impact of influencing factors, assess the growth rates of labor productivity and wages, and identify untapped opportunities in this area. For analysis purposes, data is obtained from the labor report (Form 1-T). The enterprise under analysis has the following information available regarding employee wages, see Table 8.

Table 8. Analysis of wage fund

Indicators	2022	2023	Difference	Change, in percent
Wage Fund of Industrial Production Personnel, thousand sums	30384359	33410394	+3026.03	109.9
Including:	30240359	33264394	+3024.03	109.9
Wage fund of workers, thousand sums	144.000	146000	+2000	101.3

Wage fund of other
employees, thousand sums

According to the table data, the absolute difference in the wage fund of industrial production personnel at the enterprise amounted to 3,026.03 thousand sums. This increase mainly occurred due to the rise in the wage fund of both workers and other employees. However, the degree of utilization of the wage fund cannot be evaluated solely based on the absolute difference. For this purpose, the percentage of workers' wages is adjusted to the actual volume and compared accordingly. The following table 9 is used for the analysis.

Table 9. Determining the relative difference in wages of workers

Indicators	2022	Wages adjusted to the actual volume of work performed	2023	Difference	
				Absolute	Relative
Wage fund of workers, thousand sums	3024035 9	32293679	33264394	+3024035	+970715

The growth in product volume was 109.7%, which means that the wage growth should have been proportionate, calculated as follows:

$$9.7 * 0.7 = 6.79\%.$$

Accordingly, the wages should have been:

$$30,240.359 * 109.7 / 100 = 33,173.6 \text{ thousand sums}$$

However, due to the actual wage fund spent being 33,264.394 thousand sums, instead of the required 33,173.6 thousand sums, the relative difference amounted to: 970.715 thousand sums. This situation contributes to a reduction in the cost price of products and an increase in the profitability level.

Labor Potential Efficiency or Profitability reflects the amount of profit generated per unit of labor potential. The change in this indicator is influenced by two main factors: the amount of profit and the size of the workforce (i.e., labor force). The higher the profitability of labor potential, the more effectively the available personnel are being utilized. At the enterprise being studied, the analysis of the factors influencing the profitability of labor potential is carried out using the data provided in the following table 10.

Table 10. Profitability of labor potential and factors influencing it

Indicators	2022	2023	Difference (+/-)	Rate of change, in percentage
1.Profit, in thousand sums	4047599	4440441	+392842	109.7
2.Labor potential, in person	84	74	-10	88
3.profitability of labor potential, in sum	48186	60006	+11820	124

1. The recalculated value of labor potential efficiency is determined by dividing the actual profit by the actual labor potential of the previous year:

$$4440441/84=52862 \text{ thousand sums}$$

2. The increase in labor potential efficiency by 11,820 thousand UZS was due to an increase in net profit by 392,842 thousand sums:

$$52862-48186=4676 \text{ thousand sums}$$

3. A reduction of 10 employees' potential led to an increase in labor potential efficiency by 7,144 thousand sums:

$$60006-52862=7144 \text{ thousand sums}$$

4. The total impact of these two factors equals the overall change in the efficiency indicator:

$$4676+7144=11820 \text{ thousand sums}$$

This analysis demonstrates how both increased profit and reduced workforce contributed to improved labor efficiency.

The degree to which an enterprise utilizes its personnel — including their working time, qualifications, and work outcomes — directly affects the change in production volume. The impact of intensive and extensive use of labor on production volume can be determined using the chain substitution method. To perform this analysis, the calculations provided in the following table 11 are used.

Table 11. Summarizing the impact of labor utilization on production volume

Number of employees	Number of working days	Length of the working day, in hours	Average hourly productivity, thousand units per hour	Total production volume, thousand sums	Change	Factors
84	240	7,62	86,4	13272698,88	-	Change in the number of workers (employees)
74	240	7,62	86,4	11692615,68	-1580083,2	Change in working days
74	241	7,62	86,4	11741334,91 2	48719,232	Change in length of the working day
74	241	7,50	86,4	11556432	-184902,912	Change in hourly labor productivity
74	241	7,50	109	14579295	3022863	
Total:					1306596,12	

The change in production volume, amounting to 1,306,596.12 thousand sums, was influenced by various factors related to labor utilization to differing degrees. Notably, a reduction of 10 employees resulted in a decrease in production volume by 1,580,083.2 thousand sums. Conversely, the increase in average hourly labor productivity contributed to a decrease in production volume by 184,902.912 thousand sums. Furthermore, losses in working time led to an additional production output of 48,719.232 thousand sums. Additionally, the increase in the length of the working day by 0.25 hours contributed to a rise in production volume by 3,022,863 thousand sums.

These findings highlight the complex relationship between workforce size, labor efficiency, and working time in determining overall production performance. Effective management of these factors is essential to optimize production outcomes. In conclusion, it can be stated that opportunities for improving the use of working time in the enterprise remain a significant potential for increasing labor efficiency.

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:

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

5. 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.

The rational use of labor resources has a broad significance, encompassing many aspects that impact production efficiency, social well-being, and economic growth. Here's a detailed description of this significance:

1. Economic Efficiency:

Increased labor productivity: The rational use of labor leads to an increase in production volume per unit of time and resources expended. This is achieved through optimal work organization, effective division and cooperation of labor, and the introduction of new technologies and working methods.

Reduced production costs: rational use of labor enables the reduction of expenses related to wages, personnel training, social benefits, and other costs associated with human resources. This is accomplished by optimizing staffing levels, improving employee skills, and reducing lost work time.

Increased Enterprise profit: Increased labor productivity and reduced production costs lead to an increase in enterprise profit, allowing it to invest in development, expand production, and enhance competitiveness.

Economic Growth of the country: The rational use of labor resources is a key factor in the economic growth of a country. It contributes to increased production volumes, higher levels of employment, and increased government revenue.

2. Social Significance:

Increased employment: Rational use of labor resources contributes to the creation of new jobs and higher levels of employment. This is particularly important for regions with high unemployment rates.

Improved working conditions: Rational work organization involves creating safe and comfortable working conditions, which helps preserve the health of workers and increase their job satisfaction.

Increased employee skills and education: The rational use of labor requires continuous improvement of employee skills and education, allowing them to earn higher wages and hold more prestigious positions.

Social stability: Ensuring employment, improving working conditions, and increasing the skill level of workers contribute to social stability in society.

3. Technological Development:

Introduction of new technologies and innovations: The rational use of labor requires the continuous introduction of new technologies and innovations into production. This helps increase labor productivity, reduce production costs, and improve product quality.

Development of scientific and technological progress: The rational use of labor contributes to the development of scientific and technological progress, as it requires continuous improvement of the knowledge and skills of workers.

Increased national competitiveness: The introduction of new technologies and innovations, as well as the development of scientific and technological progress, contribute to increasing the country's competitiveness in the global market.

4. Human Resources Management:

Planning and forecasting personnel needs: The rational use of labor requires careful planning and forecasting of the need for personnel of various specialties and qualifications.

Selection and hiring of qualified workers: The rational use of labor requires the selection and hiring of qualified workers who meet the requirements of the position.

Training and development of personnel: The rational use of labor requires continuous training and development of personnel to improve their qualifications and adapt to new technologies.

Motivation and incentives for labor: The rational use of labor requires the development of an effective system of motivation and incentives to increase workers' interest in the results of their work.

5. Environmental Sustainability:

Reduced Resource consumption: The rational use of labor contributes to reduced resource consumption, as it allows for the production of more goods with fewer inputs.

Reduced Environmental pollution: The rational use of labor contributes to reducing environmental pollution, as it requires the introduction of environmentally friendly technologies and working methods.

Sustainable development: The rational use of labor contributes to the sustainable development of the economy and society, as it ensures economic growth, social well-being, and environmental sustainability.

The rational use of labor resources has a broad significance, encompassing many aspects that impact production efficiency, social well-being, economic growth, technological development, human resource management, and environmental sustainability.

Additionally, 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:

1. to ensure that citizens have the same opportunities in the implementation of the right to work and freedom of choice of profession;
2. support of labor and entrepreneurial initiatives of citizens;
3. provision of social protection of employees both during the period of their labor activity and after retirement;
4. 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.

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. Conclusion

In today's fiercely competitive market environment, the efficiency, profitability, and competitiveness of enterprises are closely tied to the rational and effective utilization of their labor resources. This connection is especially critical in knowledge-based economies, where human capital acts as the primary driver of innovation, productivity, and customer satisfaction. Organizations that prioritize the effective use of labor—by streamlining workflows, minimizing waste, and strategically managing their workforce—are better positioned to thrive and sustain growth. Furthermore, such strategic labor management fosters a more engaged and motivated workforce, resulting in higher retention rates and a stronger organizational culture. Ultimately, this creates a virtuous cycle of continuous improvement, driving sustained competitive advantage and long-term economic sustainability.

Effective management and utilization of labor resources enable enterprises to achieve several significant positive outcomes:

First, it ensures a higher standard and quality of living for employees by providing favorable working conditions, competitive wages, and access to essential social services. Second, it creates an environment conducive to personal and professional development, allowing employees to cultivate their skills and realize their full potential.

Third, it grants employees a degree of autonomy and independence, empowering them to make decisions, determine how to approach tasks, and manage their schedules and work intensity.

Finally, effective labor management fosters a positive socio-psychological environment characterized by open communication, mutual respect, and harmonious relationships between management and colleagues.

Collectively, these outcomes contribute to enhanced employee satisfaction, increased productivity, and sustained organizational success.

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. Furthermore, this commitment should be data-driven, utilizing key performance indicators (KPIs) to track progress and identify areas for improvement within the personnel management system. This evidence-based approach will ensure that investments in human capital are yielding optimal returns and contributing directly to the organization's strategic objectives. Only through such a comprehensive and iterative process can enterprises truly unlock the full potential of their workforce and achieve sustained competitive advantage.

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