



**PRIORITY DIRECTIONS FOR EFFECTIVE HUMAN RESOURCE  
MANAGEMENT IN THE CONTEXT OF THE DIGITAL ECONOMY IN THE  
REPUBLIC OF UZBEKISTAN**

G'aniyev Shaxzod Shuhrat o'g'li  
Intern Lecturer at Karshi State University  
E-mail: shaxzodganiyev46@gmail.com

Abdualimov Salim Asqarjon o'g'li  
Student in the "Human Resource Management"  
Department, Karshi State University  
E-mail: salihabdu2121@gmail.com

**Abstract:**

The article describes the analysis and studies of the use of innovations and digital technologies in the management of human resources in the conditions of the digital economy in the Republic of Uzbekistan. The directions of using innovations and digital technologies in human resources management are explained, conclusions and researches are discussed in this regard.

**Keywords:** Digitization, HRM, internet banking, electronic services, electronic products, electronic government, communication, HRMS, KPI, cloud technology, electronic platform.

**Introduction**

Digitalization is the integration of digital technologies into various sectors of life, including the economy, all levels of education, culture, healthcare, tourism, agriculture, services, and other processes.<sup>1</sup> In today's world, we rely on information technologies and systems to achieve our goals across all sectors of life. In the economy, particularly in the strategic management of human resources, information technologies, systems, and digital technologies are increasingly being implemented. The "Uzbekistan 2030" strategy, approved by the President of Uzbekistan, includes expanding the scope of e-government services to establish a "Service State" system, aiming to eliminate bureaucratic procedures in interactions between citizens and the government.<sup>2</sup> On April 28, 2020, the decree PQ-4699 was issued, aiming to digitalize

<sup>1</sup> Do you know the words and terms related to the digital economy? - article, website <https://mitc.uz/uz/news/1554>, author Nurulla Abdullayev, Advisor to the Minister of Information Technologies and Communications Development

<sup>2</sup> "UZBEKISTAN — 2030" Strategy, Decree of the President of the Republic of Uzbekistan No. PF-158, dated 11.09.2023, Lex.uz, <https://lex.uz/ru/docs/-6600413>





human resource management systems and integrate modern information technologies into economic sectors and government administration. This initiative focuses on enhancing the competitiveness of the national economy by expanding telecommunication networks and implementing e-government services across the country.<sup>3</sup> The decree PQ-4699, adopted in 2020, highlights the introduction of modern information and communication technologies (ICT) in Uzbekistan's economy and government administration, with a focus on digitalizing human resource management systems (HRMS) and employee performance evaluation systems (KPI). These systems aim to optimize processes and improve efficiency in public and private sectors. Notably, the Unified National Labor System (YaMMT), created by the Ministry of Employment and Labor Relations, automates the collection, analysis, and management of employee data.

**HRM.argos.uz.** Through this system, both government institutions and private enterprises can register and monitor labor contracts. **HRM.argos.uz** is the newest digital platform aimed at automating human resource management processes for businesses and organizations in Uzbekistan. It mainly provides opportunities for state enterprises to efficiently manage and monitor human resources. The platform's advantages include automation (which reduces manual work), data security (ensuring privacy with modern technologies), and flexibility (continuously updated with changes for businesses and organizations).

**Vacancy.argos.uz** serves to establish easy communication between job seekers and employers in Uzbekistan. The platform allows companies to post vacancies and search for suitable candidates, while job seekers can find job openings and upload their resumes. Its advantages include:

**Quick and easy use:** Provides convenient search and posting options for both parties.

**Automated processes:** Filters and analyzes vacancies and resumes.

**Database:** Stores a broad range of vacancies and candidate information.

**Online communication:** Allows direct contact between employers and candidates.

**Edo.ijro.uz** is a digital platform designed for the implementation and monitoring of the President's decrees, government decisions, and other official state documents. This system manages the circulation of official documents between government agencies, organizations, and enterprises, ensuring speed and transparency. The benefits of the Edo.ijro.uz system include enhanced execution control (allowing continuous monitoring of document acceptance, execution, and results), digitizing

<sup>3</sup> Decree of the President of the Republic of Uzbekistan No. PQ-4699, dated 28.04.2020, on "Measures for the Broad Implementation of Digital Economy and E-Government," Lex.uz, <https://lex.uz/docs/-4800657>





documents (encouraging electronic document flow to reduce time and costs), process speed (monitoring execution times and ensuring timely completion), and security and reliability (with digital signatures and data security as key components).

In addition, digital banking and finance systems, as well as electronic budget systems, are widely used in state organizations and enterprises. In education, digital systems such as Kundalik.com, Modul, and Hemis are employed, while in healthcare, systems like E-health, Telemedicine, "Youth Medicine," and "Emergency Medical Assistance," along with digital prescriptions and electronic medical records, are in use.

Human resource management systems in Uzbekistan's private sector include:

**hh.uz (Head Hunter)** – one of the largest job search and job posting platforms in Uzbekistan, connecting job seekers and employers in both the private and public sectors. This platform offers the following services: job postings, online resume creation, search filters (to sort job postings), employer profiles (allowing companies to showcase their brand and job opportunities), statistical data (helping both employers and job seekers analyze market demand and supply), qualification improvement opportunities (with information about training courses and seminars), a mobile application version, and various tips and resources to help job seekers during the job application process.

**Smart-hr.uz** is a platform offering innovative digital solutions for human resource management (HR) in the Republic of Uzbekistan. It helps both private and public sector companies automate and streamline their employee management processes. The key features and services of the Smart-hr.uz platform include:

**Employee Data Management:** Allows centralized management of employee data (resumes, personal details, work history, etc.).

**Recruitment Process:** Offers automation of recruitment, including online applications, interview scheduling, and result tracking.

**Training and Development:** Supports scheduling of training and courses to enhance employee skills and professional growth.

**Payroll and Incentives System:** Enables payroll calculation, incentive systems, and fair evaluation of employees.

**Reports and Analytics:** Provides tools to create reports and analytics to support HR strategy formulation.

**Online Interface:** The platform has a modern, user-friendly online interface.

**Privacy and Security:** Ensures the protection of employee data, ensuring confidentiality.

**Mobile Support:** Users can access the platform and manage work processes from anywhere using mobile applications.





In addition, there are digital platforms such as HRC.uz, Kadrovik.uz, hr.uz, ancor.co.uz, and greenwhite.uz. Moreover, electronic management systems for restaurants, electronic digital cash register systems, and more, developed by Uzbek programmers, are widely and effectively used.

Digital Economy involves automating and improving economic processes using data, artificial intelligence, cloud technologies, and digital platforms. In this new environment, improving the effectiveness, speed, and flexibility of human resource management is essential. To achieve this, several priority areas need to be defined: Implementation of digital technologies: Widely and fully integrating digital technologies into practice.

Optimizing HR processes using digital platforms: For example, utilizing platforms like LinkedIn and Workday for employee recruitment and management.

**Data Analysis:** Analyzing employee data through Big Data to assist in decision-making, such as assessing employee performance with tools like IBM Watson.

**Flexible Work Conditions:** Offering remote work and flexible schedules, as seen in companies like Google and Microsoft, to increase employee engagement.

**Employee Skill Enhancement:** Using digital education and online training to improve employee skills, with examples like Coursera and Udemy.

**AI and Automation:** Using AI to automate work processes and reduce employee workload, such as optimizing customer service through chatbots.

These directions should be widely applied in Uzbekistan as well.<sup>4</sup>

## CONCLUSION

In general, when we look at the experiences of developed countries in human resource management, many advanced achievements can be listed. For example, in the United States, large technology companies such as Amazon and Apple widely use digital analytics in HR management and have implemented artificial intelligence in practice. In Japan, during the digital transformation process, programs focused on enhancing worker skills have led to the renewal of traditional work methods. For instance, Toyota uses artificial intelligence and automation to optimize manufacturing processes. In Europe, companies in the European Union, such as SAP, give great attention to digital transformation and cybersecurity, even developing digital learning platforms for employees.

The key priorities in these countries' approaches to HR management include:

<sup>4</sup> "Human Resource Management in the Digital Age" Muallif: Strohmeier, S., 2016-yil, "International Journal of Human Resource Management" ilmiy jurnali





Developing an innovative culture: Supporting innovation within organizations and encouraging employees with new ideas.

Diversification and inclusivity: Attracting diverse human resources to the team, which enhances creativity and innovation.

Sustainability and security: Ensuring security in digital platforms and protecting employee data.

Increasing employee competitiveness: Enhancing competitiveness through the development of digital skills.

Looking at international practice, digital economy now extends beyond just e-commerce and services and is rapidly entering every sector of life, including healthcare, education, construction, energy, agriculture, water management, transport, geology, cadastre, archives, internet banking, and others. In each of these sectors, it has shown high results. Providing electronic services and offering digital products to citizens is a key part of the digital economy. Expanding this sector in our country will help fight corruption.

## REFERENCES

1. "UZBEKISTAN – 2030" Strategy, Decree of the President of the Republic of Uzbekistan No. PF-158, dated 11.09.2023, Lex.uz
2. Decree of the President of the Republic of Uzbekistan No. PQ-4699, dated 28.04.2020, on "Measures for the Broad Implementation of Digital Economy and E-Government," Lex.uz
3. Decree of the President of the Republic of Uzbekistan No. PQ-3124, dated 11.07.2017, Lex.uz
4. Strohmeier, S., "Human Resource Management in the Digital Age", International Journal of Human Resource Management, 2016
5. Khaitov, A.B., "Human Resource Management," Textbook, Tashkent, 2019, p. 7
6. "Personnel Management," Ed. by A.Ya. Kibanov, Moscow, 2008
7. Nazarova, G.G., Mukhamedjanova, G.A., Salikhova, N.M., Ismailova, N.S., Rozmetova, N.B., "Human Resource Management" (Textbook), Tashkent, 2010
8. "Do You Know the Terms of Digital Economy?" Article, Mitc.uz, Nurulla Abdullayev, Advisor to the Minister of Information Technologies and Communications
9. Xayriddinov, S. B. (2023). "A Look at the Financial Results of the Activities of Higher Education Institutions in Uzbekistan." Research Focus International Scientific Journal, 2(11), 35-39.





10. Khayriddinov, S. B., & Mengliboyev, S. T. (2023). "Methods for the Effective Use of Financial Resources in Budget Institutions." *Research Focus*, 2(12), 27-32.
11. Xayriddinov, S. (2024). "On the Creation of Modern and Prospective Legal Foundations to Ensure the Effective Use of Financial Resources in Higher Education Institutions."
12. Botirovich, K. A., & Batirovich, K. S. (2023). "Local Budget Revenues as an Important Link in Territorial Revenue Power."

