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# PERSONNEL POLICY AND ITS ROLE IN INDUSTRIAL DEVELOPMENT

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https://doi.org/10.5281/zenodo.24112423

**Introduction.** In Uzbekistan's economy, the tasks of diversifying industrial production, transitioning from raw material exports to the production of finished goods, and increasing the number of jobs in the regions are on the agenda, and accordingly, the requirements for enterprises' practices of working with personnel are also changing. Under conditions of demographic pressure on the labor market, competition for qualified specialists, labor migration, and the introduction of new machinery and technologies, it is not enough for industrial enterprises simply to preserve their workforce composition; employees' knowledge, skills, and attitude toward work directly affect production outcomes. This is precisely why the issue of managing labor resources acquires practical significance for enhancing the competitiveness of Uzbekistan's industry: no matter how well-equipped an enterprise is with machinery, the expected result cannot be achieved without the potential of the people who manage, adjust, and improve it.

**Main Body**. The consistency of an industrial enterprise's activity and its long-term growth largely depend on the qualitative composition of the people working there, their experience, and their responsible approach to their work. Labor resources are understood as the employees participating in the realization of the enterprise's goals, their professional knowledge, practical skills, and accumulated experience; the efficiency of the production process is closely linked to these factors as well. Therefore, the selection of personnel, their training, professional development, and labor incentives remain among the necessary conditions for fulfilling the tasks set before the enterprise.

The system of working with personnel at an enterprise begins with recruitment and encompasses vocational training, professional development, incentives, and motivation. When this system is properly organized, the employee's commitment to their work is strengthened, production proceeds continuously and with quality, and conditions arise for the introduction of new technical solutions. Conversely, at an enterprise where the personnel issue is treated superficially, even good equipment may not function fully, because if the training of the employee who operates the machinery, notices its malfunctions, and makes suggestions is insufficient, stoppages in production increase.

The qualifications and interest of employees are among the decisive factors in achieving the goals set by the enterprise. An experienced employee who knows their work makes it possible to regulate the production process, reduce unnecessary costs, and improve product quality. Motivation, in turn, transforms the employee from an indifferent participant in the production process into one who proposes new ideas, notices problems, and feels responsibility for the result. This aspect is especially noticeable in Uzbekistan's conditions, since many enterprises, in the process of adapting to new market requirements, rely on the initiative of their personnel.

The development of personnel and the improvement of their qualifications strengthen the enterprise's capacity for renewal. When modern technologies and production equipment are being introduced, the availability of qualified employees helps the enterprise adapt more quickly to market demands, master new types of products, and expand production capabilities. At the same time, working with personnel also affects the social environment at the enterprise: attention to the professional and personal growth of the employee and support for open communication and cooperation within the team ensure the stability of the workforce. As a result, disruptions in the production process decrease, and the enterprise operates more economically stable.

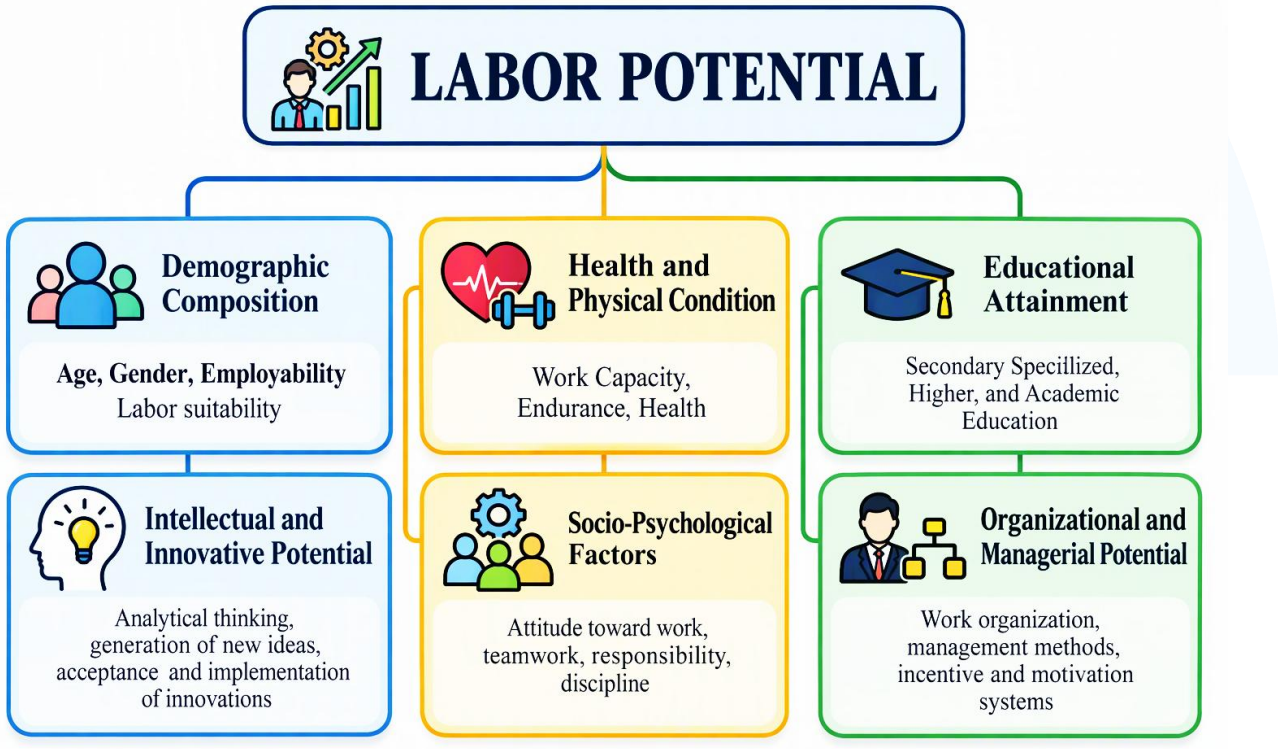
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When studying the use of personnel at industrial enterprises, the main attention is focused on assessing labor potential. This concept requires a holistic examination of employees' physical capabilities, professional knowledge and qualifications, work experience, intellectual potential, and labor activity. Assessing labor potential helps determine the extent to which the enterprise's existing production resources are being utilized, what opportunities exist for increasing labor productivity, and what determines production stability. On this basis, the qualitative state of the personnel composition, the professional training of employees, and their adaptation to production requirements are analyzed.

It is especially relevant that the introduction of modern technologies and elements of digital production at industrial enterprises requires high knowledge, practical skills, and a new way of thinking from employees. Under such conditions, a high labor potential becomes a factor ensuring that the enterprise maintains its position in the market. For Uzbekistan's industry, the practical side of this issue is that new enterprises and modernized production facilities must be closely linked with the personnel training system; otherwise, the machinery is renewed, but the human potential necessary for its effective use lags.

The management of labor resources and the assessment of labor potential at industrial enterprises directly participate in ensuring the consistency of the enterprise's work, reducing production costs, and improving product quality. The tasks facing Uzbekistan's economy, in particular the diversification of industry and the increase in the production of finished goods, make the qualifications and motivation of personnel an integral part of the enterprise's strategy. If the training of personnel, their incentives, and the regular assessment of labor potential are not established, technical renewals will also not yield the expected economic result; therefore, it is appropriate to regard this issue as a practical necessity.

Labor potential is an economic category representing the set of physical, intellectual, professional, and social capabilities of human resources that exist at the enterprise or in society and may be involved in the production process in the future. It includes the level of employees' knowledge and qualifications, work experience, health status, ability to work, labor activity, and capacity for development.



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**Figure 1 – Composition of the labor potential of industrial enterprises**

As can be seen from the figure, labor potential is a multi-component and complex economic category that determines the efficiency of the production process at industrial enterprises. It encompasses the quantitative and qualitative aspects of human resources and expresses the possibilities for their full and effective participation in the production process. The demographic composition of labor potential determines its quantitative basis through the age, gender, and ability-to-work status of employees. A balanced age composition ensures a combination of experience and innovative thinking. Health and physical condition are an important component of labor potential and determine employees' working capacity, endurance in work, and ability to carry out continuous activity.

The safety of working conditions and the quality of medical services directly influence the effective formation of this component. The level of education determines the qualitative aspect of labor potential and ensures employees' ability to deepen their professional knowledge and skills, master new technologies, and introduce innovations. Personnel with specialized secondary, higher, and scientific degrees are of decisive importance for enhancing the competitiveness of industrial enterprises. Intellectual and innovative potential expresses employees' capacity for analytical thinking, the creation of new ideas, and the acceptance of innovations. Under conditions of digital transformation and technological renewal, it is one of the most important directions of labor potential. Socio-psychological factors determine the efficiency of personnel utilization through attitude toward work, the ability to work in a team, responsibility, and labor discipline. These factors influence the stability of labor results. In addition, organizational and managerial potential, through the organization of labor, management methods, and the incentive system, ensures the extent to which the existing labor potential is transformed into practical results.

**Conclusion.** Thus, by encompassing all the main aspects of the formation of labor potential, the material demonstrates the necessity of an integrated approach to the effective use of personnel and the enhancement of economic efficiency at industrial enterprises. Personnel policy must become an integral part of Uzbekistan's industrial development strategy, since without systematic training, incentives, and regular assessment of labor potential, technical modernization will not ensure the expected economic results.

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