

## BARQAROR RIVOJLANISH SHAROITIDA KORXONADA INSON RESURSLARINI BOSHQARISH TIZIMINING ROLI

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**Annotatsiya.** Har qanday biznesni muvaffaqiyatli yuritish uchun hamda uning barqaror rivojlanishi uchun biznes jarayonlarini uchta yo'nalishda qo'llab-quvvatlash va bosqichma-bosqich takomillashtirish zarur: iqtisodiy, ijtimoiy va ekologik. Ushbu maqolada o'rganilayotgan tashkilotning ijtimoiy sohasining muhiti tahlil qilingan. Olib borilgan tadqiqot kompaniya rivojlanishida inson omilining ahamiyatini yuqoriligini ko'rsatdi. Kompaniyaning ishchi kuchini tahlil qilish jarayonida muammo va kamchiliklar aniqlangan hamda ularga yechimlar ko'rsatib o'tilgan. Taklif etilgan yechimlar tashkilotning oldiga qo'ygan strategik maqsadlariga erishish uchun turtki bo'lib xizmat qilishi aytib o'tilgan. Kuchli raqobat muhitida korxonani yanada rivojlantirish hamda barqaror rivojlanish maqsadlariga erishish uchun kompaniya rahbarlari aniqlangan muammolar va ularga berilgan yechimlarni ko'rib chiqishi zarur deb topilgan.

**Kalit so'zlar:** Barqaror rivojlanish; ijtimoiy omil; ishchi kuchi; barqaror ishlash; biznes-jarayon; mehnat rentabelligi.

## РОЛЬ СИСТЕМЫ УПРАВЛЕНИЯ ПЕРСОНАЛОМ НА ПРЕДПРИЯТИИ В УСЛОВИЯХ УСТОЙЧИВОГО РАЗВИТИЯ

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**Аннотация.** Для успешного ведения любого бизнеса, для устойчивого его развития необходимы поддержка и постепенное усовершенствование бизнес-процессов в трёх направлениях: экономическом, социальном и экологическом. В данной статье рассматривается социальная сфера организации, где исследование показывает важность человеческого фактора в развитии компании. При анализе рабочей силы исследуемой компании выявлены недостатки и проблемы, решение которых послужит толчком в достижении поставленных стратегических целей организации. В условиях конкурентной среды для дальнейшего развития деятельности предприятия и для достижения целей устойчивого развития компании необходимо рассмотреть выявленные проблемы и приведённые к ним решения.

**Ключевые слова:** Устойчивое развитие; социальный фактор; рабочая сила; устойчивое развитие; бизнес-процесс; рентабельность труда.

## THE ROLE OF THE HUMAN RESOURCE MANAGEMENT SYSTEM AT THE ENTERPRISE IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

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**Abstract.** For the successful conduct of any business, for its sustainable development, it is necessary to support and gradually improve business processes in three directions: economic, social and environmental. This article examines the social sphere of the organization, where research shows the importance of the human factor in the development of the company. When analyzing the workforce of the studied company, shortcomings and problems were identified, the solution of which will serve as an impetus for achieving the set strategic goals of the organization. In a competitive environment, for the further development of the enterprise and in order to achieve the goals of sustainable development, the company needs to consider the identified problems and the solutions given to them.

**Keywords:** Sustainable development; social factor; workforce; sustainable performance; business-process; Profitability of Labor.

**Introduction.** Innovation is driven by global factors, and this innovation determines the direction of the industry. Sustainability is considered the leading concept in the latest wave of innovation [10, p.195]. Over the past two decades, corporations have undergone significant changes and have moved to more resilient forms of themselves to meet stakeholder expectations and follow regulations to keep their profitability intact [1, p.5 ], [5, p.416].

The urgent need to raise the social and environmental dimensions along with the economic dimensions of triple profits has been driven by the fact that companies are facing greater pressure than ever before from various stakeholders.

The conditions that ensure the long-term survival of an organization include social, environmental, and financial success [11, p.25], [12, p.1297]. Due to a lack of full understanding of

various perspectives, including sustainability, the interdependencies of environmental, social and economic excellence, it did not allow companies to understand and foresee the potential benefits that could be achieved through sustainability or sustainability initiatives. True sustainability contributes to the economic prosperity of organizations, as well as the protection of the environment, the conservation of natural resources, and the well-being of other living things and people [11, p.25]. In addition, if there is any bias in favor of stability, the three legs will tend to fail because it will not be different from a tripod that has legs, but of different lengths.

The main goal of sustainable development is to provide those production processes and methods that lead to maximization of profit, as well as fulfill environmental and social obligations [11, p.1297]. Sustainability includes performance based on environmental and social dimensions with an economic dimension [4, p.1345]. In assessing and measuring sustainability, performance can be understood through additional dimensions, including that the company's responsibility is not only about creating economic wealth, but the environment and people are equally important [4, p.1345].

**Literature review.** With the increasing focus on social responsibility and sustainable performance, organizations have set themselves new goals other than mere financial profit, such as a commitment to social and environmental outcomes [3, p.34]. In fact, an international survey of 2800 global companies revealed that 70% of these organizations include sustainability as a primary issue in their strategic plans and agendas [7, p.69]. The mission for organizations is to ensure that their workforces are healthy and well educated, and to nurture the awareness and proficiencies required to create productive employees and proactive citizens that contribute to society.

HRM must secure support from top-level management, boost employees' empowerment, pro-

vide continuous training, implement an efficient system of remuneration, and build cross-functional teamwork [2, p.1539]. Previous studies have highlighted the need to identify appropriate HRM approaches and systems for implementing sustainability practices [6, p.237], [8, p.81]. Dubois states that "HRM is a core partner in organizational environmental sustainability" [5, p.416]. Nurturing the human aspect leads to a better understanding of SHRM and increases its potential for encouraging sustainable performance in the workforce and for optimizing resource management.

In this context, we hope to contribute to the literature by answering the following research question: how are HRM departments developing strategies and implementing social practices to achieve SDGs? The study also examines the impact of these practices on the firm's performance as a whole.

**Methodology.** The first step consists of a database search and the second step the analysis of data. We classified the studies according to the following criteria: conceptualization, level of analysis, outcomes, implementation techniques, and barriers. We identified data from the selected company using the level of analysis as our classification criteria.

**Analysis.** The survey was made in the industrial company, which produces cranes, special techniques for agricultural sector named "KRANTAS GROUP" Ltd.

About 350 people work in the company, 70 people in administrative branch and 250 people in the production sphere. As above mentioned, social factor is one of the main element in the sustainable development of the company, so it is necessary to consider the all criteria connected with people in the company. Employees of "KRANTAS GROUP" Ltd were analyzed from educational level to age observation. In the Figure 1 we can see the percentage proportion of people with education degree.

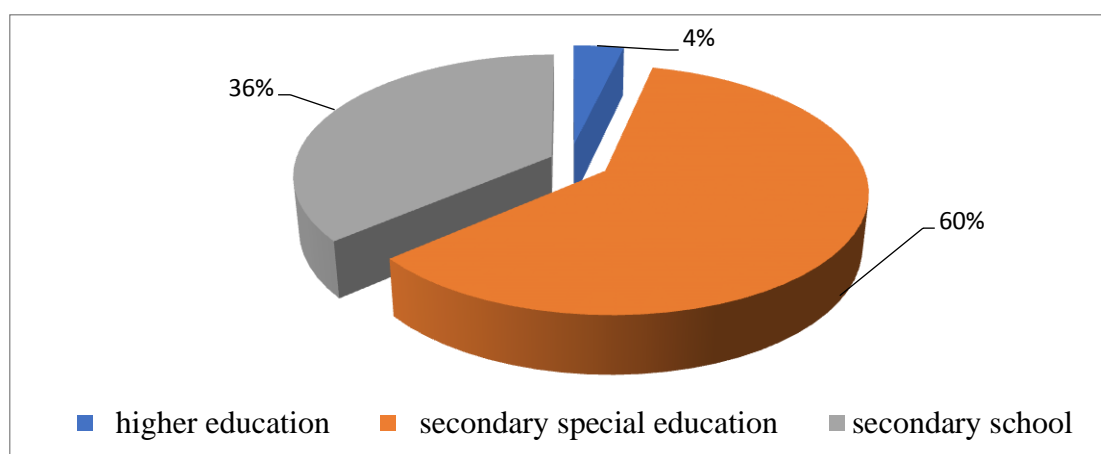
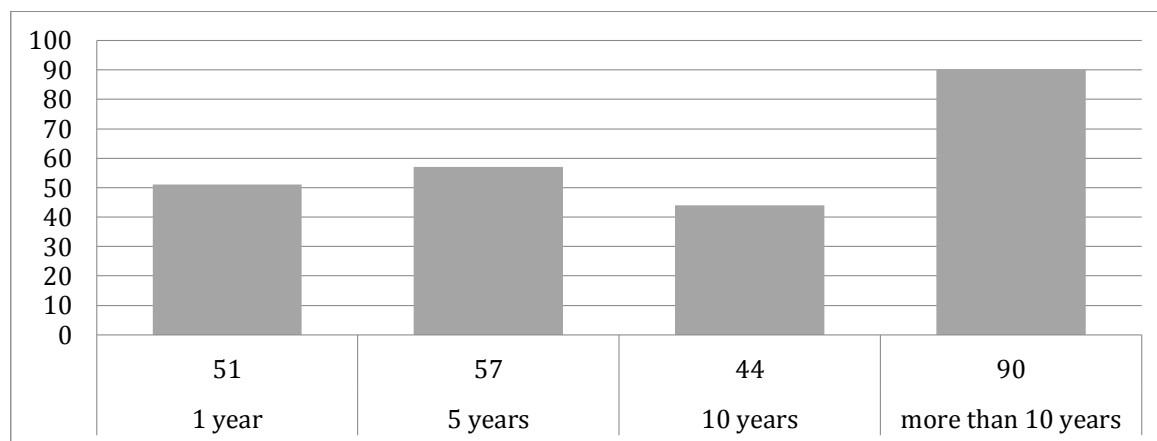


Fig.1 Classification of workers into education criteria [by author].

60% of workers have secondary specialized education, where only 4 % of people with higher education. This figure shows that there are a few high qualified specialists in the company, however

we can't conclude such hypothesis about the employees, because another factors may influence on the development of the company. So, there is another classification of workers in the Figure 2:



**Fig 2. Work experience in the specialty [by author]**

In this figure we can see the number of people with work experience in this company. If the company was established in 2001 year, there are 90 people which have been working for 10 years and more. These employees are very significant people for company, because they have invested their work in the development of this sphere.

The above analysis of the company's employees does not give us a complete holistic picture of the workforce. Therefore, in order to find out how profitable the labor of workers is, we calculated the profitability of one employee of the enterprise. As business performance and the prospects for survival of companies are usually measured using the profitability indicator [13, p.12].

**Table 1**

**Profitability of employee [by author]**

Indicators	2019	2020
Annual net profit (sum)	8326034	5906909
Personnel costs (sum)	3100000	3200000
Profitability per employee (percent)	37%	54%

Profitability per employee in 2019 was 37%, up 17% in 2020 (54%). This says that in 2020, the efficiency of the workforce has improved, despite the fact that this year the annual net profit was only 5,906,909 sums. Such indicators as the modernization of equipment (laser cutting of metal, sensor machines), a decrease in wages (the impact of the pandemic) were a factor in increasing the profitability of personnel.

For the analysis of the worker skills we divided them into two groups: first group – people with secondary education, whereas second group are people with higher education. According to the assessment of the qualification level method and formula using the years of experience and education level we concluded the next table:

**Table 2**

**Qualification level of employees of “KRANTAS GROUP” Ltd, [by author]**

Work experience	Skill level	Number of employees 1group	Skill level	Number of employees 2 group
0-9	0,41	51	0,75	11
9-13	0,5	57	0,83	18
13-17	0,58	44	0,91	15
17 and more	0,66	90	1	26

The analysis made by the qualification level of the employees of the company "KRANTAS GROUP" shows that 28% of the workforce are people with secondary and specialized secondary education with more than 17 years of work experience, where only 12% are employees with higher education. We can also notice that the number of people with little work experience in the range of 0-9 years is a significant percentage - 18% (together 1gr. and 2gr.). Based on this, we can conclude that there is a need to train workers and improve their qualifications. It is also possible to assign one or two mentoring workers to each employee, since there are people with extensive experience in production.

**Discussion.** This article investigates the link between social factor and sustainable performance and identifies the human resource practices that can contribute to the attainment of sustainable development goals of the company. From the observation the situation of the company and the analysis of labor force some problems were identified and necessary solutions were offered to improve the statement:

Firstly, it is a high staff turnover. New workers come to the company, but many of them leave it in one year. Every year the specialists try to transfer their skills to new employees, try to prepare good professionals of their work, unfortunately they can't take young workers for a long time. Of course, there are some factors that influence on employees negatively. They are bad conditions in the winter season, low salary for production workers, no motivation factors. It is necessary to improve working conditions, revise the system of incentives and punishments for workers.

In the company, instead of orders, instructions and instructions, ambitious tasks should be set before the followers, the strengths of the employee and his capabilities should be used to the maximum. The company must create the "ground" for the growth of ambition among employees aimed at contributing to the common cause, they must not suffer from a lack of creative tasks. The opposite situation, which is found in most state-owned companies and private companies in Uzbekistan, is the preparation of documentation, filling out and transferring, on demand, various reporting forms, litigation with various kinds of inspectors, etc., compliance with labor discipline is the main thing.

Management practice in advanced companies is based on the fact that in the economy based on scientific knowledge, there is no longer the concept of "improving working conditions" when responsibility is delegated only to knowledge workers. Manual workers, non-manual workers, and service workers are all capable of taking on managerial responsibilities. Empowerment based on compe-

tence and trust is essential to the productivity of all employees and to the prosperity of the company. Here, the approach to team formation is completely different. Already upon hiring, an orientation towards overall performance takes place.

Secondly, the lack of specialists. It is necessary to hire the missing design engineers who would speed up the process of achieving goals in the near future. For example, Tesla's recruiting guideline says, in part, "We like to have incredibly high standards and hire exceptional people who enjoy working to their limits every day. We want to surround ourselves with people who act in good faith even when no one is looking. Each new team member receives our trust and great responsibility. We assume that everyone is doing the right thing - including you. Some people have abused this trust or ignored their responsibilities. We will not change our approach because of a few people who let us down. We just part with them. Your Number 1 Challenge - The Number 1 Challenge of everyone here - is to ensure the company's success. If you see how we can improve what we do, say so, even if it is not directly your responsibility. You are personally involved in Tesla's success, so share your suggestions and ideas. Your good ideas are worthless if you keep them to yourself. We encourage you to discuss your achievements and goals informally on a daily basis with your line manager. If you would like to receive feedback or any kind of feedback about your work from someone who evaluates your work, take the initiative and ask for it. You don't have to wait for someone else to initiate a conversation or for a company to initiate an assessment process to get a high-level job done. Make sure you enjoy your work, make new friends, reach new heights, and have new experiences. If you don't enjoy your work on some level, you will be unhappy. We don't need this. We want you to work well, love what you do, and be happy".

At last, the optimization and automation of business processes in administrative branch. Not all business processes are automated, for example, daily registration of employees, issuance of lunch coupons, etc. These processes take up unnecessary time for the people in the organization.

**Conclusion.** When we talk about the development of a company or the sustainable development of an organization, we immediately understand development in three main directions, economic, social and environmental. In this article, we've looked at one of these three important factors. The object of the research was the company "KRANTAS GROUP", where an analysis of the state of the organization's working environment was carried out. All information about the organization's workforce was collected, all the data of employees on personal cards were studied and statistical data were

compiled on various criteria and characteristics of the organization's workforce. After the research, problems and barriers were found that hinder the sustainable development of the company. On these problems, proposals were made to eliminate the issues identified to date. As it said before, our

companies should work not as post soviet countries styles, but as the developed countries ways. So, this research will be useful for companies, which try to find the ways for further development and which are directed to achieve their sustainable development goals in the nearest future.

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**ЎЗБЕКИСТОНДА АҲОЛИ ДАРОМАДЛАРИ ТАРКИБИДА МУСТАҚИЛ РАВИШДА БАНД БЎЛИШДАН ОЛИНГАН ДАРОМАДЛАРНИНГ ЎРНИ**

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**Аннотация:** Мамлакатимизда аҳолининг иқтисодий фаоллигини оширишда аҳоли даромадлари таркибида мустақил равишда банд бўлишдан олинган даромадлари салмоқли ўрин тутади. Мақолада аҳолининг мустақил равишда банд бўлишдан олинган даромадларига таъсир қилувчи омилларнинг эконометрик модели ишлаб чиқилган. Мақолада берилган таклифлар аҳолининг кичик бизнес ва оилавий тадбиркорлик фаолиятини ташкил этиш ва ривожлантиришга хизмат қилади.

**Калит сўзлар:** аҳоли даромадлари, оилавий тадбиркорлик, "Бизнес юритиш" субрейтинги, инвестициялар, эконометрик модел, "Jarke-Bera" тести, қолдиқлар гистограммаси, ноль гипотеза, регрессия тенгламаси.

**МЕСТО ДОХОДОВ ОТ САМО ЗАНЯТОСТИ В ОБЩИХ ДОХОДАХ НАСЕЛЕНИЯ В УЗБЕКИСТАНЕ**

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**Аннотация:** В нашей стране в повышении экономической активности населения, доходы от самозанятости играют значительную роль в структуре доходов населения. В статье разработана эконометрическая модель факторов, влияющих на доходы населения от самозанятости населения. Представленные в статье предложения служат для организации и развития малого бизнеса и семейного предпринимательства населения.

**Ключевые слова:** доходы населения, семейный бизнес, субрейтинг «Doing Business», инвестиции, эконометрическая модель, тест Jarke-Bera, остаточная гистограмма, нулевая гипотеза, уравнение регрессии.