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EFFECTIVE MECHANISMS FOR MANAGING ORGANIZATIONAL ECONOMIC SUSTAINABILITY IN THE PROCESS OF JOB OPTIMIZATION



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Abstract: This article examines effective mechanisms for managing organizational economic sustainability during job optimization. The study argues that job optimization should not be reduced to mechanical workforce reduction; rather, it should be understood as the strategic alignment of workforce capacity, job functions, productivity, labor costs, organizational capabilities, and service or product quality. Official labor market statistics of Uzbekistan, current labor legislation, and established international approaches to productivity and human resource management are used to identify the principal criteria, risks, and management instruments associated with job optimization. The analysis shows that sustainable optimization requires the simultaneous use of workload analysis, process redesign, digitalization, functional redistribution, employee reskilling, performance indicators, and social risk management. A comprehensive management mechanism is proposed in which economic, organizational, human capital, and social indicators are integrated into a continuous decision-making cycle. The proposed approach can help organizations reduce inefficient labor costs while preserving critical competencies, service quality, adaptability, and long-term economic resilience.

Keywords: job optimization, economic sustainability, labor productivity, human capital, KPI, labor costs, organizational management, employment.

Annotatsiya: Ushbu maqolada ish joylarini optimallashtirish jarayonida tashkilotlarning iqtisodiy barqarorligini boshqarishning samarali mexanizmlari o'rganiladi. Unda ish joylarini optimallashtirish faqat xodimlar sonini mexanik qisqartirish bilan cheklanib qolmasdan, balki ishchi kuchi resurslari, funksiyalari, unumdorligi, mehnat xarajatlari va tashkiliy imkoniyatlarni strategik muvofiqlashtirish sifatida qaralishi kerakligi ta'kidlangan. O'zbekistondagi rasmiy mehnat bozori statistikasi, amaldagi mehnat qonunchiligi hamda unumdorlik va inson kapitalini boshqarish bo'yicha xalqaro yondashuvlar asosida optimallashtirishning asosiy mezonlari, xavflari va vositalari tizimlashtirilgan. Taklif etilayotgan mexanizm ish yukini tahlil qilish, biznes jarayonlarini takomillashtirish, raqamlashtirish, funksiyalarni qayta taqsimlash, xodimlarni qayta tayyorlash va KPI monitoringini birlashtiradi.

Kalit so'zlar: ish joylarini optimallashtirish, iqtisodiy barqarorlik, mehnat unumdorligi, inson kapitali, KPI, mehnat xarajatlari, tashkiliy boshqaruv, bandlik.

Аннотация: В статье исследуются эффективные механизмы управления экономической устойчивостью организаций в процессе оптимизации рабочих мест. Обосновывается, что оптимизация рабочих мест не должна сводиться к механическому сокращению численности персонала, а должна рассматриваться как стратегическое согласование трудовых ресурсов, функций, производительности, затрат на труд и организационных возможностей. На основе официальной статистики рынка труда Узбекистана, действующего трудового законодательства и международных подходов к управлению производительностью и человеческим капиталом систематизированы основные критерии, риски и инструменты оптимизации. Предлагаемый механизм объединяет анализ рабочей нагрузки, совершенствование бизнес-процессов, цифровизацию, перераспределение функций, переподготовку работников и KPI-мониторинг.

Ключевые слова: оптимизация рабочих мест, экономическая устойчивость, производительность труда, человеческий капитал, KPI, затраты на труд, организационное управление, занятость.



INTRODUCTION

Changes in technology, consumer demand, competition, and labor market conditions increasingly require organizations to reconsider the structure and content of jobs. A position that was economically justified several years ago may become redundant following digitalization, process automation, outsourcing, or changes in an organization's business model. At the same time, a formal reduction in headcount does not automatically improve economic performance. If critical competencies are lost, workloads become unbalanced, employee turnover increases, or service quality declines, short-term savings may be followed by higher operating and transaction costs.

The relevance of job optimization is particularly significant for economies experiencing demographic change and structural transformation. Uzbekistan has a large and growing labor resource base. According to the National Statistics Committee, the number of labor resources increased from 19.16 million in 2020 to 20.60 million in 2025. Over the same period, the national unemployment rate declined from 10.5 percent to 4.8 percent. These developments indicate both an expanding labor resource potential and the need to create more productive forms of employment rather than relying solely on quantitative employment growth.

In this context, organizational economic sustainability refers to the ability of an enterprise or institution to maintain financial viability, productivity, operational continuity, competitiveness, and adaptive capacity under changing internal and external conditions. Sustainable organizations are therefore expected to balance cost efficiency with the preservation of human capital and organizational capabilities. Job optimization is one of the instruments through which this balance can be achieved.

The conceptual problem is that optimization is often interpreted narrowly as staff reduction. Such an interpretation ignores the distinction between a job, a function, a process, and an employee. One employee may perform several economically valuable functions, while a single formal position may include duplicated or low-value activities. Consequently, management decisions should be based on the economic value of functions and processes rather than simply on the number of employees.

The objective of this study is to develop a practical framework for managing organizational economic sustainability through job optimization. The specific objectives are to identify the economic logic of job optimization, examine the relationship between workforce structure and sustainability, systematize evaluation indicators, identify major risks, and formulate a management mechanism suitable for organizations operating under changing market and technological conditions.

LITERATURE REVIEW

The theoretical foundations of managing organizational economic sustainability in the process of job optimization are widely reflected in the works of both foreign and Uzbek scholars. Armstrong (2020) emphasizes that effective human resource management, rational workforce planning, performance evaluation, and the alignment of employee competencies with organizational goals are essential conditions for maintaining organizational efficiency and long-term sustainability. Barney (1991), within the framework of the resource-based view, argues that sustainable competitive advantage depends on valuable, rare, inimitable, and effectively organized internal resources, including human capital. This approach is particularly relevant to job optimization, as the restructuring of positions should not merely reduce labor costs but should also preserve strategically important competencies and organizational capabilities. Becker (1993) considers investments in education, skills, professional experience, and employee development to be key determinants of productivity and economic returns, thereby demonstrating that workforce optimization should be accompanied by measures aimed at strengthening human capital.

Uzbek scholars also pay considerable attention to the efficient use of labor resources, employment optimization, personnel management, productivity growth, and sustainable enterprise development. Their studies generally emphasize the importance of improving organizational structures, introducing modern management methods, enhancing employee qualifications, applying digital technologies, and linking labor productivity to economic efficiency. In the context of Uzbekistan, job optimization is therefore increasingly viewed not simply as staff reduction but as a comprehensive organizational and economic mechanism involving the redistribution of functions, the elimination of duplicated tasks, the improvement of competency requirements, the digitalization of business processes, and the more efficient use of human resources. Taken together, these studies provide a methodological basis for developing effective mechanisms that ensure a balance among workforce optimization, cost efficiency, employee productivity, and the long-term economic sustainability of organizations.



RESEARCH METHODOLOGY

The study applies a mixed analytical approach based primarily on secondary data, institutional analysis, and the synthesis of theoretical concepts. The empirical context encompasses the labor market and organizational environment of Uzbekistan, while the conceptual framework draws on the resource-based view of the firm, human capital theory, productivity management, process optimization, and strategic human resource management.

Official statistics from the National Statistics Committee of the Republic of Uzbekistan were used to characterize changes in the labor resource environment. The analysis covers the period 2020–2025, for which comparable indicators of labor resources and unemployment are available. The legislative analysis incorporates the Labor Code of the Republic of Uzbekistan and recent presidential policy measures concerning labor relations, vocational training, employment, and regional economic growth.

The analytical method consists of four interrelated procedures. First, trends in labor resources are examined to establish the macroeconomic context. Second, the concept of job optimization is decomposed into quantitative, functional, technological, financial, and qualitative dimensions. Third, management indicators are grouped into economic, operational, human capital, and social risk categories. Fourth, a conceptual optimization mechanism is formulated to link diagnosis, redesign, implementation, and continuous monitoring.

For managerial evaluation, the study employs a set of relative indicators. Labor productivity may be measured as output per employee or output per labor hour. Labor cost intensity can be calculated as labor costs divided by revenue or value added. Workload utilization can be assessed by comparing the actual productive workload with available working time. A broader sustainability score can be constructed as a weighted combination of economic efficiency, process performance, human capital retention, and social risk indicators. The purpose of these indicators is not to prescribe a universal formula but to provide a transparent basis for organizational decision-making.

The study does not claim to provide a firm-level causal estimate because a longitudinal enterprise-level dataset was not available. Accordingly, the results should be interpreted as an analytical and managerial framework grounded in official macro-level statistics, legislation, and established management theory rather than as an econometric estimate of the effect of job optimization on profitability.

ANALYSIS AND RESULTS

1. Labor Market Context and the Need for Productive Job Optimization

The dynamics of labor resources in Uzbekistan demonstrate why organizations need to manage jobs from a long-term perspective. The number of labor resources increased steadily during 2020–2025. This growth indicates that the economic challenge is not simply to reduce labor demand but to increase the productivity and quality of the jobs that organizations create and maintain. A growing labor resource base can support economic expansion when enterprises improve productivity, develop new activities, and enhance workforce capabilities.

At the same time, declining unemployment should not be interpreted as evidence that all organizational employment structures are efficient. Organizations may still have duplicated functions, excessive administrative layers, poorly designed workflows, or positions whose tasks could be reorganized through technological solutions. Conversely, an organization may experience labor shortages in strategically important positions while maintaining excess capacity in low-value activities. The managerial task is therefore to improve the composition and efficiency of employment rather than merely its volume.

Table 1. Labor Resources and Unemployment in Uzbekistan, 2020–2025
Source: National Statistics Committee of the Republic of Uzbekistan.

Year	Labor resources, thousand	Unemployment rate, %	Change in labor resources, thousand
2020	19,158.2	10.5	—
2021	19,334.9	9.6	+176.7
2022	19,517.5	8.9	+182.6
2023	19,739.6	6.8	+222.1
2024	20,085.2	5.5	+345.6
2025	20,602.6	4.8	+517.4



The data in Table 1 indicate that the labor resource base expanded by approximately 1.44 million people between 2020 and 2025, while the unemployment rate declined by 5.7 percentage points. For organizations, this environment creates two simultaneous requirements. First, human resources should be allocated to higher-productivity activities. Second, optimization processes should avoid the loss of valuable competencies simply because particular tasks have become redundant. The preferred approach is to redesign work, retrain employees, and redeploy workforce capacity wherever the economic value of such measures exceeds the costs of separation and replacement.

2. Economic Sustainability as the Central Criterion of Job Optimization

Economic sustainability extends beyond short-term financial savings. An organization is economically sustainable when it can generate sufficient economic value, meet its obligations, maintain productive capacity, absorb shocks, and continue investing in development. Job optimization contributes to sustainability when it improves the relationship between labor input and organizational output without undermining the capabilities required for future growth.

From a resource-based perspective, employees and organizational capabilities can constitute strategic resources when they are valuable, difficult to substitute, and embedded in organizational routines. Therefore, indiscriminate workforce reduction may weaken an organization's resource base. A more sustainable decision rule is to distinguish between non-value-adding activities and the employees who perform them. If a function is no longer necessary, the organization should first determine whether the employee can be redeployed to a higher-value function through training.

Human capital theory provides a similar implication. Investment in employee knowledge and skills creates productive capacity that is not immediately visible in accounting statements. When experienced employees leave as a result of poorly designed optimization processes, organizations may lose tacit knowledge and incur recruitment, onboarding, and learning costs. Thus, a comprehensive optimization assessment should include not only expected wage savings but also replacement costs, transition costs, quality effects, and the potential loss of organizational knowledge.

Accordingly, the economic effect of job optimization can be represented conceptually as:

Net optimization effect = Labor cost savings + Productivity gains – Transition costs – Quality losses – Capability losses.

This expression is not intended to serve as a universal accounting formula. Its purpose is to emphasize that the financial outcome of optimization should be evaluated on the basis of its total economic effect. If the savings from eliminating positions are smaller than the resulting losses in productivity, quality, customer retention, or organizational knowledge, the optimization decision is economically inefficient even if the payroll budget decreases.

3. Dimensions of Job Optimization

The analysis suggests that effective job optimization should be assessed across at least five dimensions: quantitative, functional, process, technological, and human capital dimensions. The quantitative dimension concerns the number of employees relative to workload. The functional dimension examines whether responsibilities are duplicated or fragmented. The process dimension evaluates whether jobs contribute to end-to-end value creation. The technological dimension identifies activities that can be automated or digitized. The human capital dimension assesses whether the organization possesses the skills required for future activities.

Table 2. Integrated Dimensions for Evaluating Job Optimization

Dimension	Main question	Typical indicator	Management response
Quantitative	Is staffing proportional to workload?	Workload per employee	Adjust staffing or redistribute workload
Functional	Are responsibilities duplicated?	Share of overlapping functions	Redesign responsibilities
Process	Does the job create value?	Process time / value-added ratio	Eliminate non-value-adding steps
Technological	Can tasks be automated?	Automation potential	Digitalize or automate routine tasks
Human capital	Are critical skills protected?	Critical-skill retention rate	Reskill, redeploy, retain
Financial	Does optimization improve sustainability?	Labor-cost intensity	Reallocate labor budget



4. Mechanisms for Managing Organizational Sustainability

The first mechanism is workload-based workforce planning. Staffing decisions should begin with a realistic assessment of the volume, complexity, seasonality, and required quality of work. A simple employee-to-position ratio is insufficient because the same number of employees may generate different outcomes under different process designs. Workload analysis should therefore consider productive hours, task frequency, process duration, service standards, and peak-load requirements.

The second mechanism is functional and process redesign. Management should map major business processes and identify activities that are duplicated, delayed, manually repeated, or weakly aligned with organizational objectives. Positions should then be redesigned around coherent sets of responsibilities. This approach can reduce unnecessary coordination costs and improve accountability without necessarily reducing the number of employees.

The third mechanism is digitalization and automation. Routine data entry, document processing, reporting, scheduling, and repetitive control operations are among the activities that can be standardized or automated. However, technology should be evaluated in terms of its full economic effect, including acquisition, integration, maintenance, cybersecurity, and training costs. Automation is economically justified when it improves productivity and reliability over the relevant planning horizon.

The fourth mechanism is employee redeployment and reskilling. When technology or process redesign makes certain tasks unnecessary, employees can be transferred to functions where demand is growing. This approach helps preserve human capital and may be economically preferable to dismissal followed by external recruitment. Reskilling is especially important when an organization expects continued digital transformation.

The fifth mechanism is performance-based management. KPIs should reflect not only the quantity of work but also quality, timeliness, customer satisfaction, error rates, productivity, and resource efficiency. Poorly designed KPIs may encourage employees to maximize one indicator at the expense of overall organizational performance. Therefore, the KPI system should include a balanced set of indicators aligned with strategic objectives.

The sixth mechanism is financial scenario analysis. Before changing staffing structures, managers should compare several scenarios: maintaining the current structure, moderate optimization, process redesign with redeployment, and deeper automation. Each scenario should be evaluated in terms of expected savings, investment requirements, productivity, quality, employee turnover, and implementation risks.

5. Integrated Indicators for Sustainability Monitoring

A sustainable optimization program requires continuous monitoring after implementation. The recommended dashboard should combine financial and non-financial indicators. Financial indicators include labor cost intensity, personnel costs per unit of output, operating margin, and realized savings. Operational indicators include output per employee, cycle time, error rates, capacity utilization, and compliance with service-level standards. Human capital indicators include voluntary turnover, absenteeism, training completion, internal mobility, and the retention of critical specialists. Social risk indicators include workload concentration, employee complaints, and the effects of organizational changes on vulnerable employee groups.

Table 3. Recommended Indicator System for Continuous Optimization Monitoring

Indicator group	Examples	Interpretation
Economic	Labor-cost intensity; personnel cost per output unit	Shows direct economic efficiency
Productivity	Output per employee; output per labor hour	Shows use of labor capacity
Process	Cycle time; error rate; capacity utilization	Shows operational efficiency
Human capital	Critical-skill retention; training; internal mobility	Shows preservation of capabilities
Quality	Customer satisfaction; service-level compliance	Protects value creation
Risk	Turnover; absenteeism; workload concentration	Identifies unintended consequences

A practical sustainability score may be constructed as a weighted index:

$$S = w_1E + w_2P + w_3H + w_4Q - w_5R,$$

where **E** represents economic efficiency, **P** productivity, **H** human capital stability, **Q** quality, and **R** organizational risk. The weights should be determined by management according to the organization's strategic priorities. The value of such an index lies in encouraging decision-makers to examine trade-offs rather than relying on a single cost indicator.



6. Institutional and Legal Considerations in Uzbekistan

Job optimization in Uzbekistan should be implemented within the framework of labor legislation and current state employment policy. The Labor Code, approved by Law No. O'RQ-798 of 28 October 2022, establishes the legal foundation for labor relations and therefore provides the basic institutional framework within which organizational staffing decisions must be made.

Recent presidential policy measures also emphasize the quality and organization of employment. Presidential Decree No. PF-126 of 4 August 2025 addresses the improvement of labor relations and vocational training and introduces additional measures for employers. Its provisions concerning reserved jobs for socially vulnerable groups demonstrate that workforce management cannot be separated from broader employment and social policy considerations.

Presidential Decree No. PF-223 of 20 December 2024 focuses on establishing a new system for ensuring high economic growth and employment in the regions and strengthening the role and responsibility of local authorities. For organizations, this policy direction reinforces the importance of linking employment decisions with productivity, regional development, and the creation of sustainable economic activity.

These legal and policy considerations imply that organizational optimization should be transparent, evidence-based, and consistent with labor rights. Economic efficiency should not be interpreted as unrestricted workforce reduction. Instead, organizations should pursue lawful workforce planning, fair procedures, retraining, redeployment, and the preservation of productive employment where economically feasible.

7. Risks of Poorly Designed Optimization

The most significant risk is false economy. An organization may achieve an immediate reduction in payroll costs but subsequently incur higher costs because remaining employees become overloaded, customer service deteriorates, overtime increases, and employee turnover rises. A second risk is the loss of tacit knowledge. Experienced employees often perform coordination and problem-solving functions that are not fully reflected in formal job descriptions. Their departure can therefore reduce organizational resilience.

A third risk is the concentration of critical tasks among too few employees. This increases operational vulnerability because the absence of a single specialist may interrupt an entire process. A fourth risk is the deterioration of the organizational climate. Employees who perceive optimization as unpredictable or unfair may reduce discretionary effort or begin seeking alternative employment. A fifth risk is underinvestment in skills. If optimization focuses only on immediate savings, the organization may become less prepared for technological and market changes.

Risk management therefore requires scenario testing and post-implementation review. Management should define acceptable thresholds for productivity, quality, turnover, and workload. If any of these indicators deteriorates beyond the accepted level, the optimization plan should be adjusted. This transforms job optimization from a one-time restructuring exercise into a continuous management process.

8. Proposed Integrated Management Mechanism

Based on the analysis, an integrated mechanism for managing economic sustainability through job optimization can be represented as a continuous cycle consisting of diagnosis, economic evaluation, redesign, capability development, implementation, and monitoring. Diagnosis identifies workload imbalances, duplicated functions, low-value activities, and critical capabilities. Economic evaluation compares alternative staffing and process scenarios. Redesign restructures jobs and workflows. Capability development provides retraining and opportunities for internal mobility. Implementation introduces the selected changes with appropriate legal and organizational safeguards. Monitoring assesses whether the expected economic and operational outcomes have actually been achieved.

The key principle is reversibility. Where uncertainty is high, organizations should prefer pilot projects and gradual implementation to immediate large-scale restructuring. A pilot project allows management to test assumptions about productivity, technology, and employee capabilities before committing substantial resources. This is particularly relevant for medium-sized organizations that may have limited financial buffers.

The second principle is strategic selectivity. Not every function requires the same degree of optimization. Routine administrative activities may have high automation potential, while customer-facing, creative, analytical, or highly specialized functions may require additional investment rather than reduction. The third principle is internal mobility. Before eliminating a position, management should assess whether the employee can be transferred to a higher-value activity after appropriate training.

The fourth principle is balanced accountability. Responsibility for optimization should not be assigned solely to the human resources department. Finance, operations, technology, and business unit managers should also participate because the economic effects of job design are distributed across the organization. The fifth principle is continuous measurement. Results should be compared with the baseline and reviewed at predefined intervals.



CONCLUSION AND SUGGESTIONS

Job optimization can serve as an important instrument for strengthening organizational economic sustainability, but only when it is treated as a strategic redesign of work rather than as a mechanical reduction in personnel. The analysis of Uzbekistan's labor market context shows a growing labor resource base and a substantial decline in unemployment during 2020–2025. This environment increases the importance of productivity, effective skill utilization, and the quality of employment.

The proposed approach integrates workload analysis, functional and process redesign, digitalization, reskilling, redeployment, KPI-based management, financial scenario analysis, and risk monitoring. Its central advantage is that it evaluates the full economic effect of organizational change rather than focusing exclusively on payroll savings. The preservation of critical competencies and service quality is treated as an economic requirement because both directly influence long-term organizational resilience.

For organizations in Uzbekistan, the effectiveness of job optimization should also be assessed within the framework of national labor legislation and employment policy. Presidential measures concerning labor relations, vocational training, employment, and regional development reinforce the need to combine economic efficiency with responsible employment practices.

Future research should move from the conceptual framework developed in this article toward firm-level empirical testing. Panel data from enterprises could be used to estimate how specific optimization measures affect productivity, profitability, labor turnover, and organizational resilience. Such research would allow the proposed indicators and weights to be calibrated for different sectors and organizational sizes.

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