



Volume: 02 Issue: 12 | Dec 2021 ISSN: 2660-454X

<http://cajitmf.centralasianstudies.org/index.php/CAJITMF>

## Actualization of Labor Rationing at the Enterprise in the Conditions of the Formation of an Innovative Digital Economy

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Received 28<sup>th</sup> Oct 2021,  
Accepted 29<sup>th</sup> Nov 2021,  
Online 16<sup>th</sup> Dec 2021

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**Abstract:** In the article, labor rationing is considered as the most important condition that ensures the efficiency of human capital use, as an integral part of planning, accounting and control at the enterprise. The article substantiates the necessity of rethinking the goals, tasks and methods of labor rationing taking into account the innovative changes taking place in business processes in the conditions of transition to digital economy. Recommendations for solving individual problems of labor rationing optimization at an enterprise are given.

**Keywords:** innovative technologies, rationing methods, microelement rationing, labor rationing, labor productivity, production process, factor rationing, digital economy, human capital.

In modern conditions, a feature of which is the transition to a digital economy and the desire of all business entities to actively implement innovative technologies in production, it is necessary to rethink the role and place of labor rationing in the business process management system and ensure its impact on improving the economic efficiency of domestic enterprises.

According to most academic economists, labor rationing is the only tool with which it is possible to reasonably determine the optimal number of workers and the number of jobs in an enterprise, regardless of the form of business [1-4]. Labor rationing at an enterprise is the most important condition for ensuring the efficiency of its activities, since it acts as an integral part of planning, accounting and control, analysis of deviations, on the basis of which it is possible to make effective management decisions related to the problems of formation and rational use of human capital, considered as a long-term economic resource that can generate additional income for an enterprise.

Notoriously, in a market economy, all work on labor rationing has been transferred to the enterprise level, which means it has become completely dependent on the attitude of the head himself to the problem of rationing. However, when developing and implementing labor standards, entrepreneurs are facing significant difficulties, primarily due to an outdated regulatory framework that does not fully take into account new technologies and standards, new equipment and types of work, mechanization and automation of workplaces, which are an integral condition for the transition to an innovative digital

economy. It is impossible to ignore the fact that the specialist who is responsible at the enterprise for the regulation of labor still has an unsolved problem of choosing the current methodology for assessing labor standards and their timely adjustment to the optimized business process. The problem associated with the loss of professional staff in the field of labor rationing remains open. All of the above indicates the need to rethink the goals, objectives and methods of rationing, taking into account those innovative changes that take place in modern optimized business processes [5-9].

Since labor rationing in market conditions is one of the most important factors affecting labor productivity, then to determine the negative trends in the economy priority issues of improving the methods of labor rationing as an element of the management system of the organization. Labor rationing, as a separate branch of labor science, has its own tools and methodology in its arsenal.

It should be noted that at present in the practice of labor rationing there are many methods, differing in the effectiveness of their application for solving those or other practical problems [10-14]. Therefore, setting the task of choosing and using this or that method, it is necessary, first of all, to take into account the purposes for which it will be used. It is known that among analytical-research methods in establishing the number of personnel the important place belongs to a photograph of working time, as the subsequent development on its basis of the actual balance of working time together with the methods of improving the organization of labor allows more effective rationing of the number of employees[5]. Application of timekeeping rationing is effective in those cases where the share of regulated manual operations is high, therefore, timekeeping is recommended for use in drawing up production programs.

In our opinion, the method of factor rationing deserves special attention in the conditions of transition to a digital economy, which makes it possible to forecast the number of the same-type units on the basis of factors determining labor inputs for the processes the units are engaged in. The essence of this method, in brief, is as follows: All unit activities are divided into processes for which real labor costs are estimated [13-15]. After that an analysis of the correlation between those values and the actual labor costs is made and then a mathematical model describing the dependence of the unit's labor costs on the value of key factors is built. The resulting labor-cost model makes it possible to calculate the required number of personnel. The use of this method makes it possible to conduct rationing in a relatively short time and with less labor costs compared to the methods described above. Nevertheless, this method also has disadvantages, connected, first of all, with the use of rather complicated economic and mathematical apparatus[4].

Taking into account the urgency of the issue of modern labor rationing, its technical, programmatic and regulatory aspects, I would like to give a special status to the system of microelement rationing, which is the rationing of labor with the help of pre-developed microelements of the labor process.

The essence of microelement rationing is that the most complex and diverse labor actions are combinations of such simple elements as "move", "take", "flip", etc., which are called microelements and consist of one or more movements. Thus, it can be stated that a trace element is such an element of the labor process that it is impractical to further dissect. The practical implementation of microelement rationing is based on microelement standards, which represent the value of the most probable time required for most performers when performing this microelement. At the same time, the required time is set based on the results of statistical processing of time spent studied using the use of video shooting.

In the foreign practice of labor rationing, more than 200 different systems of microelement standards are used, including Work factor, MODAPTS, UAS, MTA, MICRO, MACRO, etc. And this practice has proved that the time standards developed on the basis of trace elements make it possible to establish norms of equal tension in any sectors of the national economy, reduce the complexity of regulatory research work, improve the quality of standards, and make wage calculations more objective. Moreover, with the help of trace elements, it is possible to analyze human work in order to rationalize the technique

of its execution and on the basis of this analysis to design labor processes. It can be assumed that such an approach will make it possible to eliminate costs by pre-planning the technological process, and not by further improving the organization of labor.

However, despite such weighty preferential features, the practice of microelement rationing has not yet found its worthy application at domestic enterprises, since the use of microelement time standards requires an appropriate base, assuming the availability of computing equipment, software, and of course, qualified and competent specialists. But, unfortunately, many domestic enterprises cannot fulfill these requirements in modern economic conditions, both for objective and subjective reasons.

- We believe that in solving the problem of introducing and using such progressive methods of factor and microelement labor rationing that meet the requirements of modern production, it would be advisable to create consulting training and advisory centers for the provision of rationing services. We believe that these services should include the following:
- compilation of functional matrices for business processes for each structural unit of the enterprise
- identification of a set of factors that affect the amount of labor intensity of work performed by personnel
- conducting a complex of "field" observations of working time costs using modern methods of labor rationing
- development of a collection of number standards that meet the current organizational and technical conditions of the enterprise and the specific features of conducting their business processes, containing methodological bases for calculating the number, as well as the results of direct calculation of the number of structural units. In the future, the collection can be used as a scientifically based tool for managing the professional qualification and quantitative composition of the enterprise.

It can be assumed that the active introduction of new equipment and technologies into the production process will require constant professional development of rationing workers, as well as theoretical and practical training of graduates - economists, whose work activities in the future will be associated with labor rationing. Therefore, in the arsenal of the training and consulting center, along with traditional forms of training, there must be webinars and trainings that will not only contribute to professional development, but also form new competencies[3].

The solution of the issue of personnel training for advisory centers, at the initial stage of their organization, can be taken over by economic universities that have the necessary scientific highly qualified personnel and training programs providing for the study of various economic disciplines directly related to the rationing of resources. And the involvement of students in the process of labor rationing during the internship will contribute not only to the optimization of the rationing process at a particular enterprise, but will also allow students to consolidate their knowledge in practice.

Taking into account the increasing relevance of labor rationing at the stage of transition to an innovative digital economy, we believe it is necessary to solve the problem of optimizing the rationing of production processes through the use of new methods of rationing, improving the professional training of rationing workers, creating educational and consulting centers with the involvement of the scientific potential of engineering and economic universities.

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