

# Improvement Of the Personnel Potential Management System in Cotton and Textile Clusters

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## Annotation

In conditions of ensuring economic growth in the world, industrial clusters are becoming increasingly important as an effective form of production in increasing investment activity, the production of competitive goods, the organization of international logistics centers and free economic zones. "The 2,950 industrial clusters operating in the European Union account for 61.8 million jobs, or one out of every 4 jobs, while the productivity of production is 25% higher, and its growth rate is 0.3%, i.e. one point higher than the average. More than 200 highly efficient industrial clusters with a productivity level 140% above average, play an important role in ensuring employment in the regions, the development of small and medium-sized businesses and regional specialization." In modern conditions of further deepening of industrial integration, such problems as the advanced development of cotton-textile cluster enterprises are relevant, especially projects involving small businesses, reducing the level of risk to the production environment, full and purposeful organization of cluster activities in the face of abrupt changes remain relevant.

**Keywords:** Cotton-textiles, personnel, investment, potential, personnel, development, personnel competence, labor potential, strategy.

Taking into account the global changes taking place in the world in recent years, a lot of research work is being carried out aimed at improving the theoretical and methodological foundations of the activities of cotton and textile enterprises, including improving the effectiveness of personnel potential management. In this regard, research in the direction of assessing the impact of market environment factors on the strategy of personnel potential development, improving the mechanisms of personnel potential development based on the individualization and intellectualization of the workplace are considered one of the priority areas.

In the context of the formation of a new Uzbekistan, a wide range of activities are being carried out aimed at the development of cotton and textile clusters in ensuring the integration of industry and

agriculture, attracting foreign investment in the industry, improving the skills of highly competitive personnel in their formation, creating new jobs, and applying innovative methods in management. As one of the priority goals, the task of "increasing the volume of industrial production by 3 times due to the implementation of more

60 promising projects worth more than 8 billion US dollars within clusters, an increase in the export performance of the industry from 359 million US dollars to 874 million US dollars." In this regard, it is advisable to pay special attention to research in such areas as further improvement of the effectiveness of cotton and textile clusters, integral intermediate productivity of cluster workers, assessment of the level of competence of workers and justification of forecast indicators of production development [1].

This dissertation research to a certain extent serves to fulfill the tasks defined in the decrees of the President of the Republic of Uzbekistan UP-60 "On the Development Strategy of New Uzbekistan for 2022-2026" dated January 28, 2022, UP-14 "On measures to regulate the activities of cotton and textile clusters" dated November 16, 2021,

UP-6244 "On additional measures to increase the industrial potential of the regions" dated June 9, 2021, in the resolutions of the President of the Republic of Uzbekistan PP-253 "On additional measures to organize the activities of cotton and textile industries and clusters" dated March 31, 2018, PP-4633 "On measures for the widespread introduction of market principles in the field of cotton growing" dated March 6 2020, in the Resolutions of the Cabinet of Ministers No. 733 "On approval of the Regulations on the procedure for organizing the activities of cotton and textile clusters" dated December 4, 2021, No. 747 "On measures to further expand the activities of cotton and textile clusters" dated December 10, 2021, as well as other regulatory legal acts related to this area.

Based on the obtained scientific results on improving the management system of the personnel potential of cotton and textile clusters:

The proposal on the criteria for assessing the level of competence of the personnel of enterprises of the cotton and textile cluster of the region in accordance with the approach of "expected level" (100%), "average than expected level" (90-71%), "satisfactory expected level" (70-51%), "below the expected level" (50-30%), "extremely below the expected level" (20-0%) was approved by the order of the Association of Cotton and Textile

Clusters of Uzbekistan No. 123 dated December 14, 2021 and introduced into the management activities of the cluster "Khizhaobod Fayz-M", which is part of the association (certificate of the Association of Cotton and Textile Clusters of Uzbekistan No. 02/22-326 dated May 24, 2022). This led to an increase in labor productivity in the cluster "Khizhaobod Fayz-M" by 7.3% and a decrease in the turnover rate by 6.4%;

The proposal on the socio-economic feasibility of implementing the strategy "the totality of personnel knowledge" in the development of the personnel management system of the cotton-textile cluster was approved by the order of the Association of Cotton-textile Clusters of Uzbekistan No.123 dated December 14, 2021 and implemented in the management activities of the cluster "Khizhaobod Fayz-M" (reference of the Association of Cotton-textile Clusters of Uzbekistan No.02/22-326 dated May 24, 2022). As a result, it served to increase the gross profit of the cluster "Khizhaobod Fayz-M" by 2.4 percent, gross income from sales of products by 8.8 percent, labor productivity by 7.3 percent;

The proposal on the forecast levels of the results of the assessment of the labor potential of Khantex Group LLC for 2022-2024, in accordance with the factors affecting the labor potential of the cotton-textile cluster, was introduced into the management activities of the Khantex Group cluster of Andijan region, which is part of the Association of Cotton-Textile Clusters of Uzbekistan (reference of the Association of Cotton-Textile Clusters of Uzbekistan No.02/22-326 of May 24, 2022). As a result, additional opportunities have been created to increase the labor potential in the cluster of Khantex Group

LLC, reduce staff turnover by 21.3%, and increase the distribution of final grades by 18.3%;

The proposal to assess the integral intermediate productivity of achieving their goals in the labor activity of cotton-textile cluster workers in accordance with the approach "more-better-higher" (100-86%), "percentage-average" (85-71%), "less-better-lower" (70-55%) was approved by the order of the Association of Cotton-Textile Clusters of Uzbekistan No. 123 dated December 14, 2021 and introduced into the activities of Khantex Group LLC of the Andijan region (certificate of the Association of Cotton and Textile Clusters of Uzbekistan No. 02/22-326 dated May 24, 2022). [2] As a result, the gross profit of the Khantex Group LLC cluster increased by 16.4 percent, and the gross revenue from sales of products increased by 27.8 percent.

In the second chapter of the dissertation "Organizational and economic analysis of the potential management system of employees in cotton and textile clusters", the analysis of the state of the potential management of the personnel of the cotton and textile cluster, the assessment of factors influencing the strategy of the development of the potential of the personnel of the cotton and textile cluster, the analysis of the labor potential of the personnel of the cotton and textile cluster and the factors influencing this.

The average annual number of enterprises of the labor collective increased in the cluster of Khantex Group LLC in 2020 compared to 2019 with an absolute difference of 330 people, and in the cluster "Khizhaobod Fayz-M" - 650 people. In particular, the number of employees in both clusters was as follows,

that is, increased by 350 and 578 people. During the analyzed period, the number of employees employed at the Khantex Group LLC cluster enterprise decreased by 180 people, and the number of dismissed employees decreased by 8 people. In the Khizhaobod Fayz-M cluster, the number of people hired increased by 420 people, and the number of people dismissed increased by 8 people. In 2020, the staff turnover rate in the Khantex Group LLC cluster decreased by 58.6% compared to 2019, and in the Khizhaobod Fayz-M LLC cluster, this indicator decreased by 44.9%. Thus, the rates of staff turnover reduction in both clusters amounted to 63.4% and 27.8%, respectively [3].

The value of the indicator of the armed labor potential in the cluster of Khantex Group LLC per person decreased from 58,763 thousand soums last year to 52,308 thousand soums in the reporting year, that is, by 10.9%, while in the cluster "Khizhaobod Fayz-M" decreased by 29.9%. The main reason for this is the increase in the number of workers in both cotton and textile clusters. For this reason, the level of working capital availability with labor potential in these cotton and textile clusters decreased by 14.4 and 30.4%, respectively, while the volume of products in the cluster of Khantex Group LLC increased by 47.8% in the current 2020 compared to last 2019, and in the cluster "Khizhaobod Fayz-M" in the reporting year 2020, this indicator increased by 88.3%. As a result, labor productivity in the cluster of Khantex Group LLC in the current 2020 increased by 10.3% compared to last year.

When assessing the labor potential of the personnel of a cotton-textile cluster with quantitative or qualitative goals, the main calculated indicators are expressed in

percentages or points. To determine the level of evaluation of this indicator, the scaling method was used [4]. Therefore, the scales for measuring the planned results of the personnel 's labor potential are divided into the following types:

1. Based on the obtained absolute results, it is possible to measure the labor potential of workers in cotton and textile clusters. On the scale of "more-better-higher", the absolute result depends on the number of units, or the higher it is, the better for the enterprise;

Table 1

**Evaluation of the effectiveness of the personnel of the cotton-textile cluster in achieving the set goals in their work**

Measurement scales	Goals in the activities of the staff	The result of achieving the goal in the activities of the staff (in %)	The value of the change in the range of degrees	Relationship with HR strategy
<b>More –better - "higher"</b>	Production of 120 bales of cotton fiber in each shift for a month	Goal value, goal achievement is good (100%)	120 or more kip -100%	Product production strategy
		The limit value is average, the achievement of the goal is high (100-86%)	up to 96 kip - 90%	
		The results of achieving the goal are properly structured	less than 96 kip -86%	
<b>Percentage - "average"</b>	Ensuring the yield of cotton fiber at the regulatory level of 80 percent	Goal value, goal achievement - good (85%)	80 %	Product quality strategy
		The limit value is low, the achievement of the goal is average (71-85%)	at least 71 %	
		The results of achieving the goal are properly structured	less than 85 %	
<b>Less is better - "low"</b>	Cost reduction for each sum of manufactured products from 97 sum to 95 sum	The limit value is high, successful (70-55%)	90 sum	Cost reduction strategy
		Goal value, goal achievement is low (55%)	95 sum	
		The limit value is average, the achievement of the goal is satisfactory (55-70%)	97 sum	
		The results of achieving the goal are incorrectly structured	above 97 sum	

2. In cotton-textile clusters, the planned value is a "medium-percentage" scale, which is mainly measured in percentages. For example, the

implementation of the action plan, compliance with the established standard;

3. The planned absolute value depends on the measurement of units in

cotton-textile clusters - on the number of errors, complaints, violations. Therefore, the lower the planned number of units, the more the scale "less-better-low" depends on it.

In the cotton-textile cluster, the performance indicator for assessing the labor potential of personnel was calculated using the following formula:

$$H_x = 100\% - \left( \frac{H_1 * x_1 + H_2 * x_2 + \dots + H_n * x_n}{n} \right)$$

where,  $H_x$  is an indicator of the effectiveness of assessing the labor potential of personnel, %;

$H_n$  - percentage level of achievement of  $n$ -general goals by intermediate value, %;

$x_1 \dots x_n$  - significance level by intermediate value, %;

$n$  is the number of performance indicators achieved according to the plan.

The level of effectiveness of the assessment of the labor potential of the staff of Artikova O.A. of the cotton-textile cluster of Khantex Group LLC, shift masters, is 75 %:  $H_x = 100\% - \left( \frac{100*0,3+100*0,25+80*0,25}{3} \right) \% = 75\%$  (2)

Another indicator of the assessment of the labor potential of the staff of the cotton-textile cluster is the assessment of the competencies of the staff. The proposed method is presented (see Table. 2) to assess the level of management in cotton and textile clusters using a multi-level competence model.

Table 2

Characteristics of a multilevel competence model for assessing the managerial level of personnel

Managerial level of personnel	Characteristics of the managerial level of the staff
Manager 1st level	Determination of the strategy for the development of the labor potential of responsible personnel involved in the activities of the enterprise; personnel responsible for the development of the enterprise's entrepreneurial activity; personnel responsible for the effective management of the enterprise and improving its competitiveness.
Manager Level 2	personnel who controlled the company within the departments of the same structure using several methods; personnel who develop and make operational economic decisions to improve the system of work of several departments in the enterprise; Managing personnel directly subordinate to the head of the enterprise.
Manager Level 3	Responsible personnel in a structural unit in a specific field of activity; Responsible personnel subordinate to the department that makes operational decisions affecting the company's activities; personnel who report directly to the head of the company based on the results of the work of at least one specialized department.
High-level	Responsible staff, individually performing all the work independently;

specialist	Responsible personnel who perform a functional task defined at the enterprise, that is, who clearly know the methods of making economic decisions; Absence of temporarily appointed and subordinate personnel at the enterprise.
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The preferred method for determining the level of the scale is the simplicity of evaluation or conversion into a quantitative indicator through a quality indicator. As a result, the level of compliance of personnel with the specified requirements can be estimated in "percentages" or in "points".

Based on the multilevel competence model, table 3 presents the proposed indicators for assessing the level of competencies [5].

We will determine the level of development of each competence using the following criteria: personnel actions cover the availability of competence indicators, its sustainability and other indicators.

Table 3  
Intermediate indicators of the competence level assessment criteria

Competence level	Status of indicators	Effectiveness of the action	Compatibility intervals of competence levels	Explanation of evaluation factors
Above the expected level (100%)	High innovation and elimination of complex problems up to 95%	85% achievement of the effectiveness of actions	100-90% the transition to the next level is observed	All employees help to form a behavior model depending on the level of complexity of the problems
Average of the expected level (90-71%)	elimination of complex problems up to 95%	> 84% achievement of the effectiveness of actions is good	> 55% compatibility of the last transition stage	The staff fully demonstrates the component model when solving standard or non-standard tasks
Satisfactory of the expected level (70-51%)	Situations to eliminate specific complex problems up to 95%	> 84% the achievement of the effectiveness of actions is stable with some exceptions	-	Consistently shows the current new job responsibilities of personnel by competence
Below the expected level (50-30%)	elimination of specific problems in the range 55-84%	< 84% leading performance is achieved	-	Demonstrates the performance of the personal at the level of demand and at least 80% of current job responsibilities
Much lower than the	< 54% elimination of small specific	< 44% requires ongoing support	-	Less than half of the staff or less than 45% of current job

expected level (20-0%)	problems			responsibilities
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The enterprises of the cotton and textile cluster have replenished the staff on the basis of the methodology for assessing the level of competencies.

Table 4

The final result of the assessment of the labor potential of the staff

Assessment of the level of competencies	Test scores	Final result
Flexibility and adaptability of personnel	70	55
Criteria of professional formation	71	56
Flexibility for internal and external buyers	90	80
Achieving the final result	90	74
Elimination of identified problems	80	76
A systematic approach	60	56
Collective work	100	100
Assessment of competencies		<b>71</b>

The level of assessment of labor potential		<b>C</b>
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The assessment of the level of competence of the labor potential of the staff is calculated according to the formula:  $K_p = \sum_{i=1}^n \frac{K_n}{n}$ , (3)

where,  $K_p$  is the level of competencies for assessing the labor potential of personnel;

$K_n$ - the final result of the assessment of the n-competencies of the staff (point);

n is the number of competencies.

Using this formula, the level of competence of the staff of the cotton and

textile cluster of LLC Khantex Group Artikova O.A., which is 71, is determined. %:

$$K_p = \left( \frac{55+56+80+74+76+56+100}{7} \right) \% = 71 \% \quad (4)$$

Assessment of competencies is the second basic indicator that determines the level of labor potential of personnel.

According to the final result of the assessment of the personnel's labor potential, the corresponding score is determined according to Table 5.

Table 5

Indicators of the level of assessment of the labor potential of personnel

Level Signs	Explanation of the assessment level	Percentage distribution of the assessment level
<b>A</b>	The final results that completely exceed the expected.	Determined by 9 % of the staff
<b>B</b>	Corresponds to the expected and important results. Sometimes it may not match.	Defined by 12 % of the staff
<b>C</b>	Fully meets the requirements for work and expected	Defined by

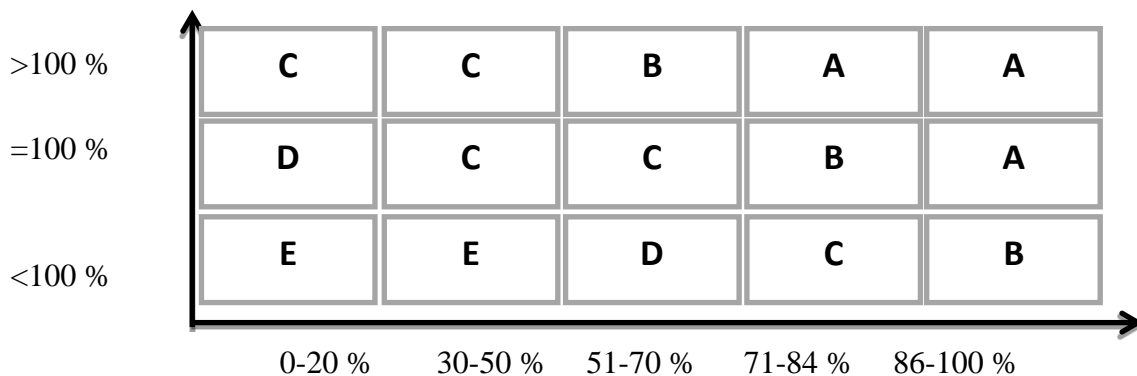
	results.	55 % of the staff
<b>D</b>	Partially does not meet the requirements and expectations in the main departments.	Defined by 17 % of the staff
<b>E</b>	Does not meet the expected result and the established requirements.	Determined by 7 % of the staff

An explanation of the approach to the result of the level of assessment of the personnel's labor potential is given in Table 5. Based on the final points awarded to each employee, it is determined in which direction the personnel's labor potential is located. The assessment of the level of the personnel's labor potential determines a number of directions of its development with low performance. Result: since the level of competence of the employee is not sufficiently developed, it is necessary to develop the quality of labor potential [6]. Based on the above,

with a high score, determined by assessing the effectiveness of labor potential, the level of probability of this structural development is considered significant.

The criteria for assessing the labor potential of personnel are implemented in three intervals: greater than  $> 100\%$ , equal to  $= 100\%$  and less than  $< 100\%$ . When considering this method in the activities of the cotton and textile cluster of Khantex Group LLC, the indicators of the level of development of the labor potential of personnel were determined in the range of 71-84% and amounted to 71%.

### Performance evaluation



**Fig.2. Criteria for assessing the labor potential of personnel.**

### Assessment of competencies

It can be seen that the indicator of the level of labor potential in the cotton-textile cluster of Khantex Group LLC shows good performance.

In the third chapter of the dissertation "The main directions of improving the strategy of personnel

potential development in cotton-textile clusters", the organizational and economic model of the personnel development strategy of the cotton-textile cluster, the improvement of mechanisms for the development of the personnel potential of the cotton-textile cluster, priority directions for the implementation of the personnel potential development strategy in practice are investigated [7].

The following sequence of actions

is the most effective in developing a strategy for developing the potential of the cotton and textile cluster personnel: assessment of the strategic potential of the enterprise, identification of "pain points" for the formation of competitive advantages; analysis of the market of goods and services based on the market mechanism and positioning it in accordance with its regional market segment; justification of economic growth strategies based on productresource-market integration of cotton-textile cluster enterprises; improvement of economic efficiency through financial, investment and technical strategies; definition of services provided to employees of cotton-textile cluster enterprises through these departments, that is, the relationship between the employee and the enterprise, and their development based on the demand of promising industries; development of a strategy for developing the potential of cotton-textile cluster personnel textile cluster.

As a result of the conducted research, the following scientific and theoretical conclusions and suggestions were made:

1. Improvement of the personnel potential management system is the process of improving the strategy, planning, career management, qualification requirements, promotion, qualifications through the effective use of the existing system of actions;

2. The starting point of the study is a strategy for developing the potential of personnel, whose competitiveness is expressed in connection with the competitive advantages of enterprises. Taking into account the unique features

of the activities and business strategy of the cotton-textile cluster, the introduction of the "Staff Knowledge Pool" strategy into the development of the personnel potential management system is justified;

3. A methodology is proposed for assessing the integral intermediate productivity of achieving their goals in the labor activity of cotton and textile cluster personnel in accordance with the approach of "more-better-higher" (100-86%), "percentage-average" (85-71%), "less-better-lower" (70-55%);

4. Factors influencing the development of personnel potential: strong competition in various markets in the context of globalization; rapid development of technologies; development of organizational culture and strategy at the enterprise; improvement of a unified strategic policy in personnel management and the participation of managers at all levels; the need for specialized areas providing consulting services in the field of human resources development;

5. The results of the study show that the average annual number of labor potential increased in the cluster of Khantex Group LLC in the reporting period compared to the previous period in 330 people, and in the cluster "Khizhaobod Fayz-M" - 650 people, the number of personnel in both clusters increased by 350 and 578 people, respectively. The staff turnover rate in the cluster of Khantex Group LLC in the current 2020 decreased by 58.6% compared to last year, and in the cluster of Khizhaobod Fayz-M LLC - by 44.9%. Thus, the rates of staff turnover reduction in both clusters amounted to 63.4% and 27.8%, respectively.

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