

Yashil

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08.00.03 Sanoat iqtisodiyoti
08.00.04 Qishloq xo'jaligi iqtisodiyoti
08.00.05 Xizmat ko'rsatish tarmoqlari iqtisodiyoti
08.00.06 Ekonometrika va statistika
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08.00.10 Demografiya. Mehnat iqtisodiyoti
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08.00.15 Tadbirkorlik va kichik biznes iqtisodiyoti
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ECONOMIC AND SOCIAL SIGNIFICANCE OF PERSONNEL MANAGEMENT IN MANUFACTURING ENTERPRISES: A DUAL DIMENSION ANALYSIS

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Abstract: This article explores the intertwined economic and social impacts of personnel management in manufacturing enterprises. By delving into the economic indicators and social implications, the study aims to provide a comprehensive understanding of how effective personnel management contributes to both organizational success and societal well-being.

Key words: manufacturing enterprises, personnel management, dimensions, production management, positive and negative impacts, motivational features.

Annotatsiya: Ushbu maqola ishlab chiqarish korxonalarida xodimlarni boshqarishning o'zaro bog'liq iqtisodiy va ijtimoiy ta'sirini o'rganadi. Iqtisodiy ko'rsatkichlar va ijtimoiy ta'sirlarni o'rganish orqali tadqiqot xodimlarni samarali boshqarish tashkilot muvaffaqiyati va jamiyat farovonligiga qanday hissa qo'shishini har tomonlama tushunishga qaratilgan.

Kalit so'zlar: ishlab chiqarish korxonalari, xodimlarni boshqarish, o'lchovlar, ishlab chiqarishni boshqarish, ijobiy va salbiy ta'sirlar, motivatsion xususiyatlar.

Аннотация: В данной статье исследуются переплетенные экономические и социальные последствия управления персоналом на производственных предприятиях. Углубляясь в экономические показатели и социальные последствия, исследование направлено на обеспечение всестороннего понимания того, как эффективное управление персоналом способствует как организационному успеху, так и социальному благополучию.

Ключевые слова: производственные предприятия, управление персоналом, направления, управление производством, положительные и отрицательные воздействия, мотивационные особенности.

INTRODUCTION

The manufacturing sector, as a cornerstone of global economies, stands at the intersection of economic progress and social well-being. Effective personnel management is a key to navigate the challenges and leveraging the opportunities presented by this dynamic environment. While the economic benefits of personnel management are widely acknowledged, the social implications often receive less attention. This article aims to bridge this gap by examining both dimensions to inform comprehensive personnel management strategies and seeks to evaluate the economic impact of personnel management practices in manufacturing enterprises together with examining the social implications of personnel management on employee well-being and community engagement as well as providing actionable insights for organizations to optimize personnel management strategies for dual outcomes as understanding the dual significance of personnel management is critical for organizations aiming to foster sustainable growth and contribute positively to the communities in which they operate.

LITERATURE REVIEW

Any manufacturing company's ability to run efficiently rests on its ability to use its human resources. Consequently, the role of personnel management, which ought to be closely connected to the overarching strategic idea of enterprise development, is crucial to the administration of a production enterprise. The demands of the modern market extend beyond the credentials and attributes of employees to include how businesses behave



when it comes to their human resources. Consequently, it became essential to view personnel management as an integrated system constructed around a suitable strategy. The evaluation of current studies and publications, P. Bamberger and I. Mechoulam pioneered to investigate the issues surrounding the strategic management of human resources in manufacturing enterprises. The solutions to the issues of strategic management can also be found in the writings of B. Alstrand, D. Campbell, D. Lampel, H. Mintzberg, G. Stonehouse, B. Huston, K. Mitchell, D. Norton, R. Kaplan, and others.

It is necessary to name I. Ansoff, V. B. Akulov, O. S. Vikhansky, V. S. Efremov, A. V. Kozlov, A. I. Naumov, M. N. Rudakov, L. A. Sokolov, S. A. Popov, E. Rühli, S. L. Schmidt, and other domestic experts in strategic management. Historically, studies have underscored the economic benefits of effective personnel management, including increased productivity, reduced turnover costs, and enhanced innovation within manufacturing enterprises. Recent literature suggests an inter connectedness between economic and social dimensions, emphasizing the need for a holistic approach to personnel management.

MATERIALS AND METHODS

A mixed-methods approach was adopted, combining quantitative analysis of economic indicators and qualitative assessments of social impacts. Modernizing the personnel policy and developing a fresh approach to personnel management in a market economy are crucial for maintaining competitiveness and are required for the successful growth of the agricultural and industrial manufacturing products, fuel and energy complex industries, which are a significant pillar of the economy of the Uzbekistan republic. The Uzbek economy is restructuring structurally, and the shift to a socially conscious paradigm of economic development is being matched by a broad reduction in production. As an illustration, Uzbekistan is the world's fifth-largest exporter and seventh-largest producer of cotton, but unsound cultivation has degraded the land and depleted water supplies. The economy also relies on exports of natural gas and gold to carry out crucial stabilizing and integrating tasks and maintain the nation's economic security. With an economic freedom score of 56.5, Uzbekistan ranks 109th in the 2023 Index. It has improved by 0.8 points from the previous year. In the Asia-Pacific area, Uzbekistan is placed 23rd out of 39 nations, and its overall score is lower than the global average. Uzbekistan has been implementing policies that promote economic independence as it moves toward further modernization and openness. Though beneficial improvements are starting to take root, institutional flaws still exist that restrict political and other fundamental freedoms. Uzbekistan has aggressively undertaken important changes since 2017 in order to create a competitive market economy, following years of economic stagnation.

The transition to democracy in socio-political life, the shift to market economic relations in the economic domain, and the growing importance of the individual in society are all current trends in human life.

First and foremost, significant changes were made to the economic relationships and interests of individuals, groups, and the industry as a whole. These changes also created a new political, economic, and legal environment. This necessitated correspondingly significant changes in the administration of production companies under varied ownership structures, particularly in the area of people management.

The best available domestic and international data demonstrates that current personnel policies and systems, when developed and implemented at very cheap costs, can significantly boost an organization's efficiency by fostering individuals' creative potential.

DISCUSSIONS

The communal labor force is a particular "Personnel" system that is constructively made up of interconnected parts. Its internal structure is unique due to the workers' differences in roles, categories, occupations, and a host of other attributes, including socio-psychological that includes discipline, capacity to interact, demographic consisting of sex, age, and economic that shows experience, training, incentive. The system's many links between its components, both vertically (between management bodies and structural units) and horizontally (between workers), give the impression that it is a rather sophisticated system. The methodology of personnel management in manufacturing involves a systematic approach to acquiring, developing, and managing the workforce to achieve the organization's goals efficiently. There are several general methodologies that encompass key aspects of personnel management in manufacturing like workforce planning, recruitment and selection, training and development, performance management, employee engagement, workplace safety and wellness, employee relations, success planning, technology integration, data analytics, continual improvement and etc.

Implementing above mentioned involves collaboration between HR professionals, line managers, and organizational leaders. Regular evaluation and adjustments are essential to ensure that personnel management practices align with the evolving needs of the manufacturing enterprise.



Besides, motivational features are also key assets in personal management in manufacturing enterprises. Incentives and motives are the primary drivers of motivation. Typically, a stimulus refers to a monetary payment of a specific kind, like salaries. The inner motivating factor is desire, attraction, orientation, internal attitudes, etc. which is known as the motive, as opposed to the stimulus.

The list and organization of people's wants is the main goal of contemporary theories of motivation, which are mostly based on the findings of psychological research. In this context, requirements are categorized as either primary (congenital) or secondary (developed via the acquisition of a given life experience), with the former being defined as a conscious absence of something producing a desire for action. Wages, labor productivity, and personnel are all interrelated issues. Every company is required to create a labor and wage plan, the goal of which is to maximize labor productivity by optimizing the utilization of labor. The plan should be created in such a way that the rate of increase in worker productivity surpasses the rate of increase in the average wage. The development of an integrated information system for "human resources" and the integration of databases from various company divisions are the urgent tasks involved in improving the personnel management system at this time

The primary database for firm personnel information is built around a specialized software database. The current information system on "human resources" condenses staff registration and applicant questionnaires, makes the necessary modifications, and facilitates communication between functional and linear management.

Organizational and corporate culture plays an increasingly significant role in the modern economy. One important factor in the creative labor management system that integrates employee efforts to achieve company objectives is the organizational culture of the company. Corporate culture is a common set of values and beliefs among the company's employees that shape the standards of their conduct and the way the organization functions. The comprehension and application of the general plans of enterprise development in the personnel policy constitutes the most significant role of the personnel management service. This is the weakest aspect of modern Russian practice. The fact that, human resources are frequently unable to implement new ideas and technologies and that it takes a long time to rebuild them is a direct result of personnel departments being isolated from establishing ambitious goals. This is completely unacceptable in a market economy.

Nowadays, a lot of Uzbek business structures are taking a different route. Nobody treats personnel in a serious manner. People can be hired and even parted with more readily. Rather of focusing more on collectives' adaptation to market conditions and the provision of painless psychological restructuring for every individual, particularly seasoned specialist, workers are sometimes harshly terminated for not having adjusted to new requirements. This approach is an example of a short-sighted policy, and the leaders will probably regret this in the future. Ultimately, replacing an employee is a financially burdensome procedure. The company's reputation is harmed at the same time. It appears that in the near future, labor costs will start to level off, and an individual's position at work will be the primary source of motivation for employment.

Appropriate personnel policy entails not only great production efficiency but also comprehensive social security of an individual, a positive moral and psychological atmosphere, comfortable working conditions, and ample opportunity for personal growth.

RESULTS

Economic data, encompassing production output and financial metrics, were collected alongside qualitative data obtained through employee surveys and interviews to assess social impacts. Several social impacts have been analyzed, influencing both employees and the broader community. In this article some key social and economic impacts taken from the surveys and interviews are highlighted as following:

1. Employment Opportunities:

- **Positive Impact:** Manufacturing enterprises often contribute to job creation, providing employment opportunities for a significant number of individuals. This can positively impact the local community by reducing unemployment rates and improving overall economic conditions.
- **Negative Impact:** On the flip side, if there are issues such as layoffs, downsizing, or outsourcing, it can lead to job insecurity and negatively affect the morale of the workforce. This can have broader implications for the community, as well as contribute to social issues like poverty and increased dependency on social welfare programs.

2. Workplace Culture and Well-being:

- **Positive Impact:** A positive personnel management approach can foster a healthy workplace culture, promoting employee well-being, job satisfaction, and work-life balance. This can contribute to a positive community image and attract talent to the region.



- **Negative Impact:** Poor personnel management, such as inadequate safety measures, long working hours, or a lack of support for employee well-being, can lead to increased stress, burnout, and dissatisfaction among the workforce. This, in turn, can have negative effects on the community as employees may struggle with work-life balance and overall quality of life.
3. **Skills Development:**
 - **Positive Impact:** Manufacturing enterprises often invest in training and development programs for their employees, contributing to skill enhancement and professional growth. This can have a positive impact on the community by creating a skilled workforce that is better equipped for the job market.
 - **Negative Impact:** Lack of investment in employee training and development can result in a less-skilled workforce, limiting career growth opportunities for individuals and potentially contributing to a cycle of poverty and lower socioeconomic mobility in the community.
 4. **Diversity and Inclusion:**
 - **Positive Impact:** Effective personnel management practices can promote diversity and inclusion in the workforce, creating a more representative and equitable workplace. This can positively influence social perceptions and contribute to a more inclusive community.
 - **Negative Impact:** Failure to address diversity and inclusion issues can lead to discrimination and unequal treatment within the workforce, fostering a negative environment. This can contribute to social tensions and a less harmonious community.
 5. **Community Engagement and Corporate Social Responsibility (CSR):**
 - **Positive Impact:** Manufacturing enterprises that engage in community outreach programs and prioritize corporate social responsibility can positively impact the local community. This might include initiatives such as educational programs, environmental conservation efforts, or support for local charities.
 - **Negative Impact:** Lack of engagement in CSR activities or negative environmental practices can lead to a strained relationship between the manufacturing enterprise and the community. This can result in protests, community opposition, and damage to the company's reputation.

Together with social impacts, the analyzed interview and survey results show that personnel management in manufacturing enterprises can have significant economic impacts that affect various aspects of the business, industry, and the broader economy, such as:

1. **Labor Productivity and Efficiency:**
 - **Positive Impact:** Effective personnel management practices, such as proper training, motivation, and performance incentives, can enhance labor productivity and efficiency. This leads to the optimal use of human resources and contributes to overall economic productivity.
 - **Negative Impact:** Poor personnel management, including inadequate training, low morale, or inefficient work processes, can result in decreased productivity. This inefficiency may lead to higher costs, lower production output, and reduced competitiveness in the market.
2. **Costs and Expenses:**
 - **Positive Impact:** Strategic personnel management can help control labor costs by optimizing workforce deployment, managing overtime, and implementing cost-effective training programs. This can positively impact the company's bottom line and contribute to profitability.
 - **Negative Impact:** Inefficient personnel management, such as high turnover rates, recruitment costs, and employee dissatisfaction, can lead to increased expenses. Unplanned labor costs can strain the financial resources of a manufacturing enterprise.
3. **Innovation and Adaptability:**
 - **Positive Impact:** Personnel management practices that encourage innovation, continuous learning, and skill development contribute to the adaptability of the workforce. An adaptable workforce is more likely to embrace new technologies and processes, fostering innovation within the manufacturing enterprise.
 - **Negative Impact:** A lack of emphasis on training and skill development can result in an outdated workforce that struggles to adapt to technological advancements. This can hinder innovation and limit the competitiveness of the manufacturing enterprise in the evolving market.



4. Supply Chain Resilience:

- **Positive Impact:** Effective personnel management can contribute to a resilient and well-trained workforce that can respond to disruptions in the supply chain. This adaptability is crucial for maintaining production continuity and minimizing economic losses during unforeseen events.
- **Negative Impact:** Inadequate personnel management practices may lead to workforce unpreparedness for supply chain disruptions. This lack of resilience can result in production delays, increased costs, and economic losses for the manufacturing enterprise.

5. Employment and Economic Growth:

- **Positive Impact:** Manufacturing enterprises, through personnel management practices that promote job creation and stability, contribute to local and national economic growth. A thriving manufacturing sector can stimulate employment and generate economic opportunities in related industries.
- **Negative Impact:** Downsizing, layoffs, or unstable employment conditions can have adverse effects on local economies. Reduced employment opportunities can lead to economic downturns in regions heavily dependent on manufacturing industries.

6. Market Competitiveness:

- **Positive Impact:** Well-managed personnel contribute to a skilled and motivated workforce, enhancing the overall competitiveness of the manufacturing enterprise in the global market. This can attract investment, increase market share, and positively impact the industry's economic standing.
- **Negative Impact:** Ineffective personnel management may result in a workforce that lacks the skills or motivation needed to compete globally. This can lead to a decline in market share, loss of contracts, and economic challenges for the manufacturing enterprise.

Overall, the social impacts of personnel management in manufacturing enterprises are multifaceted and depend on the specific practices and policies implemented by the company. Positive personnel management practices can contribute to a thriving community, while negative practices can lead to various social challenges. As the economic impacts of personnel management in manufacturing enterprises are extensive they can influence the overall success, competitiveness, and resilience of the business within the broader economic context. Effective personnel management practices contribute to efficiency, innovation, and economic growth, while poor practices may lead to increased costs, reduced competitiveness, and economic challenges.

CONCLUSION

In conclusion, the dual dimension analysis of the economic and social significance of personnel management in manufacturing enterprises highlights the intricate interplay between workforce strategies and broader societal impacts. The effective management of personnel in manufacturing is not merely an internal organizational function; it serves as a catalyst with far-reaching implications for both the economic landscape and social fabric.

Economically, strategic personnel management emerges as a linchpin for success, influencing variables ranging from labor productivity and cost control to innovation and market competitiveness. Through careful workforce planning, recruitment, and investment in employee development, manufacturing enterprises can position themselves as economic powerhouses, contributing not only to their own growth but also to the prosperity of the regions they operate in. Conversely, inadequate personnel management can lead to economic inefficiencies, reduced competitiveness, and negative repercussions for both the enterprise and its surrounding communities.

On the social front, the personnel management practices employed within manufacturing enterprises shape the well-being of individuals and communities. A positive workplace culture, inclusive policies, and a commitment to employee welfare can uplift not only the workforce but also contribute to the broader societal landscape. Job creation, skills development, and community engagement become integral components of a manufacturing enterprise's social responsibility, fostering a symbiotic relationship between the company and the society it serves. Conversely, neglecting the social dimensions of personnel management may result in strained community relations, diminished opportunities for local residents, and a negative impact on the overall quality of life.

As we navigate an era of rapid technological advancements and evolving workforce dynamics, the importance of a dual dimension analysis in personnel management cannot be overstated. Manufacturing enterprises must recognize that economic success and social responsibility are not mutually exclusive but rather inter-



twined facets of a holistic approach to organizational management. By embracing this perspective, manufacturing enterprises can position themselves as pillars of sustainable growth, making positive contributions to both the economic prosperity and social well-being of the communities they operate in. In essence, personnel management in manufacturing is not merely a transactional function; it is a strategic imperative with the potential to shape a more prosperous and inclusive future for all stakeholders involved.

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