



ORGANIZATIONAL AND ECONOMIC FOUNDATIONS FOR THE DEVELOPMENT OF PRODUCTION POTENTIAL IN AGRICULTURAL DEVELOPMENT AND THEIR ASSESSMENT

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ABOUT ARTICLE

Key words: Personnel expertise, labor expertise, labor potential, farming, Agrocluster and their types of tasks.

Abstract: In the article, scientifically based proposals are given for the effective use of the craft industry in the development of agriculture in our Republic and its development.

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INTRODUCTION

In order to ensure the stable operation of enterprises in the conditions of the unstable digital economy, it is important to analyze the possibilities of labor potential in detail. The development of reliable perspectives of the dynamics of the components of the personnel potential, which is necessary for the implementation of a comprehensive personnel assessment and the improvement of the efficiency of the use of the personnel component, is considered relevant today.

"Development Strategy of New Uzbekistan for 2022-2026" has been developed and is being implemented in order to implement the priorities of reforms based on the principle "On the way to human dignity and dignity". In the strategy of development: to raise human honor and dignity, to build a humane state through the further development of a free civil society; - making the principles of justice and the rule of law the main and necessary condition for the country's development; - rapid development of the national economy and ensuring high growth rates, etc. covered more than 100 specific goals.

The management of any socio-economic systems can be seen as the process of managing people's behavior and behavior, regulating and encouraging their activities.

President of the Republic of Uzbekistan Sh. Mirziyoyev - "Reforming the management system of the agricultural sector, introducing advanced technologies for the rational use of land and water resources, ensuring food safety is our most important task."

Modernization of agriculture is a process of radical renewal of the sector from a technical and technological point of view, which is achieved on the basis of three interrelated directions, i.e. equipping production with modern technologies, technical-technological restructuring from a structural point of view, and spiritual renewal of production.

During the past period, our state has been paying special attention to issues of further deepening of economic reforms in the sector based on adaptation of the agricultural sector to market requirements, along with other sectors of the society. On October 22, 2012, the Decree of the President of the Republic of Uzbekistan "On further improvement of the organization of farming activities in Uzbekistan and measures for its development" PF-4478 was adopted in order to further improve the activities of farms in our country and regularly increase their economic efficiency. On the basis of this decree, a new structure "Farmers' Council" aimed at further improving the organizational and management system of existing farms was established in place of the "Farmers' Union" that operated in the local areas. In a market economy, there is a need to produce, distribute, and consume material goods under conditions of limited resources, and this process examines the behavior of the working people. And these behaviors require excellent management.

Professional development based on a reliable assessment of the employee's skills allows agroclusters to spend a lot of money on training employees, which can be considered as a long-term investment in the development of agroclusters due to such a thoughtful approach. Also, in order to increase the effectiveness of the personnel potential of the organization, it is possible to organize the selection of personnel more carefully.

The problem of determining the characteristics of employees that affect the efficiency of labor activity has been known for a long time. For this, first of all, it is necessary to study the emergence of the "labor potential" category. The scientific basis defining the category of "Labor potential" appeared approximately until the beginning of the 20th century. Researches that know the personal characteristics of workers have been conducted since the 20s of the 20th century. Much earlier, there were works that looked at different aspects of management and approaches to solving different problems related to management. In the critical period of the 19th and 20th centuries, when great attention was paid to the management of production activities, these works aroused great interest. Various methods have been developed to establish objective criteria for employee evaluation and create them in clear and simplified ways.

Employees (from the French personnel) is a socio-economic category that defines the permanent (full-time) composition of employees in labor relations with private, state, cooperative and other organizations, enterprises, institutions, firms. Employees usually mean qualified workers who have undergone preliminary professional training and have special education, skills and (or) work experience in the chosen field of activity.

The term "work potential" was widely used between 1995 and 2000 and is still relevant today. It is from this period that the interest in the human factor in various areas of its manifestation increased. In the process of scientific research, there was a need to create a terminology that reflects its essence in the maximum form. At the same time, the idea of labor potential as a socio-economic category consisting of components representing the labor capacity of individual workers and their groups has become widespread. ,

According to M.V. Noskova, personnel potential" is "a socio-economic category that reflects the possible participation of each employee of the organization in production, but not only the professional training of employees, taking into account their psychophysiological, personal and professional potentials; develops as a result of the synergistic effect of their interaction".

N.R. Bilinskaya, N.V. According to Kuznetsova and O.N. Sinitsyna, personnel potential is understood as "one of the types of resources associated with the general (quantitative and qualitative) characteristics

of personnel, the performance of assigned functions and the achievement of long-term development goals of the organization".

Based on this, one of the main tasks is to determine the factors affecting the study of labor activity in the management of personnel potential.

Summarizing the approaches of economists-scientists to the interpretation of the concept of "personnel potential", it is proposed to understand it as the general ability of employees to perform the functions assigned to them and the ability to achieve long-term goals. The content of the desired concept is revealed by its important features: it is used at the enterprise level; characterized by the permanence and qualification of employees; provides a synergistic effect due to the relationship of team members and their human resources; It is explained by the orientation to the implementation of personnel potential to achieve the strategic goal of the enterprise.

Effective use of the organization's personnel potential is not only high production efficiency, but also comprehensive social security of a person, a comfortable spiritual and psychological environment, favorable working conditions, and creation of ample opportunities for individual self-realization. After all, it is seen as the high of life, which fully corresponds to the basic human aspirations.

In the development of agrocluster integration, its main elements, the capacity of personnel, occupy the main place. A.I.Altukhanov, A.A.Apisheva, G.V.Bepakhotniy, V.R.Boev, I.N.Buzdalova, E.N.Zakharova from foreign scientists on organizational and economic issues of agroclusters, organization and development of cluster development systems E. Dahmet, P. Druker, M. Porter, D. Rockart, D. Sole, G. Torelli, V. Feldman and other foreign scientists and economists studied the fundamental rules. Opportunities and expediency of cluster systems in the economy of Uzbekistan from a scientific point of view B.T.Salimov, Ch.Murodov, and others are conducting scientific research.

The organizational and economic mechanism of the state support for the formation and regulation of agro-industry clusters in the republic's territories is based on the implementation of the cluster approach as the methodological basis of the state innovation policy. Today, there is no separate classification of human resources suitable for agrocluster enterprises.

The reason is that the division of labor into separate tasks and the specialization of employees according to the tasks they perform require specific labor potential. Based on this, as a result of studies and observations, the following approach to individual cadres for agricultural integration was developed.

Organizational-economic approach to personnel potential in the development of agroclusters

Classification of personnel potential based on the characteristics of agrocluster enterprises	Sufficient development of the potential of enterprises based on information on the level of labor development in accordance with the requirements of agrocluster integration
The labor results of personnel capacity differences in approaches to the essence of labor	Approaches to the evaluation of cooperative relations, taking into account the specific characteristics of the potential of labor personnel performed in agrocluster enterprises

Development of a method for assessing the effectiveness of personnel potential in enterprises during the integration process	Methods of assessing the effect of cooperation on the effectiveness of personnel potential in enterprises based on the competency approach
Decision-making on the selection of appropriate characteristics based on the potential of employees, which are reasonable components of labor potential.	The problem of selecting employees who match the relevant components of the level of competence needed to make personnel decisions
the problem of determining the characteristics, organizational and economic relations between employees, taking into account their professional and qualification, the components of labor capacity are personal and psychophysiological	lack of formation of a mechanism of mutual organizational-economic cooperation in enterprises based on the development of human resources

To get closer to the real model of the agrocluster, the following is necessary:

- decentralization of agrocomplex management;
- turning potential cluster members into independent legal entities, real owners;
- creation of a system of economic interests of mutually beneficial cooperation within the cluster;
- the use of already existing elements of clusters, for example, the involvement of higher educational institutions in the agrocluster, which can compensate for the absence of a scientific center;
- use of bioenergy devices, as well as other innovative technologies, to turn the agrocluster into an ecologically closed system;
- establishing informal relations between cluster members;
- establishment of the Cluster Council, a collegial body of cluster management;
- development of a single strategy for cluster development.

The formation of the competence of personnel in terms of potential in the field of labor requires the development of strategies and directions in the personnel policy. For this, the list of components included in the labor potential should be theoretically based. Otherwise, it will be difficult to use them as data to analyze employee interactions.

Competence is the presence of knowledge, experience and skills necessary for effective activity in a particular field.

Competence is a specific competence, that is, having knowledge and experience in one's activity that allows one to make objective judgments and make clear decisions.

The method of assessing the potential of personnel

Methods	Description
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The assessment method is talent components	In this case, each component of the workforce is expressed in potential (gender, age, education level, experience, etc.) points and certain intervals are calculated.
Cluster method	The method is based on the use of point estimates, but supplemented with rating points, groups are assigned a range of acceptable, acceptable, average and worst values within the rating scale..
Employee evaluation methods total volume indicator by calculating potential	As a general indicator in cases where these methods are used researchers suggest that the aggregate potential pool of working time is related to labor productivity.
Integrated assessment of work potential	Unification refers to the potential, quantitative and qualitative components of human resources, which become a single indicator.

One of the important features of reproduction in agriculture is that the production process here is directly related to living beings, land, plants, livestock, and natural laws are connected with economic laws. In this, the land participates as a tool of labor and a subject of labor, the difference between the land and other means of production is that it does not wear out during its use. On the contrary, if it is used correctly, its productivity will increase.

Management experts, in particular the Russian economist According to L.I. Evenko, the concept of determining the role of employees in production went through four stages in its development.. :

Analysis of the personnel potential of the organization is carried out by the personnel management service at all stages of the company's activity. This helps to:

- 1) determine the need to attract additional employees;
- 2) determining the need for training and improvement of qualifications;
- 3) development of ways to improve the company's work;
- 4) development of incentive and motivation measures;
- 5) Evaluation of the right to promotion to higher positions.

Based on this, ideally, the analysis of personnel potential should be carried out regularly by the personnel management service. The inevitability of the analysis process is manifested even at the stage of development of business plans, changes in business, decision-making related to the structure of the organization itself, action planning, recruitment, evaluation and certification.

In the context of rapid socio-economic reforms in Uzbekistan, important measures aimed at increasing the efficiency of using the corporate method of personnel management are being implemented in enterprises. In particular, in the Action Strategy for the five priority areas of development of the Republic of Uzbekistan in 2017-2021, "introducing modern standards and methods of corporate management, strengthening the role of shareholders in the strategic management of enterprises" is defined as one of the important tasks within the priority areas of economic development and liberalization. Factors affecting the effective performance of these tasks, the factors affecting the stable development of the activity of the republic's economy, in particular, the activities of industrial

enterprises, the scientific proposal and practical recommendations that serve to increase the efficiency of using the corporate method of managing the personnel employed in them have been developed.

When solving the problems of determining the sources and methods of satisfying the organization with human resources, the developed criteria of the suitability of employees to occupy a certain position or workplace are used as a basis. But since the analysis of personnel potential does not affect material objects, but living people, not only economic factors, but also socio-psychological factors are taken into account, and any decision-making has a certain degree of probability and risk. Assessment of the human resources potential of the organization is an effective tool that can be included in the development strategy. If the organization has a personnel department or personnel department, then the evaluation of human resources should be conducted at least once a year. The results of the evaluation of personnel potential are accepted by the head of the enterprise .

In order to increase the personnel potential of the enterprise, it is necessary to use methods that allow obtaining formalized results for further statistical processing. Systematic analysis methods, expert analysis methodology, principal component analysis, experimental situation analysis and collective notebook are widely used to assess the human resources potential of the organization. The systematic approach includes the study of the management system, that is, it analyzes the main functions, goals, foundations of the organizational structure and evaluates the categories of human resources and technical means.

Employee evaluation

- 1) skill test (professional test) that allows to determine the level of skill of the employee
- 2) a psychological test that allows to assess the personal qualities of the employee;
- 3) a test related to the physiological characteristics of a person;
- 4) evaluation of professional competencies;
- 5) assessment of personal competencies;
- 6) assessment of corporate powers;
- 7) assessment based on individual standards for achieving goals;

Evaluation of personnel management:

- 1) level of retention of personnel and employees;
- 2) personnel exchange
- 3) job satisfaction and the degree of influence of various factors on job satisfaction
- 4) the level of participation and involvement (participation in solving corporate problems, involvement in the work process, initiative, management involvement);
- 5) faithfulness and loyalty;
- 6) the level of motivation, the level of changing the order of motivation, its relevance

Assessment of personnel potential

- 1) assessment of socio-psychological climate
- 2) assessment of the corporate identity of the company's employees
- 3) assessment of corporate culture
- 4) assessment of optimism (optimism index)
- 5) assessment of cultural participation

4D model of employee performance evaluation

- 1) evaluation by key performance indicators (KPI)
- 2) evaluation according to the MBO system;
- 3) labor quality assessment (TQI);

- 4) analysis of the structure of management performance;
- 5) analysis of the efficiency of business processes;
- 7) analysis of the method of the universal system of performance indicators;
- 8) evaluation of the "universal standards" method;

In addition, the personnel potential is implemented in the tasks in which the employee performs his duties as a professional, including his abilities, skills and experience that ensure the efficient operation of production. In this regard, the analysis of personnel potential should be carried out taking into account the economic conditions that directly affect the qualitative and quantitative indicators of personnel potential, ways of its development and effective operation.

The main goal of creating and increasing organizational forms of agricultural enterprises is to provide the population and the market with cheap, high-quality, competitively-resistant goods and agricultural products, using the internal capabilities of the enterprises as efficiently as possible, as well as profiting according to the purpose.

Based on the above points, we believe that the potential of personnel consists of various human characteristics that determine the efficiency of work, including their knowledge and skill level.

If we see that the efficiency of agro-industry depends on the quality of personnel. Mechanisms of working with human resources should help to form new types of management personnel as much as possible. Therefore, the improvement of personnel qualifications plays a big and important role in achieving the strategic goals set before the state bodies. Factors like these affect the above.

1. Setting goals and programming activities at all levels of management;
2. Evaluation of employees' performance, regular feedback and updating of professional competences;
3. Providing an effective system of motivation.

Using these factors is possible by implementing an innovative approach to employee development. Based on this, let's consider each approach in detail.

The first approach is external rent. There is now significant unemployment. In such conditions, there is a real opportunity for a great choice. At the heart of more flexible and profitable forms is the recognition of the increasing importance of external mobility of employees compared to internal. The consequence of the transfer of emphasis on personnel work to external sources of recruitment is, first of all, the weakening of the role of the principle of employment, such as the stability of labor relations; second, the increasing importance of relationships with employer groups that go beyond traditional regulation to a greater extent.

The second approach is career development. At the heart of the organization's decision to spend money on training, firstly, the realization that training can have a significant impact on the delivery of public services; secondly, to believe in the accelerated rate of change of this activity, including technological conditions.

The third approach - the development of new economic relations, the emerging trend of moving from linear and linear-functional management structures to divisional structures, focusing on getting a ready-made solution to the problem expands the opportunities for employee development through joint activities. Organization of labor by command is a synthesis of the advantages of small business with programmatic management within the framework of public service. This is the fourth approach, the joint activity development approach.

The fourth approach is self-development or continuous development of the employee's skills. It is based on the analysis of his needs in the context of self-esteem.

Assessment of the human resources potential of the organization is an effective tool that can be included in the development strategy. If the organization has a personnel department or personnel department, then the evaluation of human resources should be conducted at least once a year. The results of the evaluation of personnel potential are accepted by the head of the enterprise.

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