

THE ROLE OF TRAINING EMPLOYEES IN INCREASING LABOR PRODUCTIVITY

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Abstract

This article provides a comprehensive analysis of the role of employee training in increasing labor productivity. In today's rapidly changing labor market, organizations need to continuously improve their employees' skills to maintain and develop their competitiveness. Employee training serves to update their professional knowledge and skills, increase motivation for work, quickly master innovative technologies, and effectively organize production processes. The study covers the forms of employee training (internal training, external courses, online education, etc.) and their impact on productivity based on examples. It also discusses advanced foreign experiences and their adaptation to national practice. At the end of the article, the strategic importance of continuous employee training in increasing labor productivity and recommendations for its organization are presented.

Keywords: Employee training, labor productivity, advanced training, professional development, training, motivation, innovation, production, online education, competitiveness, personnel policy, strategic management.

Introduction

Today, against the backdrop of globalization, technological innovations and increased competition, one of the most important tasks facing enterprises and organizations is to increase labor efficiency. Labor efficiency is the ratio between the results of useful work performed by an employee over a certain period of time and the resources spent on it, which directly affects the economic performance of the organization and market competitiveness. In this process, regular training, retraining and advanced training of employees is recognized as an important factor. Recently, an increasing number of managers are aware of the important role of personnel in business entities and come to the conclusion that only purposeful and continuous work with personnel can lead to success. The main task of management is to find such principles and mechanisms that would allow creating an effective personnel management system aimed at mutually beneficial strategic cooperation between the organization itself and its employees. Unlike personnel management, personnel management is reoriented from the needs of employees to the needs of the organization in the workforce, and the priorities of personnel management are determined primarily by the results of a functional analysis of existing and planned work. and not by the existing personnel potential of the organization.

At the same time, personnel management is based on the orientation of the personnel management system towards individual work with employees, that is, a transition from collectivist values that prevail in personnel management to individualism. In other words,



human resources still prevail. The quantitative reduction of the population of our country is a sad fact, but not fatal. The number of not only producers, but also consumers of human resources is decreasing.

It cannot be said that no one understands the importance of the issue of human resources development. On the contrary, this importance has always been emphasized and proclaimed. But the old system, which did not work effectively enough, has collapsed, and real mechanisms that would provide each person with the opportunity to fully improve their skills do not yet exist. In recent years, the state has tried to solve the problems associated with the quality of personnel with the help of a system of vocational guidance, but all social sectors financed on a residual basis - education, healthcare, science and culture - have suffered the same fate.

There is no clear definition of personnel management in modern literature. According to some authors, personnel management is a new paradigm of personnel management in a modern organization from the point of view of the value of human resources, replacing the concept of "personnel management" with the concept of "human resource management".

In today's constantly evolving business landscape with rapid technological progress, changing market dynamics and emerging global challenges, organizations are faced with an unprecedented need for agility, innovation and resilience. At the heart of the struggle in this complex situation is the key role of human capital - a skilled, flexible and motivated workforce that will lead the organization to success.

In this context, strategic investments in employee training and development are seen as the foundation of organizational excellence and sustainable success. Training and development initiatives go beyond simply training, but also include commitments to nurture talent, support innovation, and foster a culture of continuous improvement. These initiatives not only enable employees to realize their full potential, but also serve as a basis for organizations to adapt to an ever-changing landscape, innovate, and grow.¹

Labor efficiency is one of the key indicators of production, service, and management systems in enterprises and organizations. The main factors influencing it are:

- Knowledge and skills of employees;
- Working conditions and level of technical equipment;
- Compensation and motivation system;
- Leadership style and quality of management;
- The environment and socio-psychological factors in the team;
- The existence of a training and development system.

Among these factors, the process of training and retraining of employees is one of the most important and long-term factors.

There are various forms of employee training. Each organization chooses the appropriate forms depending on its needs, financial capabilities and goals:

Internal training: Organized within the enterprise. Experienced specialists teach new employees the work process, safety rules, and equipment operating procedures.

¹ Q.X.Abduraxmonov va N.Q.Zokirova Mexnat iqtisodiyoti va sotsiologiyasi. –T.: “Fan va texnologiya”, 2018, 536, b.



External courses: The organization sends employees to external educational institutions. These courses are often organized on a certificate basis.

Online education: Employees acquire knowledge independently through modern distance learning platforms.

Mentoring (apprenticeship): An experienced employee teaches knowledge and skills to new employees in a practical way.

Rotation and internal exchange: Employees increase their experience by involving them in work in different departments.

Direct impact of training on labor productivity

Employee training has a positive impact on labor productivity in the following ways:

Knowledge and skills increase: Employees who have mastered new knowledge and technologies can work more efficiently.

Errors decrease: The number of technical or managerial errors made at work decreases.

Interest in work increases: An employee who is working on himself and increasing his skills approaches his work with more enthusiasm.

Creativity increases: New approaches and innovative ideas appear.

The quality of teamwork increases: A trained employee can communicate effectively with others, which has a positive impact on the overall result.

Today, in many industries, not only the quality of the product or service is important, but also the speed of its provision, its novelty and its adaptation to the client. For this, the following are required:

- 1) Fast-thinking and flexible employees;
- 2) Specialists who have mastered new technologies;
- 3) People who can work in effective teams.
- 4) Such employees can only be formed through training and development.

Advanced foreign experiences

In many developed countries, employee training is carried out at the level of state policy. For example:

Germany: Through the "Dual Education" system, employees receive theoretical and practical knowledge at the same time.

Japan: Continuous training in the workplace, improvement work is carried out based on the "Kaizen" philosophy.

USA: Employees constantly improve their skills through corporate universities and professional training centers.

These experiences are also being gradually introduced in Uzbekistan.

There are various programs for improving personnel skills in our country. In particular:

- Each ministry and large organization has its own training centers;
- Vocational education and retraining centers are operating;
- Opportunities for advanced training have been created through online platforms (Distance learning, Ziyonet, Edu.uz, etc.);
- The private sector is also developing its activities in this area.



However, training and advanced training are still not given enough attention in some organizations. The reasons for this are budget constraints, management inattention, or lack of resources.

The following recommendations can be made on employee training to improve labor efficiency in organizations:

1. Strategic approach: View employee training as an integral part of the enterprise's strategy.
 2. Continuous training: Training should not be a one-time event, but an ongoing process.
 3. Individual approach: Develop training programs that meet the needs of each employee.
 4. Motivation system: Employees who are involved in and successfully complete their studies should be financially and morally motivated.
 5. External cooperation: Cooperation with higher education institutions, private training centers.
 6. Use of digital opportunities: Widespread use of online courses, webinars, distance training.
- In conclusion, labor efficiency is one of the main indicators for the success of any organization. To increase it, it is important to constantly train employees, improve their skills and provide them with new knowledge. This serves not only to grow at the individual level, but also to strengthen the competitiveness of the entire organization. Investment in employee training is the most important investment in the future of the organization.

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