



INTERNATIONAL EXPERIENCES OF CROSS- SECTORAL HUMAN RESOURCE MANAGEMENT AND INFORMAL EMPLOYMENT IN THE CONDITIONS OF UZBEKISTAN

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Abstract

This article discusses human resource management and its prospects, modern HR management, the concept of global competition, personnel challenges in the service sector, workforce training in Uzbekistan, and issues related to the implementation of innovations.

Keywords: Dual education system, vocational education, private sector, specialist training, Human Resources Management (HRM) system, personnel turnover, labor market, information technologies.

Introduction

In today's economy, all countries and companies rely on human capital (employees, their knowledge, skills, experience, and creative potential) as the main factor driving their development. The Human Resource Management (HRM) system is a key tool necessary for achieving success in changing economic conditions. For enterprises and organizations, it is important to implement modern management approaches to effectively utilize human resources, introduce innovations, continuously develop personnel, and ensure competitiveness.



At the same time, a number of reforms are being implemented in the field of human resource management in Uzbekistan's economy. These reforms are mainly aimed at employing young people, modernizing the education system, and supporting the development of the digital economy.

In this regard, the rational use of human resources, strengthening people's professional skills and health form the basis of this discipline. Therefore, having knowledge and skills in modern methods and principles of human resource management in enterprises and organizations is considered urgent.

Thus, the solution to the most pressing problems of managing human resources at the sector, enterprise, and regional levels — which can become the locomotive for further modernization and diversification of the economy — can be achieved through a thorough mastery of the discipline "Human Resource Management."

The main goal of human resource management is to ensure the maximum effective performance of the available workforce in the organization. The Human Resource Management (HRM) system consists of the following components:

Recruitment and Selection: Every organization must effectively organize the process of selecting and hiring personnel suited to its activities. In this process, it is important to use technological tools and artificial intelligence (AI)-based analysis methods to choose the best candidates.

Training and Development of Employees: Organizations need to continuously improve the knowledge and skills of their employees. For this purpose, trainings, seminars, and courses should be organized. In particular, teaching innovative technologies and enhancing professional qualifications must be carried out regularly.

Motivation and Incentives: A system of incentives is essential to ensure employees work efficiently. Establishing both monetary and non-monetary incentives helps increase employees' motivation to work.

Social Cooperation and Communication: Maintaining positive interpersonal relationships and a healthy internal environment within the company is one of the key tasks of HR management. Additionally, improving internal communication systems can enhance team spirit.

The higher the wages demanded by employees, the fewer employees employers can hire (law of demand). Correspondingly, the lower the wages employers are



willing to pay for a particular job, the fewer people are ready to perform that job (law of supply). At the intersection of these interests, a balanced labor price emerges, where the number of people willing to work and the number of job offers available from employers match.

The necessity of human resource management is related to the following factors:
Technological advancement: It is necessary to prepare workers to quickly master new technologies.

Global competition: The demand for highly skilled employees is increasing to maintain competitiveness.

Staff turnover: In sectors with frequent staff turnover, it is important to onboard employees effectively and motivate them to work for a long time.

Changes in the labor market: It is essential to continuously analyze the demands of the new labor market and the needs for personnel.

Managing people is of great importance for all organizations. There is no organization without people. No organization can achieve its goals without the necessary personnel. Labor resource management is a significant part of management theory and practice. In large organizations, overall responsibility for labor resources management is usually entrusted to qualified staff in the human resources department, which is typically part of the headquarters services.

These specialists must know not only their own areas but also understand the needs of lower-level managers to help achieve organizational goals. At the same time, if these managers do not understand the features, mechanisms, opportunities, and shortcomings of labor resource management, they cannot fully benefit from the services of HR specialists. Therefore, it is important for all managers to know and understand the methods and techniques of managing people.

3. Specific features of human resource management systems in economic sectors
Industrial sector: In the industrial sector, the human resource management process requires specialized technical knowledge and high qualifications. Special attention should be paid to improving employees' skills when introducing new technologies into production.

Ensuring Safety: In production processes, it is essential to continuously train employees and improve their knowledge of safety measures.



Industrial Innovations: Competitive industrial sectors require attracting highly skilled workers to develop new technologies and innovations. Encouraging employees to think innovatively is crucial in this regard.

Agriculture: In agriculture, employees are often seasonal workers, so it is necessary for agricultural organizations to create a flexible system for training and hiring personnel.

Seasonal Workforce: The seasonal nature of employee training and recruitment in agriculture requires special systems to prepare and place workers in a timely manner.

Adaptation to Climatic Conditions and Technologies:

Agricultural workers should be skilled and able to adapt to climatic conditions and use modern technologies.

Service Sector: In the service sector, the quality of customer service is the main factor, where communication and interpersonal skills among staff are of great importance.

Customer Interaction: Employees' skills in customer service must be continuously developed.

Motivation: To increase motivation among service sector employees, continuous incentives should be provided.

Information Technology Sector:

Human resource management in the IT sector is particularly complex, as this field demands constant change and innovation.

Training Highly Skilled IT Specialists:

In addition to academic education, practical training and instruction in advanced technologies are necessary for preparing IT specialists.

Workplace Flexibility:

The widespread adoption of remote work and flexible working hours is important for IT employees.

4. Modern Approaches in Human Resource Management

Organizations use HR Analytics or personnel analytics to analyze employee performance and make data-driven decisions aimed at improving efficiency. Through this approach, organizations achieve the following objectives:

Measuring employee loyalty and engagement.



Identifying workplace issues and resolving them.

Determining key personnel needed to enhance competitiveness.

Competency-Based Management:

Selecting and evaluating employees based on the competencies (knowledge, skills, experience) best suited for their positions leads to higher productivity. Competency-based management is especially important for retaining highly skilled personnel.

5. Trends in the Development of Human Resource Management in Uzbekistan's Economy

The development of human resource management systems in Uzbekistan receives special attention from the government. Notably, reforms focused on youth employment and workforce training are particularly significant.

It is well known that in a market economy, only a seller who can offer a desirable product becomes a buyer. However, most people do not produce goods nor own stores, yet they possess purchasing power — legally so, since this money represents a distinct commodity: the sale of their labor power. To sell their labor, employees enter a specialized market — the labor market. This market resembles other goods markets in some ways but differs in others. Primarily, the laws of supply and demand operate here as well, forming an equilibrium wage rate where the number of workers willing to work matches the number of job vacancies offered.

Vocational Education: Special focus is placed on developing vocational education in Uzbekistan and training qualified specialists for the private sector.

Youth Employment: The government is implementing special programs aimed at facilitating youth employment.

Increasing Competitiveness: Efforts are underway to enhance competitiveness by developing the private sector and improving employee qualifications.⁶ Chet el tajribasi va O'zbekistonga mos takliflar

Kaizen Approach: The Japanese Kaizen approach encourages employees to propose suggestions that help improve production processes. This approach can be effectively applied in Uzbekistan's industrial sectors.

German Experience: Dual Education System: In Germany, students combine their education with practical training at manufacturing enterprises. Implementing this



system in Uzbekistan's education framework could be an effective method for employment facilitation and workforce training.

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