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	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2024 Issue: 12 Volume: 140

Published: 20.12.2024 <http://T-Science.org>

Issue

Article



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FACTORS AND OPPORTUNITIES FOR INCREASING THE EFFICIENCY OF ECONOMIC RESOURCE

Abstract: This article analyzes the factors and opportunities for the effective use of economic resources in modern conditions. It is noted that as a result of the scientific and technological revolution of the mid-20th century, the structure of production forces has radically changed, the importance of intellectual and information resources has increased, and they have become the main factors of economic development. Based on the experience of countries around the world, ways of effective use of resources in the service sector, the importance of the innovative economy and the increasing role of human capital are analyzed. The article considers the formation of personnel potential in the service sector, modeling and optimization of business processes, as well as resource management strategies in entrepreneurial activity. This study contains practical proposals and recommendations for the effective use of economic resources.

Key words: service sector enterprises, labor resources, management system, competence, competence indicators.

Language: English

Citation: Akhmedjanov, A.R. (2024). Factors and opportunities for increasing the efficiency of economic resource. *ISJ Theoretical & Applied Science*, 12 (140), 196-200.

Soi: <http://s-o-i.org/1.1/TAS-12-140-26> **Doi:**  <https://dx.doi.org/10.15863/TAS.2024.12.140.26>

Scopus ASCC: 2000.

Introduction

The scientific and technological revolution that took place in the mid-20th century led to a change in the qualitative structure of production forces, a deepening of the international division of labor, and a radical renewal and improvement of the material and technical base of production and service provision.

If in society, prior to the stage of industrial development, priority was given to natural and labor resources in ensuring economic growth, and material resources at the stage of industrial development, then at the current stage after industrial development, the role of intellectual and information resources is coming to the fore. The development of leading countries of the world has led to the formation of a new economy - knowledge, innovations, global information systems, new technologies - venture business [1].

Today, the level of socio-economic development of countries in the world is significantly different in its essence and content from the development at

previous stages. The modern interpretation of achieving economic stability requires new conceptual approaches, depending on the characteristics of economic processes in the world economy and the development of sectors and industries. In our opinion, this situation is explained by the peculiarities of the gradual development of the countries of the world:

1. Studies show that today information technologies lead to increased efficiency in sectors that produce material goods, but the issues of their impact on other sectors of the economy are of particular relevance. In this regard, many foreign economists explain the high employment rate in the service sector compared to industry by the fact that the efficiency of the service sector is lower than that of the industrial sector.

2. The experience of developed countries shows that the introduction of scientific and technical progress (STD) achievements into the labor process for all types of services is not uniformly accepted, which in turn affects efficiency. A number of

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traditional services, in particular, services related to catering, which have a subjective nature, are not very amenable to standardization and mechanization. Although such services quickly adopt the achievements of ICT, they are more dependent on the wishes of consumers and the level of service provision. If they are at a low level, this will negatively affect the growth rate of production efficiency. Therefore, information technologies will not have a significant positive effect on increasing the level of productivity in these types of services.

3. The difference in the level of productivity growth of service activities is due to the diversity of the impact of ICT on the service provision process and the degree of involvement of consumers in the consumption of services. Therefore, according to the criterion of the productivity factor associated with the modernization of the service provision process, the efficiency of individual services may not increase compared to progressive services.

Also, the organization of effective economic activity in the service sector has been studied more extensively than in industrial activity, where the implementation of primarily socially oriented activities is aimed at improving the standard of living and quality of life of the population in society, increasing the level of intellectualization of the labor process, and creating an economical economy.

The basis of the innovative economy is human capital, which is considered the decisive force in the socio-economic development of modern society. That is, human thinking has become not just a specific element of the production system, but a direct productive force [2].

The formation of personnel potential in service enterprises is one of the priority areas of entrepreneurship organization, which allows achieving effective results in a highly competitive market environment. In many works, special attention has recently been paid to the formation of a labor resource management system and the process of their effective use as necessary conditions that positively affect the sustainable development and economic growth of service enterprises.

The methods of organizing the effective use of resources in different areas of business activity differ from each other and in many cases depend on the size of service enterprises and the level of macroeconomic conditions that are conducive to the development of entrepreneurial activity in the country.

Many economists confirm that the ability of service enterprises to develop various and unique relationships in accordance with the business strategy is a source of its sustainable competitive advantage [3,4].

Effective use of resources in service enterprises is a vital necessity for the success of all enterprises at the current stage of strategic development. This is

especially true of small businesses, which have a significant share in the country's economy.

To attract, motivate and retain resources, small firms offer competitive salaries and an appropriate reward system linked to the productivity of the enterprise, and they usually choose to use informal practices of personnel management. Therefore, to ensure the effective formation of the activities of business entities, it is necessary to adhere to two main conditions: the optimal formation of the organizational structure of labor organization and the improvement of the personnel management system. In world practice, various approaches are used to form service enterprises [5]

According to the founders of the latter approach, A. Chandler, P. Lawrence and J. Lorshu, any business structure is a complex hierarchical system. Its main idea is to determine the interrelation and interdependence of all systems and their subsystems in a single whole with the external environment. According to another approach, it is emphasized that in the activities of service enterprises, the interests of various groups of individuals, both external and internal, may be present [6].

MAIN PART

The process of optimizing the system of managing and improving the efficiency of personnel activities in service enterprises includes three main stages of research:

1. Analysis and management of the existing state of the personnel management system at the enterprise.
2. Modeling the personnel management system at the enterprise and all its business processes.
3. Optimization of all business processes of the personnel management system at the enterprise.

In the course of the research, we will consider each process in detail.

Stage I. The main directions of the first stage of the research are the understanding of the strategic goals of the management of the service enterprise. Therefore, they will act as the founders for developing a well-oriented personnel policy and selecting modern technologies for managing employees. At this stage, the performance of management of various service enterprises with management skills and potential is assessed.

Such an assessment can be carried out based on the "Assessment-centre" method.

Analysis and assessment of personnel management technologies in service enterprises are carried out in accordance with the developed business processes. In addition, a personnel audit is carried out at this stage.

As a result, the work at this stage is reflected in the report in the following order:

- description of personnel management practices;

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□- assessment of the effective functioning of the personnel service;

□- assessment of personnel management functions;

□- development of problems, shortcomings and proposals for improving the personnel management system.

In our opinion, in the current conditions, problems affecting the formation of the personnel management system in service enterprises are manifested in a number of directions.

Stage II. Modeling the resource management system and all its business processes in a service enterprise. Qualitative modeling of the resource management system in a service enterprise allows you to minimize the costs of achieving its goals in the following ways:

□- increasing labor productivity;

□- forming the professional and skill structure of the enterprise's employees;

□- forming socio-economic relations;

□- developing a labor motivation and incentive program;

□- identifying ways to improve all elements of the organization of service processes in the enterprise;

□- effective use of the enterprise's economic resources;

□- introducing innovative techniques and technologies for automating the flow of personnel documents, etc.

Stage III. Work on optimizing business processes is carried out directly at the stages of their modeling.

The main purpose of modeling is to assess the resource availability of a service enterprise and the effectiveness of its use. Inefficient use of resources of a service enterprise can lead to losses and a significant increase in risk for the enterprise. As a result of modeling, areas of inefficient use of resources and problem situations are often identified. The goal of correcting such areas is to optimize the business processes of the resource management system.

Identification and analysis of external factors affecting the effective use of resources in service enterprises is a necessary stage in the formation and development of their economic resource management system.

The external environment of industry companies is represented by a set of systems that actively interact with each other. First of all, these are directly influencing factors: the state, suppliers, buyers and competitors. This group of factors also includes scientific and technical progress: the rapid development of new forms and methods of communication, means of communication, technologies and equipment. These external forces directly affect the decision-making process in the field of human resource management of the network business structure.

According to M.Yu. Sheresheva, at the current stage, network structures in the economy "face many difficulties associated with the specific features of the institutional environment due to the previous development trajectory" [7].

One of the most powerful influencing factors of the external environment is the high level of state intervention in the economy. The instability of the legislative framework is compounded by the often inflexible nature of the republican legislation. New laws are constantly being developed and amendments are being made to the existing legislation. Accordingly, the amount of work required to monitor these changes and comply with the current legislation increases.

External factors affecting the effective use of resources in service enterprises:

- socio-economic characteristics: economic growth rates, structural changes in the economy (development of one sector of the national economy at the expense of reducing others);

- technical development: modern innovative technologies require new skills of personnel and, accordingly, the use of other technologies in resource management;

- legislative requirements;

- competitive environment;

- consumer demands;

- unexpected circumstances that change the role of the company and its activities in force majeure conditions (natural disasters, crises, etc.).

External factors bring their own "macro-level peculiarities" to the architecture, organization and methodology of the enterprise. At the same time, "the organization of work also depends on internal factors, since they have an organizational nature and affect the implementation of policy." "The truth about resource management is that the strict constraints of the external environment force the enterprise to search for the "optimal point" where the overall impact is most favorable and to influence processes and technologies in order to achieve the opportunity through the "parallel" formation of internal factors - to achieve synergistic efficiency and a transition to a new qualitative stage of the enterprise management system" [8].

External conditions do not directly affect the enterprise, but they can serve as incentives or obstacles to the development of the resource management system, and this role depends on the organization's ability to analyze and assess the most important external factors affecting service enterprises. Modern external environmental conditions (variability of consumer demand, increased competition, technological innovations, etc.) have a constant and direct impact on the activities of service enterprises.

The state of the internal environment - the totality of all resource capabilities - determines the

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potential and opportunities for organizing the service sector. Enterprise resources are an element of the economic potential of entities in the service sector. The objective truth is that resources are scarce, so enterprises and organizations in the service sector need to focus on intensive growth factors, namely the introduction of innovations and the rational use of resources. Therefore, a well-thought-out resource strategy is necessary for the effective use of resources.

The following are internal factors determining resource management:

- the development strategy of the enterprise and the requirements determined by the specific characteristics of its activities. Development of a management strategy that corresponds to certain strategies of the enterprise and directions for the effective use of human resources;

- type of organizational culture: the rejection of new methods by the organizational culture of the enterprise can have very painful and disastrous consequences;

- the financial capabilities of the enterprise and the acceptable level of costs for the use of resources;

- resource utilization approaches: technologies and skills used by resource efficient entities allow non-branch enterprises to develop to the level of branching;

- quantity and quality descriptions of resources, their possibility of change in the future affects the level of service quality;

- the size of the organization and its territorial division.

Let's consider the components of the system of effective use of resources: management tools (methods and technologies) and entities of resource management, which may include: firstly, leaders who organize activities and directly control the result on the ground, secondly, leaders in the areas responsible for the operation of certain resources, thirdly, top managers of the company carrying out strategic management, fourthly, the department responsible for the operation of a certain resource, its task, development and implementation of technologies of operations and activities, evaluation of the efficiency of use, prospects.

All internal factors are interrelated and influenced by the external environment and require "reconstruction". The organization has the ability to influence the organizational culture, the quantity and quality of resources, the amount of funds allocated for the development and maintenance of resources, and other similar internal environmental conditions.

One of the components of the internal environment - organizational culture - forms the internal structure of the service enterprise, in which all work is carried out throughout the enterprise and in relations within the enterprise, and has a strong impact on relations with the external environment (relations

with customers). It is organizational culture that, despite high resource capabilities (for example, technical potential), can be a factor that helps to increase competitiveness and weakens the organization. Taking into account organizational culture means that resources should be managed in such a way that they strengthen the positive (from the point of view of the organization's goals) aspects of this culture and, conversely, eliminate obstacles to the implementation of organizational goals.

The unification of the resource base and the effective use of combined resources have a significant impact on the activities of the enterprise. Even the ineffective use of one resource leads to the weakening of the remaining resources.

Thus, inconsistency in the use of resources can lead to undesirable consequences, the use of a certain resource is perceived by the environment as an element of a single resource management system by service enterprises.

Thus, if human resources in an enterprise are focused on deep knowledge of the business, a broad outlook, the ability to master and use new knowledge, but material and technical resources do not provide the ability to apply these skills, one of the enterprise's resources (enterprise employees) will receive a contradictory "signal".

The resources of the enterprise, which were well adapted to the external environment a few years ago, may today come into sharp conflict with it, therefore the enterprise must constantly monitor the level of this inconsistency and make adjustments to the resource management system.

The effectiveness of resource management is achieved by fully adapting the resources available in the enterprise, methods and procedures for working with resources to the requirements of the external environment. Depending on the efficiency of the resource management system, a decision is made on the need to update (reorganize) or improve it.

For effective business development, it is necessary to improve the resource management system, which is achieved by purposefully changing the management system and its transition to a new quality. The development of the resource management system is a qualitative change in the technologies, methods and principles of resource management, which is the response of the organization's management system to the current problems of the external and internal environment.

CONCLUSION

This article analyzes the issues of effective use of economic resources and emphasizes the importance of introducing scientifically based approaches to solving problems. In the course of the research,

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modern trends in the management of economic resources, in particular, the role and importance of innovative technologies, human capital, and digitalization processes, were considered.

According to the results of this study, the following factors were identified as the main drivers of economic development:

1. Intellectual resources - improving the skills of personnel and retraining them in accordance with modern requirements.

2. Introduction of innovations - increasing efficiency through optimization of new technologies and business processes.

3. Strategic approach to investments - investing in human capital and making the labor market competitive.

The article also analyzes advanced methods of using economic resources based on world experience. For example, the strategic achievements of Japan and

Germany in the field of high technologies or the resources of South Korea aimed at training personnel are given as examples.

Based on scientific conclusions, the following recommendations were developed for effective management of economic resources:

□ Strengthen public-private sector partnerships for large-scale implementation of innovations.

□ Improving the education system to support human capital programs and improve economic performance.

□ Automation and optimization of business processes by accelerating digitization processes.

The results of this research have important scientific and practical significance for increasing economic efficiency. Based on these conclusions, it can be used in making strategic decisions on the development of the national economy.

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