

**TOSHKENT SHAHRIDAGI XALQARO VESTMINSTER UNIVERSITETI
HUZURIDAGI ILMIY DARAJALAR BERUVCHI DSc.22/30.12.2019. I.85.01
RAQAMLI ILMIY KENGASH**

TOSHKENT SHAHRIDAGI XALQARO VESTMINSTER UNIVERSITETI

GAPPAROVA DILDARA BAXTIYOROVNA

**O'ZBEKISTONDA RAQAMLASHTIRISH VA AVTOMATLASHTIRISH
DAVRIDA ISTE'DODLARNI BOSHQARISH**

08.00.13 – Menejment

**Iqtisodiyot fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi
AVTOREFERATI**

Toshkent – 2025

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**Contents of the dissertation abstract of the Doctor of Philosophy (PhD) in
economic sciences**

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KIRISH (falsafa doktori (PhD) dissertatsiyasining annotatsiyasi)

Dissertatsiya mavzusining dolzarbligi va zarurati. Jahonda ilm-fan va texnologiyalarga asoslangan iqtisodiy rivojlanish davrida inson kapitali va iste'dodli kadrlarni boshqarish alohida ahamiyat kasb etmoqda. Jumladan, jahon inson resurslarini boshqarish bozori 2022-yilda 21,69 milliard AQSh dollariga baholangan bo'lib, prognozlarga ko'ra, mazkur bozorning 2023-yildan 2030-yilgacha yillik o'sish sur'ati 12,7 foizni tashkil etadi. Ushbu o'sish inson resurslari axborot tizimi, ya'ni Human resource information system (HRIS) tomonidan qo'llab-quvvatlanuvchi soddalashtirilgan inson resurslari (HR) boshqaruvi jarayonlariga ehtiyoj ortishi bilan bog'liq¹. Ta'kidlash kerakki, rivojlangan mamlakatlarning yirik kompaniyalarida iste'dodlarni boshqarish, jumladan, ishga qabul qilish, o'qitish va rivojlantirish amaliyotida inson resurslari axborot tizimlarini qo'llash, xodimlarning mehnat samaradorligini oshirish, innovatsiyalarni rag'batlantirish va kompaniyalarning umumiy faoliyatini yaxshilash tendensiyasida muhim o'rin tutadi.

Jahonda inson kapitalini samarali boshqarish va rivojlantirish orqali kompaniyalar o'zgaruvchan va raqobatbardosh biznes muhitida faoliyat yuritish ko'nikmalariga ega iste'dodli kadrlarni tanlash va samarali boshqarish muammolariga doir ilmiy tadqiqotlar olib borilmoqda. Jahonning yetakchi ilmiy markazlari va oliy ta'lim muassasalari tomonidan xalqaro miqyosda amalga oshirilayotgan tadqiqotlar orqali, tashkilotlarda strategiyalar zamonaviy global tendensiyalar asosida shakllantirilib, xodimlar bilan ishlashda ilmiy-amaliy tadqiqotlarni kengaytirish hisobiga eng samarali usullarni topish imkoniyatiga ega bo'linadi. Bunday ilmiy yondashuvlar o'zaro munosabatlar ekotizimini shakllantirish, xodimlar samaradorligi va tashkilotga sadoqatini oshirishda, katta hajmli ma'lumotlarga asoslangan qarorlar qabul qilish va HR jarayonlarini soddalashtirishda muhim ahamiyatga ega. Shuningdek, zamonaviy kompaniyalarda masofaviy va gibril ishlash modellari, xodimlar farovonligi va inklyuzivlik singari nisbatan yangi amaliyotlar ish yuritishning yangicha yondashuvlarini tadqiq etishga qaratilgan ilmiy tendensiyalarni faollashtiradi.

O'zbekistonda iqtidorli kadrlarni boshqarish bilan bog'liq ilmiy tadqiqotlarga muhim masala sifatida e'tibor qaraladi. Mamlakatimiz jahon mehnat bozoriga integratsiyalashgani sari, tashkilotlar ham mahalliy, ham xalqaro ishtirokchilar tomonidan kuchayib borayotgan raqobatda ustunlikka erishish uchun tez o'zgaruvchan biznes muhitiga moslashishi, kuchli iqtidorli kadrlarni boshqarish strategiyalarini amalga oshirish va HR jarayonlarini raqamli transformatsiya qilish muhim ahamiyat kasb etadi. O'zbekiston Respublikasi Prezidenti Shavkat Mirziyoyev ta'kidlaganidek, "Inson kapitalini rivojlantirish va kreativ yosh avlodni tarbiyalash – O'zbekiston o'z oldiga qo'ygan strategik vazifalardan biridir"². Shu sababdan, respublikamizda

¹ Grand View Research. 2023. "Human Resource Management (HRM) Market | Industry Report, 2030." Grandviewresearch.com. 2023. <https://www.grandviewresearch.com/industry-analysis/human-resource-management-hrm-market>.

² O'zbekiston Respublikasi Prezidentini Sh.Mirziyoyevning BMT Bosh Assambleyasini 78-sessiyasidagi nutqi // <https://president.uz/oz/lists/view/6679>.

faoliyat yuritayotgan korxonalar va tashkilotlar uzluksiz kasbiy ta'limni yo'lga qo'yish, HR texnologiyalari va analitikani joriy etish, madaniyatlararo farqlarni o'rganish va mahalliy sharoitga moslashtirilgan amaliy yechimlarni ishlab chiqish maqsadida keng ko'lami tadqiqotlar olib borish talab etiladi.

Dissertatsiya ishi O'zbekiston Respublikasi Prezidentining 2020-yil 5-oktabrdagi PF-6079-sonli "Raqamli O'zbekiston – 2030" farmoni, 2022-yil 28-yanvardagi PF-60-sonli "2022-2026-yillarga mo'ljallangan Yangi O'zbekiston taraqqiyot strategiyasi to'g'risida"gi, 2023-yil 24-maydagi PQ-162-sonli "Raqamli xizmatlar qamrovi va sifatini oshirish hamda soha, tarmoq va hududlarni raqamli transformatsiya qilish chora-tadbirlari to'g'risida"gi, 2024-yil 21-fevraldagi

PF-37-sonli "O'zbekiston – 2030" strategiyasini "Yoshlar va biznesni qo'llab-quvvatlash yili"da amalga oshirishga oid davlat dasturi to'g'risida"gi, 2023-yil 22-sentabrdagi Vazirlar Mahkamasining 492-sonli "Respublika va mahalliy ijro etuvchi hokimiyat organlarida inson resurslarini boshqarish tizimini takomillashtirish chora-tadbirlari to'g'risida"gi qarorlari va boshqa me'yoriy-huquqiy hujjatlarda belgilangan vazifalarni bajarishda ma'lum darajada xizmat qiladi.

Tadqiqotning respublikada fan va texnologiyalar rivojlanishining ustuvor yo'nalishlariga mosligi. Tadqiqot respublikada ilmiy-texnologik taraqqiyotning "Axborotlashgan jamiyat va demokratik davlatni ijtimoiy, huquqiy, iqtisodiy, madaniy, ma'naviy-ma'rifiy rivojlantirishda innovatsion g'oyalar tizimini shakllantirish va ularni amalga oshirish yo'llari" strategik yo'nalishiga mos ravishda bajarilgan.

Muammoning o'rganilganlik darajasi. Bir qator olimlar jumladan M.G.R.Alam³, A.M.Oehley⁴, G.M.Quaosar⁵, M.A.Rahman, X.Qi va M.S.Jinnah⁶, D.M.EINakib⁷, Liu D. va M. Darbandi⁸, G.M.A.Ali Quaosar va Md.S.Rahman⁹, N.A.Beadles, C.M.Lowery, K.Johns¹⁰, T.Karaboğa¹¹, J.G.Harris, E.Craig va D.A.Light¹² va boshqalar tomonidan iste'dodli kadrlarni inson resurslari axborot

³ Alam M. G. R. [и др.]. Critical Factors Influencing Decision to Adopt Human Resource Information System (HRIS) in Hospitals // PLOS ONE. 2016. № 8 (11). С. e0160366.

⁴ Oehley A. M. The development and evaluation of a partial talent management competency model // scholar.sun.ac.za [Электронный ресурс]. URL: <https://scholar.sun.ac.za/handle/10019.1/>

⁵ Quaosar G. M. A. A. Determinants of the Adoption of Human Resources Information Systems in a Developing Country: An Empirical Study // The International Technology Management Review. 2017. № 3 (6). С. 82.

⁶ Rahman M. A., Qi X., Jinnah M. S. Factors affecting the adoption of HRIS by the Bangladeshi banking and financial sector // Cogent Business & Management. 2016. № 1 (3).

⁷ EINakib D. M. [va boshqalar]. The Effect of HRIS Adoption on Vodafone Egypt Firm's Performance // Journal of Human Resource and Sustainability Studies. 2021. № 02 (09). С. 173–192.

⁸ Liu D., Darbandi M. Assessing the impact of cloud-based services on the talent management of employees // Kybernetes. 2021. № 6 (51).

⁹ Ali Quaosar G. M. A., Rahman Md. S. Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and Prospects // Journal of Human Resource and Sustainability Studies. 2021. № 03 (09). С. 470–483.

¹⁰ Beadles N. A., Lowery C. M., Johns K. The Impact of Human Resource Information Systems: An Exploratory Study in the Public Sector // Communications of the IIMA. 2015. № 4 (5).

¹¹ Karaboğa T. The Impact of Industry 4.0 on Talent Management Practices // Advances in Human Resources Management and Organizational Development. 2023. С. 1–19.

¹² Harris J. G., Craig E., Light D. A. Talent and analytics: new approaches, higher ROI // Journal of Business Strategy. 2011. № 6 (32). С. 4–13.

tizimlari orqali boshqarish va inson resurlarini menejmenti jarayonlarining raqamli transformatsiyasi mavzusidagi ilmiy va amaliy xalqaro tadqiqotlar o'tkazilgan.

Rossiyalik olimlar E.I.Leskina¹³, E.P.Barinova, E.N. Sheremetyeva va A.S.Zotova¹⁴, V.I.Kabalina, O.V.Mondrus¹⁵, E.A.Panova, N.N. Oparina va L.V.Bondareva¹⁶ va boshqalar ushbu yo'nalishda ilmiy tadqiqotlar olib borganlar va iste'dodlarni axborot texnologiyalarini qo'llash orqali zamonaviy boshqarish yo'llarini o'rganishga munosib hissa qo'shganlar.

B.Ismailov¹⁷, V.Levinskaya¹⁸, R.R.Oqmullayev¹⁹, A.H.Aajaz, O.A.Kayumov va N.R.Kayumova²⁰ singari respublikamiz olimlarining inson resurslarini va iste'dodlarni raqamli transformatsiya orqali boshqarishga oid ilmiy ishlari nisbatan kichik hajmda amalga tatbiq etilgan, bu holat iste'dodlarni boshqarish bo'yicha axborot tizimlaridan foydalanish respublikamizda hali dastlabki bosqichida ekanligini ko'rsatadi.

Garchi yuqorida keltirilgan tadqiqotchilar inson resurslarini boshqarish sohasida raqamli transformatsiya jarayonlarini o'rganishda sezilarli yutuqlarga erishgan bo'lsalar-da, ularning xulosalari asosan tavsifiy tahlillar bilan cheklangan. Bu tadqiqotlarda mamlakatimizning o'ziga xos sharoitiga mos empirik ma'lumotlar yetarlicha taqdim etilmagan. Bundan tashqari, ular asosan rivojlangan davlatlar tajribasidan olingan amaliy tavsiyalarni o'z ichiga oladi. Bu esa ularning qo'llanilish doirasi va mamlakatimiz rivojlanishida duch kelayotgan o'ziga xos muammolarni hal qilishdagi potentsial ta'sirini cheklaydi.

Rivojlangan mamlakatlar dinamikasi ko'plab tadqiqotlarda o'rganilgan bo'lsa-da, bir qator olimlar natijalarning shakllanishida madaniyat, an'analar, biznes amaliyoti va davlat qonunchiligi singari turli omillar hal qiluvchi ahamiyatga ega ekanligini e'tirof etadilar. Shu nuqtayi nazardan, O'zbekistonning o'ziga xos sharoitida chuqur tadqiqotlar olib borish muhim ahamiyat kasb etadi. Mamlakatimiz siyosiy, diniy va madaniy qadriyatlarini, shuningdek, ijtimoiy munosabatlar va iqtisodiy rivojlanishga ta'sir ko'rsatuvchi o'ziga xos xususiyatlari bilan ajralib turadi. Mazkur omillarni o'rganish orqali

¹³ Leskina E. I. [va boshqalar.]. Digital Talent Management For Human Capital Development // European Proceedings of Social and Behavioural Sciences. 2022.

¹⁴ Barinova E. P., Sheremetyeva E. N., Zotova A. S. Digital Talents: Realities and Prospects // Lecture Notes in Networks and Systems. 2019. C. 327–334.

¹⁵ Kabalina V. I., Mondrus O. V. Contextualizing Talent Management in Russian IT Companies // Russian Management Journal. 2018. № 1 (16). C. 5–36.

¹⁶ Panova E. A., Oparina N. N., Bondareva L. V. Talent Management: Tasks and Challenges for a Digital Tomorrow // Lecture notes in networks and systems. 2022. C. 288–294.

¹⁷ Ismailov B. Uzbekistan in the Process of Digitalization // Centre for Economic Research and Reforms under the Administration of the President of the Republic of Uzbekistan [Электронный ресурс]. URL: <https://eupoliticalreport.com/uzbekistan-in-the-process-of-digitalization/>.

¹⁸ Levinskaya V. Digital Transformations in Uzbekistan: Technological and Sociocultural Factors // Zenodo. 2024. № 1 (1).

¹⁹ Oqmullayev R. R. Human Resource Management Roles in the Condition of Industry 4.0 // Galaxy International Interdisciplinary Research Journal. 2022. № 8 (10). C. 198–204.

²⁰ Aajaz A. H., Kayumov O. A., Kayumova N. R. Artificial Intelligence in The Management Of Intellectual Resources Of Enterprises In The Conditions Of The Digital Economy In Uzbekistan // Zenodo (CERN European Organization for Nuclear Research). 2023. № 1 (A).

ushbu tadqiqot takomillashtirish zarur bo'lgan sohalarni aniqlash va hozirgi kunda mamlakatning ijtimoiy-iqtisodiy rivojlanish davrida duch kelayotgan qiyinchiliklarni hisobga olib, ilmiy izlanish olib borish maqsad qilingan.

Tadqiqotning dissertatsiya bajarilgan oliy ta'lim muassasasining ilmiy tadqiqot ishlari rejasi bilan bog'liqligi. Dissertatsiya Toshkent xalqaro Vestminster universitetining ilmiy tadqiqot rejasi asosida "Raqobatbardosh bozor sharoitida real sektor va kompaniyalarni rivojlantirishning ilmiy-uslubiy asoslarini takomillashtirish" davlat fundamental tadqiqot loyihasi doirasida bajarilgan.

Tadqiqotning maqsadi O'zbekistonda raqamlashtirish va avtomatlashtirish davrida iqtidorlarni boshqarishni takomillashtirish bo'yicha taklif va tavsiyalar ishlab chiqishdan iborat.

Tadqiqotning vazifalari:

iste'dodlarni boshqarishning nazariy asoslarini o'rganish va bu jarayonning asosiy bosqichlarini aniqlash;

raqamli transformatsiya inson resurslarini boshqarish tizimini qanday qayta shakllantirishini o'rganish va texnologik innovatsiyalar orqali iste'dodlarni boshqarishni tadqiq qilish;

"texnologik-tashkiliy-tashqi" (TTT) va "uzoq muddatli orientatsiya" omillarining inson resurslari axborot tizimlarini joriy etishga bo'lgan ta'sirini tadqiq qilish;

O'zbekistonda iqtidorli kadrlarni inson resurslari axborot tizimlari orqali boshqarishning iqtisodiy-matematik modelini yaratish;

O'zbekistonda iste'dodlarni inson resurslari axborot tizimlari orqali boshqarish tadqiqotlari uchun miqdoriy usul metodologiyasini shakllantirish;

O'zbekistonda iste'dodlarni inson resurslari axborot tizimlari orqali boshqarishning iqtisodiy-matematik modelini ekonometrik tahlil qilish;

O'zbekistonda iste'dodlarni inson resurslari axborot tizimlari orqali boshqarishni amalga oshirish bo'yicha tahlil natijalariga asoslangan yo'l xaritasini yaratish;

O'zbekistonda faoliyat yuritayotgan tashkilotlar uchun inson resurslari axborot tizimini joriy etishning taklif va tavsiyalar ishlab chiqish;

O'zbekistonda raqamlashtirish va avtomatlashtirish davrida iqtidorlarni boshqarish takomillashtirish yuzasidan ilmiy va amaliy tavsiyalar berish;

Tadqiqot ishining obyekti O'zbekistonda korxonalar va tashkilotlarning iste'dodlarni inson resurslari axborot tizimlari orqali boshqarishni takomillashtirishga qaratilgan faoliyati hisoblanadi.

Tadqiqotning predmetini O'zbekistonda iste'dodlarni inson resurslari axborot tizimlari orqali boshqarish jarayonida vujudga keluvchi ijtimoiy va tashkiliy munosabatlar tashkil etadi.

Tadqiqotning usullari. Mazkur dissertatsiya ishida ilmiy abstraksiyalash, mantiqiy fikrlash, deduksiya, analiz va sintez, chiziqli va logistik regressiyalar hamda noparametrik testlar singari ekonometrik va statistik tahlil usullaridan foydalanilgan.

Tadqiqotning ilmiy yangiligi quyidagilardan iborat:

uslubiy yondashuvga ko'ra, Tornatskiy va Fleysherning "texnologik, tashkiliy va tashqi omillari" asosida iqtidorlarni samarali boshqarishning yangi modeli ishlab chiqilib, bunda tashkilotlardagi IT infratuzilma, kadrlar bo'limi xodimlarining IT salohiyati va top-menejment qo'llab-quvvatlashining iste'dodlarni boshqarish samaradorligiga ta'siri raqamlarda tasdiqlangan;

O'zbekistondagi kichik korxonalar iste'dodni jalb qilish, rivojlantirish va ushlab qolishda yirik tashkilotlarga nisbatan samarador ekani statistik dalillar bilan asoslanib, korxonalar hajmi va iste'dodlarni boshqarish natijalari o'rtasida teskari proportsionallik aniqlangan ($p\text{-value}=0,006$; $b=-0.161$). Yirik va kichik korxonalarda iste'dodlarni samarali boshqarish strategiyalari bo'yicha amaliy tavsiyalar ishlab chiqarilgan;

Hofstedening "uzoq muddatli orientatsiya" mezoni texnologik omillar va iste'dodlarni boshqarish samaradorligi o'rtasidagi bog'liqlikka moderatsion ta'sir ko'rsatishi aniqlanib, O'zbekiston sharoitida iste'dodlarni samarali boshqarish va rivojlantirish jarayoni tashkilotlarning uzoq muddatli strategik yo'nalganligi bilan bog'liqligi asoslangan;

inson resurslari axborot tizimlari (HRIS) "texnologik-tashkiliy-tashqi omillar" va iste'dodlarni boshqarish samaradorligi o'rtasida vositachi (mediator) sifatida ahamiyat kasb etishi ilmiy asoslandi, hamda O'zbekistonda HR texnologiyalarini joriy etish va takomillashtirish bo'yicha 2025-2030-yillar uchun yo'l xaritasi ishlab chiqilgan.

Tadqiqotning amaliy natijalari quyidagilardan iborat:

HR boshqaruv tizimlarini takomillashtirish va iste'dodli kadrlar boshqaruv samaradorligini oshirishga xizmat qiluvchi HRIS tizimlarini joriy etishda tashkilotlar IT infratuzilmasi va xodimlarning IT kompetensiyasini rivojlantirishga sarmoya kiritishni davom ettirishlari kerakligi asoslab berilgan;

kichik korxonalar uchun iste'dodli kadrlar boshqaruvida yanada moslashuvchan, innovatsion tizimlarni ishlab chiqish va yirik tashkilotlarda xodimlarni boshqarish jarayonlarini optimallashtirishga doir takliflar berilgan;

iste'dodlarni HRIS tizimlari orqali boshqarishni amalga oshirish bo'yicha iqtisodiy-matematik modelning empirik tahlil natijalariga asoslangan yo'l xaritasi yaratilgan;

O'zbekiston sharoitida HR texnologiyalarni joriy etish samaradorligi tashkilotning ichki madaniyati bilan bevosita bog'liq bo'lib, texnologiyalarni o'zlashtirish jarayonini va korxonaning kelajakka yo'naltirilga ichki madaniyatiga muvofiqlashtirish zarurati asoslangan;

inson resurslari axborot tizimlarini amaliyotga joriy etish va iste'dodlarni boshqarishni takomillashtirish bo'yicha amaliy tavsiyalar ishlab chiqilgan.

Tadqiqot natijalarining ishonchliligi. Tadqiqotni haqiqiy va original qiladigan muhim tanlama hajmiga ega so'rovlarda to'plangan ma'lumotlar, asosan, inson resurslarini boshqaruv (HR) menejerlari va sohaga oid mutaxassislardan olingan birlamchi miqdoriy ma'lumotlardan iborat. Bundan tashqari, Cronbach's Alpha, Kaiser-Meier-Olkin (KMO) Score, Bartlett's Test, Average Variance Extracted (AVE) va Composite Reliability (CR) singari ekonometrik tahlil natijalari tadqiqotning ishonchlilik va haqiqiylik (reliability

and validity) darajasi yuqori ekanligini ko'rsatadi.

Tadqiqiy natijani ilmiy va amaliy ahamiyati. Ishning ilmiy ahamiyati uning keng qamrovli tahlili va O'zbekistonda iqtidorli kadrlarni orqali boshqarishni takomillashtirish bo'yicha o'ziga xos kontekstga ega tavsiyalardan iborat.

Tadqiqot natijalarining amaliy iqtidorli kadrlarni boshqarish sohasida ishlab chiqilgan taklif va tavsiyalar, xususan, O'zbekistonda iqtidorli kadrlarni boshqaruv jarayonlarini raqamlashtirish va inson resurslarini boshqarish axborot tizimlari va maxsus boshqaruv platformalarini joriy etish orqali bu sohani takomillashtirish yo'llarini aniqlashdan kelib chiqadi.

Tadqiqot natijalarining joriy etilishi. Raqamlashtirish va robotlashtirish davrida iqtidorlarni boshqarishni takomillashtirish bo'yicha olingan ilmiy natijalar asosida:

uslubiy yondashuvga ko'ra, Tornatskiy va Fleysherning "texnologik, tashkiliy va tashqi omillari" asosida iqtidorlarni samarali boshqarishning yangi modeli ishlab chiqilib, bunda tashkilotlardagi IT infratuzilma, kadrlar bo'limi xodimlarining IT salohiyati va top-menejment qo'llab-quvvatlashining iste'dodlarni boshqarish samaradorligiga ta'siri raqamlarda tasdiqlanishi "Angelsey Food" XK MCHJ tomonidan Korzinka supermarketlar tarmog'ida iste'dodlarni rivojlantirish strategiyasini ishlab chiqishda foydalanilgan ("Angelsey Food" XK MCHJning 2025-yil 7-martdagi 732-sonli ma'lumotnomasi). Natijada "Korzinka" supermarketlar tarmog'i maxsus texnik ta'minot va kadrlarning IT-salohiyatini rivojlantirishga ustuvor ahamiyat berishi hamda yuqori rahbariyatning kuchli ko'magi kompaniyaning iqtidorli kadrlarni yollashi, rivojlantirishi va ushlab qolishidagi samaradorligini sezilarli darajada oshirgan. Kompaniya xodimlari ko'nikmalarini rivojlantirish uchun maxsus mentorlik dasturlari hamda onlayn va oflayn o'quv seminarlari tashkil etilgan va 2024-yil 18-oktabrda kompaniya HR bo'yicha innovatsion amaliyotlari uchun respublika Employer Brand Award & Summit 2024 (EMBRAS)da "Talent Development" (Iste'dodlarni rivojlantirish) mukofotiga sazovor bo'lishiga erishilgan;

O'zbekistondagi kichik korxonalar iste'dodni jalb qilish, rivojlantirish va saqlab qolishda yirik tashkilotlarga nisbatan samarador ekani statistik dalillar bilan asoslanib, korxonalar hajmi va iste'dodlarni boshqarish natijalari o'rtasida teskari proporsionallik aniqlanganligi ($p\text{-value}=0,006$; $b=-0.161$) hamda yirik va kichik korxonalarda iste'dodlarni samarali boshqarish strategiyalari bo'yicha amaliy tavsiyalarni qo'llagan holda "Korzinka" supermarketlar tarmog'i eng yirik ish beruvchi kompaniyalardan biri sifatida innovatsion texnologiyalarni joriy etish va kompaniyada ishlashning asosiy afzalliklarini namoyish etish orqali iste'dodli xodimlarni ishga jalb qilishning yangi strategiyasini muvaffaqiyatli amalga oshirgan ("Angelsey Food" XK MCHJning 2025-yil 7-martdagi 732-sonli ma'lumotnomasi). Natijada 2023-yilda "Ishimiz yanada yaxshiroq!" loyihasi orqali iste'dodli kadrlarni jalb qilish va ularni kompaniyaning ichki trening markazi orqali o'qitib, ishga tayyorlash imkoniyati yaratilgan va bu yangilik yirik reklama kompaniyasida targib qilingan. Loyiha ishga tushirilganidan so'ng kompaniyaning ish izlovchilar

oqimi besh baravarga ko'paygan va nomzodlar anketalarining umumiy soni 35 mingga yetgan. 3 oyda 1 640 nafar yangi iste'dodli xodimlar "Korzinka" supermarketlar tarmog'ida ishga olinishiga erishilgan;

Hofstedening "Uzoq muddatli orientatsiya" mezoni texnologik omillar va iste'dodlarni boshqarish samaradorligi o'rtasidagi bog'liqlikka moderatsion ta'sir ko'rsatishi aniqlanib, O'zbekiston sharoitida iste'dodlarni samarali boshqarish va rivojlantirish jarayoni tashkilotlarning uzoq muddatli strategik yo'nalganligi bilan bog'liqligi asoslanishi O'zbekiston Savdo-sanoat palatasining uzoq muddatli maqsadlarini belgilash, asosiy e'tiborni xodimlarning strategik va texnologik bilimlarini oshirishga qaratilishiga sabab bo'lgan. Natijada Palata doirasida kelajak uchun barqaror o'sishga ko'maklashuvchi iste'dodlarni boshqarish bo'yicha yangi strategiya joriy etilgan (O'zbekiston Savdo-Sanoat Palatasining 2025-yil 17-martdagi 02-07-27-3029-sonli ma'lumotnomasi). Ma'lumotlarga asoslangan mazkur yondashuv uzoq muddatli maqsadlarga erishish, xususan, xodimlar malakasini oshirish va tashkilotning doimiy rivojlanishini ta'minlashga qaratilgan. 2024-yilda 50 nafar iqtidorli kadrlar bir qator xorijiy davlatlar, jumladan, Germaniya, Chexiya, Turkiya, Koreya, Pokiston singari mamlakatlarga xorijiy tajriba orttirish uchun jo'natilgan;

inson resurslari axborot tizimlari (HRIS) "texnologik-tashkiliy-tashqi omillar" va iste'dodlarni boshqarish samaradorligi o'rtasida vositachi (mediator) sifatida ahamiyat kasb etishi ilmiy asoslangan hamda O'zbekistonda HR texnologiyalarini joriy etish va takomillashtirish bo'yicha 2025-2030-yillar uchun yo'l xaritasi ishlab chiqilishi "Korzinka" supermarketlar tarmog'ida "Raqamlashtirilgan professional o'sish" tizimini joriy etishda foydalanilgan ("Angelsey Food" XK MCHJning 2025-yil 7-martdagi 732-sonli ma'lumotnomasi). Natijada, "SAP SuccessFactors" elektron platformasi asosida kompaniya xodimlarining xizmat pog'onalarida o'sishining shaffofligi oshgan. Xodimlar soni yil davomida sezilarli darajada 27 % ga oshgan va 2025-yil fevral holatiga ko'ra, "Korzinka" supermarketlar tarmog'i tizimida 12,7 mingdan ortiq kishi ish bilan ta'minlangan.

Tadqiqot natijalarining aprobatsiyasi. Tadqiqot natijalari 5 ta konferensiyada, jumladan 3 ta nufuzli xalqaro tadbir va 2 ta respublika ilmiy-amaliy anjumanlarida batafsil taqdim etilgan va tahlil qilingan. Bu esa soha mutaxassislari o'rtasida mazmunli munozaralar va qimmatli fikr-mulohazalarni yuzaga keltirgan.

Tadqiqot natijalarining e'lon qilinishi. Dissertatsiya mavzusi bo'yicha 14 ta ilmiy ish chop etilgan bo'lib, bu sohaning keng qamrovli o'rganilganligini ko'rsatadi. Shulardan, O'zbekiston Respublikasi Oliy attestatsiya komissiyasi tomonidan falsafa doktori (PhD) dissertatsiyalarining asosiy ilmiy natijalarini e'lon qilish uchun tavsiya etilgan ilmiy nashrlarda 9 ta maqola nashr etilgan. Maqolalarning 3 tasi nufuzli milliy jurnallarda chop etilgan bo'lib, bu mahalliy ilmiy muhitga qo'shilgan muhim hissa hisoblanadi. 5 ta maqola esa ta'sir ko'yeffitsiyenti yuqori bo'lgan nufuzli xalqaro jurnallarda nashr etilgan,

shuningdek 1 ta maqola Scopus indeksiga kiruvchi xalqaro jurnalda chop etilgan, bu esa tadqiqotning global ahamiyati va e'tirofini qayd etadi.

Dissertatsiyaning hajmi va tuzilishi. Dissertatsiya kirish, 3 ta bob, xulosa, foydalanilgan adabiyotlar ro'yxati va ilovalardan iborat. Shuningdek, u qo'shimcha materiallar bilan uch ilovani o'z ichiga oladi. Dissertatsiyaning umumiy hajmi

153 sahifadan iborat bo'lib, unda tanlangan mavzu atroflicha o'rganilgan.

DISSERTATSIYANING ASOSIY MAZMUNI

Dissertatsiyaning **Kirish** qismida tadqiqotning dolzarbligi va zarurati asoslangan, maqsadi, vazifalari, obyekti va predmeti tavsiflangan, respublikada fan va texnologiyalar rivojlanishining ustuvor yo'nalishlariga mosligi ko'rsatilgan, ilmiy yangiligi, amaliy natijalari bayon qilingan, olingan natijalarning ilmiy va amaliy ahamiyati yoritib berilgan, ularni amaliyotga joriy etish, nashr qilingan ishlar, dissertatsiya tuzilishi bo'yicha ma'lumotlar keltirilgan.

Dissertatsiyaning "**Iste'dodlarni boshqarishning nazariy va amaliy jihatlari**" deb nomlangan birinchi bobida ilmiy adabiyotlarda iqtidorlarni boshqarishga oid turli nazariyalar va tarixiy rivojlanish tadqiq etilgan. Mazkur bobda iqtidorlarni boshqarishni ta'riflovchi asosiy tushunchalar atroflicha o'rganilib, iqtidorlarni boshqarish asosiy uchta nazariyalari batafsil tshuntirilgan. Shuningdek, turli tashkiliy muhitlarda iqtidorlarni samarali boshqarish strategiyalarining asosini tashkil etuvchi muhim tamoyillar hamda amaliyot yoritib berilgan.

"Iste'dodlarni boshqarish" atamasi "to'g'ri" kadrlarni aniqlash va ularni "to'g'ri" ish o'rinlariga joylashtirishdan iborat bo'lib, bu tashkilot maqsadlariga erishish uchun kerakli ko'nikmalarga ega shaxslarni aniqlash, jalb etish va rivojlantirish amaliyoti hisoblanadi. Ayniqsa, yuqori darajadagi rahbarlik lavozimlarida iste'dodli shaxslarni yollash tashkilot muvaffaqiyati uchun juda muhimdir²¹. Bu jarayonni 4 bosqichga bo'lingan aylana shaklida tasvirlash mumkin: baholash, ta'lim, motivatsiya va tahlil

(1-rasm)²². Dastlab, to'g'ri shaxsni ishga olishga e'tibor qaratiladi, keyin esa xodimlarning imkoniyatlarini tushunish va maksimal darajada rivojlantirish uchun ko'nikmalarini oshirishga urg'u beriladi. Jarayon davomida motivatsiya va saqlab qolish strategiyalari amalga oshiriladi, bu esa xodimlarning o'ziga xosligini rivojlantirish va ularga tegishli his qilishni mustahkamlaydi. Nihoyat, so'nggi bosqichda kelajakdagi ko'nikmalar talablarini tahlil qilish va xodimlarning qobiliyatlarini yanada rivojlantirish usullari baholanadi.

Bundan tashqari, "Employer Brand Model"²³ kuchli ish beruvchi brendining yuqori darajadagi talantlarni jalb qilish va saqlab qolishdagi

²¹ Miner, J. B. (1973). The management consulting firm as a source of high-level managerial talent. *Academy of Management Journal*, 16(2), 253-264.

²² Glen, C. (2006). "Key Skills Retention and Motivation: The War for Talent Still Rages and Retention is The High Ground", *Industrial and Commercial Training*, Vol. 38, No. 1, pp. 37-45.

²³ Gaddam and Soumya (2008) "Modeling Employer Branding Communication: The Softer Aspect of HR Marketing Management", *ICFAI Journal of Soft Skills*. Mar2008, Vol. 2 Issue 1, p45-55. 11p.

ahamiyatini ta'kidlaydi. Google, Facebook va Ernst & Young singari kompaniyalarda AI-ga asoslangan yollash vositalarini xodimlarni jalb qilish va sezilarli darajada foyda olish uchun muvaffaqiyatli qo'llanadi²⁴. Ish beruvchi brendi nafaqat yollashni osonlashtiradi, balki xodimlarning qoniqishini oshiradi, bu esa tashkilotning umumiy samaradorligini yaxshilaydi.



1-rasm. Iste'dodlarni boshqarish jarayoni²⁵

Boshqa bir model, AARRR Pirate Metrics²⁶, marketingda dastlab qo'llanilgan va iste'dodlarni boshqarish uchun moslashtirilgan. Bu model xodimlarni ichki mijoz sifatida qabul qilib, 5 bosqichdan iborat: xodimlarni jalb qilish, yollash, unumdorlikni oshirish, tavsiya qilish va saqlab qolish. Jalq qilish bosqichi samarali ish beruvchi brendi orqali malakali nomzodlarni jalb qilishga qaratilgan, yollash esa tanlov va ishga joylashishni anglatadi. Unumdorlikni oshirish xodimlarning o'sish va rivojlanish imkoniyatlari orqali samaradorligini maksimal darajada oshirishni anglatadi. Tavsiya qilish joriy xodimlarning ijobiy brend imijini yaratish uchun qo'llashni maqsad qiladi, saqlab qolish esa raqobatbardosh maosh, imtiyozlar va qo'llab-quvvatlovchi muhit orqali xodimlarning qoniqishini saqlashni nazarda tutadi.

Bunday turli nazariyalar orqali iste'dodlarni boshqarishning asosiy tushunchalari – *jalb qilish*, *rivojlantirish* va *ushlab qolish* – doimiy ravishda ta'kidlanadi va bu jarayonlarning samaradorligini baholashda asosiy o'lchov sifatida xizmat qiladi.

Raqamli transformatsiya va inson resurslarining axborot tizimlari. So'nggi yillarda butun dunyo bo'ylab kompaniyalar operatsiyalarida turli raqamli texnologiyalarni joriy etishga alohida e'tibor berilmoqda va inson

²⁴ EY Global (2019), "How EY's AI journey created a major business impact", available at: https://www.ey.com/en_gl/alliances/how-ey-s-ai-journey-created-a-major-business-impact

²⁵ Glen, C. (2006). "Key Skills Retention and Motivation: The War for Talent Still Rages and Retention is The High Ground", *Industrial and Commercial Training*, Vol. 38, No. 1, pp. 37-45.

²⁶ AIHR (2021), "A New HR Talent Management Model", available at: https://www.digitalhrtech.com/new-hr-talent-management-model/?_ga=2.221443928.1919393496.1618643774-1579557018.1618058046

resurslarini boshqarish (HRM) ham bundan mustasno emas²⁷. Dastlab, ish bilan ta'minlashdan axborot tizimlari 1940-yillarda faqat ma'lumotlarni saqlash va ish haqi to'lash uchun foydalanilgan²⁸. HRIS 1980-yillarda HR bilan bog'liq ma'lumotlarni boshqarish uchun dasturiy ta'minot sifatida joriy etilgan. U nafaqat zarur funksiyalarni avtomatlashtirish, balki qoidalar, jarayonlar va xodimlar ma'lumotlarini ham birlashtiradi²⁹. Biroq, hozirgi texnologik o'zgarishlar davrida, inson resurslari axborot tizimlari (HRIS) endi barcha HR faoliyatlarini boshqarishda yordam beradi. Bunday raqamli o'zgarish operatsion jarayonlarni yaxshilash va inson kapitalini boshqarish samaradorligini oshirishda yordam beradi, bu esa tashkilotlarning qarorlar qabul qilish jarayonini yaxshilaydi³⁰. HRMning raqamlashtirilishi endilikda yangilik emas, ammo COVID-19 pandemiyasi uning qabul qilinishini jadallashtirdi, chunki kompaniyalar gibrid ishlash muhitlarida agil bo'lib, yuqori samaradorlikka erishishga intilmoqda. Bunday texnologiyalar, xodimlar va iste'dodlarga doir axborotlar analitikasi bilan ta'minlab, raqamlarga asoslangan "aqlli" qarorlar qabul qilish imkonini beradi va tashkilotlarga HR jarayonlarini dinamik ravishda boshqarishga yordam beradi.

HRISning bir nechta foydali tomonlari bor, jumladan aniqlikni kuchaytiradi, ma'lumotlarga tez kirish imkoniyatini yaratadi, resurslarni tejash va mijozlar mamnunligini oshirish imkonini beradi³¹. Biroq tizimni joriy etishda xodimlarning moslashuvi va tashkilotdagi o'zgarishga qarshilik muammolarini hal qilish zarur³². HRIS HR operatsiyalarini soddalashtirishi, samaradorlikni oshirishi va strategik iste'dodlarni boshqarishga e'tibor qaratish imkonini berishi isbotlangan³³. Ma'lumotlarga asoslangan qarorlar qabul qilish, yuqori samarali xodimlarning profillarini tahlil qilish orqali yanada ma'lumotli iste'dodlarni jalb qilishga yordam beradi, bu esa tashkilotlarga mos nomzodlarni jalb qilish imkonini yaratadi^{34 35}. HRISning integratsiyasi HR analitikasi orqali strategik qarorlar

²⁷ Singh, G., Tiwari, P. and Garg, V. (2023). HRM Digitalisation: Exploring Success and Outcomes. The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part B, 199–219. Available from <https://doi.org/10.1108/978-1-80455-662-720230012> [Accessed 6 April 2023].

²⁸ DeSanctis G. Human Resource Information Systems: A Current Assessment // MIS Quarterly. 1986. № 1 (10). C. 15.

²⁹ Lina, M.A. (2019). Human Resource Information System (HRIS): An Important Element of Modern Organization. Global Disclosure of Economics and Business, 8 (2), 61–66. Available from <https://doi.org/10.18034/gdeb.v8i2.98> [Accessed 2 March 2024].

³⁰ Samy, N. et al. (2023). HRIS Mediating Role the Relationship between TOE and Decision Making. Technology and Investment, 14 (01), 1–21. Available from <https://doi.org/10.4236/ti.2023.141001> [Accessed 11 March 2023].

³¹ Ngai, E.W.T. and Wat, F.K.T. (2006). Human resource information systems: a review and empirical analysis. Personnel Review, 35 (3), 297–314. Available from <https://doi.org/10.1108/00483480610656702>.

³² Kovach, K.A. et al. (2002). Administrative and Strategic Advantages of HRIS. Employment Relations Today, 29 (2), 43–48. Available from <https://doi.org/10.1002/ert.10039>.

³³ Batra, Tejal Singh, and Rasika Patil. 2023. "Impact of HRIS Strategy on HRIS Effectiveness." Ssrn.com. July 2023. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4565506.

³⁴ Harris, Jeanne G., Elizabeth Craig, and David A. Light. 2011. "Talent and Analytics: New Approaches, Higher ROI." Journal of Business Strategy 32 (6): 4–13. <https://doi.org/10.1108/02756661111180087>.

³⁵ Gafurov, K. 2019. "Uzbekistan's Digitalization of Human Resources Management System: Advantages and Prospects." Uzbekistan.org.ua. 2019. <https://uzbekistan.org.ua/en/news/7045-uzbekistan%E2%80%99s>

qabul qilishni qo'llab-quvvatlaydi va bu esa kompaniya muvaffaqiyatiga xizmat qiladi³⁶.

Raqamli vositalar, masalan, sun'iy intellekt (AI), iste'dodlarni boshqarishdagi roli ortishi bilan HRIS Alni integratsiya qilish orqali ishga olish jarayonlarini avtomatlashtirish, masalan, rezyume tekshirish, videointervyular, shaxsiy o'rganish yo'nalishlari, ish faoliyati tahlili va xodimlarning ishdan ketish xavfini aniqlash singari vazifalarni bajarish imkonini beradi³⁷. AI va HRISning integratsiyasi operatsion samaradorlikni oshiradi va xodimlar tajribasini shaxsiylashtiradi. Bundan tashqari, HRISning Agile HR amaliyotiga qo'shilishi tashkilotlar o'zgaruvchan ish muhitlariga tez moslashish va iste'dodlarni boshqarishning tezkor usullarini amalga oshirish imkonini beradi^{38 39}.

O'zbekistonda, mehnat ta'minoti va talabning sezilarli nomutanosibligi mavjud, hozirgi kunda mamlakatda muhandislar, moliya mutaxassislari singari maxsus sohalarda kadrlar yetishmaydi⁴⁰. HRISning qabul qilinishi bunday iste'dodlarni boshqarish muammolarini hal qilishga yordam berishi mumkin. O'zbekistonda raqamli transformatsiya yo'lida sezilarli yutuqlarga erishilgan, 2022-yilda 43-o'rinda bo'lib, bu ko'rsatkichni 37 pog'ona ko'tarilgan, HRISning joriy qilinishi nisbatan asta-sekinlik bilan olib borilmoqda, shu sababdan mamlakatda uning qabul qilinishiga ta'sir etuvchi omillarni o'rganish zarurati mavjud.

Texnologik, tashkiliy va tashqi (TTT) omillari va uzoqni ko'zlash madaniy omilining ta'siri. Texnologik, tashkiliy va tashqi (TTT) omillar, ya'ni Technology, organisation and environment (TOE) Tornatzky va Fleischer⁴¹ tomonidan 1990-yilda taqdim etilgan bo'lib, bu model texnologiyalarni qabul qilishni tahlil qilishda muhim ahamiyatga ega. COVID-19 pandemiyasi TTT omillarining ahamiyatini yanada kuchaytirib, ko'plab tashkilotlarning uzoq muddatli masofaviy ish yuritishga o'tilishi sababli, HRM amaliyotida raqamli texnologiyalarning integratsiyasini talab qila boshladi⁴². Texnologik, tashkiliy va tashqi omillar HRM amaliyotining samaradorligi, ayniqsa, iste'dodlarni boshqarish amaliyotiga ta'sir ko'rsatadi.

Texnologik omillar hamma tashkilot bo'limlariga ta'sir qiladi va HR

digitalization-of-human-resources-management-system-advantages-and-prospects.html.

³⁶ Sharma, Anshu, and Jyotsna Bhatnagar. 2017. "Talent Analytics: A Strategic Tool for Talent Management Outcomes." *Indian Journal of Industrial Relations* 52 (3): 515–27. <https://www.jstor.org/stable/26536413>.

³⁷ Levenson, Alec. 2018. "Using Workforce Analytics to Improve Strategy Execution." *Human Resource Management* 57 (3): 685–700. <https://doi.org/10.1002/hrm.21850>.

³⁸ Rohit, Ashish Kumar, Mukesh Saini, and Maneesh Pawar. 2024. "Integration of Artificial Intelligence in Human Resource Information System." *International Journal of Innovative Research in Technology and Science* 12 (2): 177–83. <https://ijirts.org/index.php/ijirts/article/view/26>.

³⁹ Dedes, Matthew. 2024. "Agile HR Practices in 2024 - EmployeeConnect HRIS." *Employee Connect Australia*. January 8, 2024. <https://www.employeeconnect.com/blog/agile-hr-practices-in-2024/>.

⁴⁰ Amcham Uzbekistan (2015), "HR market of Uzbekistan", Available from: <https://amcham.uz/wpcontent/uploads/publication-2015-second.pdf>

⁴¹ Tornatzky L. G., Fleischer M., Chakrabarti A. K. *The Processes of Technological Innovation* / L. G. Tornatzky, M. Fleischer, A. K. Chakrabarti, Lexington, MA, Lexington Books: Free Press, 1990.

⁴² Jana, Bhaswati, and Tanuja Kaushik. "Application of technology-organization-environment model in HR analytics adoption." *Journal of Information and Optimization Sciences* 43, no. 6 (2022): 1387-1395.

bo'limi bundan mustasno emas⁴³. Bu omillar ikki o'lchovga bo'linadi: IT infratuzilmasi va IT kompetensiya.

1) *IT Infratuzilmasi*: Yangi texnologiyalarni joriy qilish uchun tashkilotda yaxshi rivojlangan IT infratuzilmasi zarur. IT infratuzilmasi HRM amaliyotida yangi texnologiyalar qo'llanishini kuchaytiruvchi yoki to'xtatuvchi asosiy omildir.⁴⁴

2) *IT Kompetensiya*: Bu, korxonada maqsadlarni amalga oshirish uchun zarur bo'lgan kompyuter va IT texnologiyalardan foydalanish ko'nikmalarini anglatadi. HRM kontekstida, IT kompetensiya HR xodimlarining HRIS tizimini muvaffaqiyatli amalga oshirish uchun zarur bo'lgan texnologik ko'nikmalarni bildiradi. Xodimlarning yuqori darajadagi IT kompetensiyasi kadrlar va texnologiyalarga bir vaqtning o'zida qilingan investitsiyalar orqali oshirilib, bu, o'z navbatida, HRIS tizimi natijalari yaxshilanishiga olib kelad⁴⁵.

1-gipoteza: Texnologik omillar iste'dodlarni boshqarish amaliyotiga ijobiy ta'sir ko'rsatadi.

Tashkiliy omillar ham HRM amaliyotlarini amalga oshirishda muhim ahamiyatga ega⁴⁶. Bunday omillar uchta o'lchovga bo'linadi: taxminiy murakkablik, top menejerlar qo'llab-quvvatlashi va taxminiy xarajatlar.

1) *Taxmin qilingan murakkablik*: yangi HRIS tizimini amalga oshirishda, taxmin qilingan murakkablik mazkur texnologiya joriy etilishiga ta'sir ko'rsatishi mumkin. Shu bilan birga bu innovatsiyalarning o'zlashtirilishiga to'sqinlik qilishi va HR bo'limidagi qaror qabul qilish jarayonini murakkablashtirishi mumkin.

2) *Top menejerlar qo'llab-quvvatlashi* HRM amaliyotini muvaffaqiyatli amalga oshirishda muhim ahamiyatga ega. Avvalgi tadqiqotlar rahbariyat qo'llab-quvvatlashi HRM amaliyoti samaradorligi yaxshilashini ko'rsatdi⁴⁷. Masalan, HRM direktorining direktorlar kengashida bo'lishi, HRM amaliyotiga kuchliroq ta'sir ko'rsatadi. Natijada bu iste'dodlarni boshqarishga ham ijobiy ta'sir ko'rsatadi.

3) *Taxminiy xarajatlar*: Yangi tizim, texnologiya yoki yechimlarni joriy qilish uchun resurslar, ayniqsa moliyaviy resurslar talab qilinadi. Loyiha xarajatlari tahlili yangi tizimning joriy etilishi yoki rad etilish qaroriga ta'sir qiluvchi juda muhim omil hisoblanadi⁴⁸.

⁴³ Alam, Md Golam Rabiul, Abdul Kadar Muhammad Masum, Loo-See Beh, and Choong Seon Hong. "Critical factors influencing decision to adopt human resource information system (HRIS) in hospitals." *PloS one* 11, no. 8 (2016): e0160366.

⁴⁴ Ma, Li, and Maolin Ye. "The role of electronic human resource management in contemporary human resource management." *Open Journal of Social Sciences* 3, no. 04 (2015): 71.

⁴⁵ Mogoale, P., R. Kekwaletswe, and Aubrey Mongale. "Analysis of IT Capability Impact on Organizational Performance." *International Journal of Computer Trends and Technology* 69 (2021): 76-81.

⁴⁶ Reginato, Luciane, and Reinaldo Guerreiro. "Relationships between environment, culture, and management control systems." *International Journal of Organizational Analysis* 21, no. 2 (2013): 219-240.

⁴⁷ Reutzel, Christopher R., Carrie A. Belsito, and Jamie D. Collins. "Human resource management executive presence in top management." *International Journal of Organizational Analysis* 24, no. 5 (2016): 985-1001.

⁴⁸ Andjelic, Slavica, and Tamara Vesic. "The importance of financial analysis for business decision making." In *Book of proceedings from Sixth International Scientific Conference Employment, Education and Entrepreneurship*, pp. 9-25. 2017.

2-gipoteza: Tashkiliy omillar iste'dodlarni boshqarish amaliyotiga ijobiy ta'sir ko'rsatadi.

Tashqi omillari korxonadan tashqari bo'lgan va biznes jarayonlariga ta'sir qiluvchi omillar bo'lib, masalan, bozor sharoiti va hukumat tomonidan qo'llab-quvvatlashi ta'siri bo'lishi mumkin. Shu sababdan, raqobatchilar bosimi va hukumat tomonidan qo'llab-quvvatlash yangi texnologiyalarni qabul qilishda yordam beradi yoki to'xtatadi⁴⁹.

1) *Raqobatchilar bosimi:* Raqobat bosimi yangi texnologiyalarni joriy qilish va kompaniyalarni boshqarishda muhim ahamiyatga ega. Tashkilotlar har doim o'zaro raqobatlashadi, ayniqsa, iste'dodlarni ishga yollash, rivojlantirish va saqlash bo'yicha.

2) *Davlat qo'llab-quvvatlashi:* Hukumat siyosati, masalan, soliqlar, investitsiyalar va intellektual mulkni himoya qilish kabi omillar, texnologiyalarni joriy qilishga yordam beradi. Hukumatning kompaniyalarni qo'llab-quvvatlashi va texnologiyani joriy qilishdagi roli juda yuqori⁵⁰.

3-gipoteza: Tashqi omillari iste'dodlarni boshqarish amaliyotiga ijobiy ta'sir ko'rsatadi.

HRIS mediatorning roli. HRIS tizimlari HRM amaliyotida muhim ahamiyatga ega, chunki ular tashkilot samaradorligini oshiradi va xarajatlarni kamaytiradi⁵¹. TTT omillari HRIS joriy etilishiga ijobiy ta'sir ko'rsatishi boshqa olimlar tomonidan ham ta'kidlab o'tilgan, HRIS esa o'z navbatida, TTT omillari va iste'dodlarni boshqarish amaliyoti o'rtasida bog'liqlikka mediator vazifasini bajaradi⁵².

4-gipoteza: HRIS joriy etish texnologik, tashkiliy va tashqi (TTT) omillar va iste'dodlarni boshqarish samaradorligi o'rtasidagi empirik munosabatlarga vositachilik (mediator) ta'sirini ko'rsatadi.

Uzoqni ko'zlash madaniy omili. Madaniy omillar, ayniqsa, "uzoqni ko'zlash" omili iste'dodlarni boshqarish amaliyotiga ta'sir ko'rsatadi. Geert Hofstede⁵³ o'zining 1984-yilgi "Madaniyat oqibatlarini" asarida madaniyat va tashkilot dinamikasi o'rtasidagi munosabatlarni o'rganadi. Hofstede tomonidan taklif qilingan nazariya quyidagi madaniy omillarning beshta o'lchovini o'z ichiga oladi: individualizm, erkaklarga xoslik, hukmronlik masofasi, noaniqlikdan qochish va uzoqni ko'zlash xususiyatlari. Uzoqni ko'zlash madaniyati sabr-toqat, an'analarga hurmat va tez erishiladigan mukofotlarga nisbatan kelajakdagi maqsadlarga yo'nalgan qadriyatlarini anglatadi⁵⁴. Markaziy Osiyo mamlakatlarida, xususan, O'zbekiston,

⁴⁹ Soewarno, N., Bambang T., and Devitania P. "Competitive pressure and business performance in East Java Batik industry." *Journal of Asian Finance, Economics and Business* 7, no. 12 (2020): 329-336.

⁵⁰ Obialor, Donatus Chukwuemeka. "Effect of Government Regulations on New Businesses (A Case of Beverage Industry in Owerri Metropolis)." *Journal of Economics and Allied Research* 4, no. 3 (2020): 45-56.

⁵¹ Liu D., Darbandi M. Assessing the impact of cloud-based services on the talent management of employees // *Kybernetes*. 2021. № 6 (51).

⁵² Li, Min, Dingtao Zhao, and Yan Yu. "TOE drivers for cloud transformation: direct or trust-mediated?." *Asia Pacific Journal of Marketing and Logistics* 27, no. 2 (2015): 226-248.

⁵³ Hofstede G. *Culture's consequences: International Differences in Work-related Values* / G. Hofstede, Beverly Hills: Sage Publications, 1984.

⁵⁴ Insights, Hofstede. "Compare Countries—Hofstede Insights. 2023." (2023). [online] <https://www.hofstede->

Qozog'iston, Qirg'iziston va Turkmanistonda aynan shu madaniy xususiyat o'xshash bo'lib, bu mamlakatlardagi insonlar e'tibori qisqa muddatli maqsadlarga nisbatan uzoq muddatli maqsadlarga qaratilgan⁵⁵.

5-gipoteza: Uzoqni ko'zlash madaniy omili texnologik omillar va iste'dodlarni boshqarish amaliyotlari o'rtasidagi munosabatda moderator bo'ladi.

6-gipoteza: Uzoqni ko'zlash madaniy omili tashqi omillar va iste'dodlarni boshqarish amaliyotlari o'rtasidagi munosabatda moderator bo'ladi.

7-gipoteza: Uzoqni ko'zlash madaniy omili tashkiliy omillar va iste'dodlarni boshqarish amaliyotlari o'rtasidagi munosabatda moderator bo'ladi.

Yangi tadqiqot uchun bo'shliq. Aksariyat tadqiqotlar HRIS qabul qilishning tashkilotning muvaffaqiyatiga ta'sirini o'rgangan bo'lsa-da, iste'dodlarni boshqarish natijalariga ta'sir juda kam o'rganilgan. Shu sababdan, bu tadqiqot HRIS joriy qilishning iste'dodlarni boshqarish amaliyotlariga ta'sirini o'rganishni maqsad qilgan^{56 57}. Bundan tashqari, Markaziy Osiyo, xususan, O'zbekiston madaniy omillarini hisobga olib, uzoqni ko'zlash madaniy omili tashkilotlarda HRIS joriy qilinishiga qanday ta'sir qilishi hali yetarlicha o'rganilmagan. Shuning uchun, bu tadqiqot, ayniqsa, bu hududning madaniy xususiyatlarini inobatga olib, HRIS joriy qilinishi iste'dodlarni boshqarish samaradorligiga ta'sirini o'rganadi.

Dissertatsiyaning ikkinchi bobi **"Tadqiqotning iste'dodlarni boshqarishga ta'sir etuvchi omillarni tahlil qiliuvchi ekonometrik modeli va metodologiyasiga"** bag'ishlanadi. Bu bo'limda iste'dodlarni boshqarish amaliyotini shakllantiruvchi turli o'lchamlar va yo'nalishlarni o'rganuvchi keng qamrovli asos taklif etilgan. Unda ma'lumotlarni to'plash va tahlil qilish uchun qo'llaniluvchi tadqiqot uslubiyoti batafsil bayon etilgan bo'lib, tashkilotlarda iste'dodlarni samarali boshqarishga turtki beruvchi muhim omillar yoritib berilgan.

Tadqiqot modeli va gipotezalar. Mazkur tadqiqotda texnologik, tashkiliy va tashqi (TTT) omillari mustaqil o'zgaruvchilar bo'lib, ular quyidagi o'lchovlardan iborat: "IT infratuzilmasi," "IT kompetentsiya," "Taxminiy murakkablik," "Taxminiy xarajatlar," "Top menejmentning qo'llab-quvvatlashi," "Raqobat bosimi" va "Hukumat qo'llab-quvvatlashi"⁵⁸. Bu

insights.com/country-comparison-tool?countries=kazakhstan [Accessed 3 Ju3. 2024].

⁵⁵ Nadirova, G. (2023). Cross-Cultural Interaction between Central Asia and South Korea. [online] Eurasian Research Institute (ERI). Available at: <https://www.eurasian-research.org/publication/cross-cultural-interaction-between-central-asia-and-south-korea/> [Accessed 3 Jun. 2024].

⁵⁶ ElNakib, Dalia Mohamed, Mohamed A. Ragheb, Rasha Abd ElAziz Youssef, and Abdel Nasser Ghanem. "The Effect of HRIS Adoption on Vodafone Egypt Firm's Performance." *Journal of Human Resource and Sustainability Studies* 9, no. 02 (2021): 173.

⁵⁷ Qaisar, Nasim. "Factors Affecting Extent of HRIS Adoption and its Impact on Organization's Performance: Moderating Role of HR Staff Expertise." PhD diss., Riphah International University, Islamabad, 2019.

⁵⁸ Alam MGR, Masum AKM, Beh L-S, Hong CS (2016) Critical Factors Influencing Decision to Adopt Human Resource Information System (HRIS) in Hospitals. *PLoS ONE* 11(8): e0160366. <https://doi.org/10.1371/journal.pone.0160366>

o'lovlar ilgari olib borilgan tadqiqotlarda qo'llanilgan va O'zbekiston sharoitiga moslashtirilgan bo'lib, ularning tashkilotlarda HRIS qabul qilinishiga ta'sirini o'rganish maqsadida qo'llaniladi (2-rasm). HRIS qabul qilish nominal o'zgaruvchi sifatida modelda vositachi (mediator) vazifasini bajaradi. Turner (2003) instrumentidan foydalangan holda, tashkilotlar HRIS qabul qilish bosqichini aniqlash uchun so'rovga tortildi: "Joriy etgan" (Adopter), "Potentsial qabul qiluvchi" (Prospector) yoki "Sustkash" (Laggard). Bu instrument bir qator olimlar tadqiqotlarida texnologik innovatsiya omillarini o'rganishda qo'llanilgan^{59 60}.

Tadqiqotning tobe o'zgaruvchisi iste'dodlarni boshqarish samaradorligi bo'lib, u iste'dodlarni yollash, rivojlantirish va saqlab qolishni o'z ichiga oladi⁶¹. TTT omillarining iste'dodlarni boshqarish samaradorligiga ta'siri Liu va Darbandi (2021)⁶² tadqiqotiga asoslanadi.

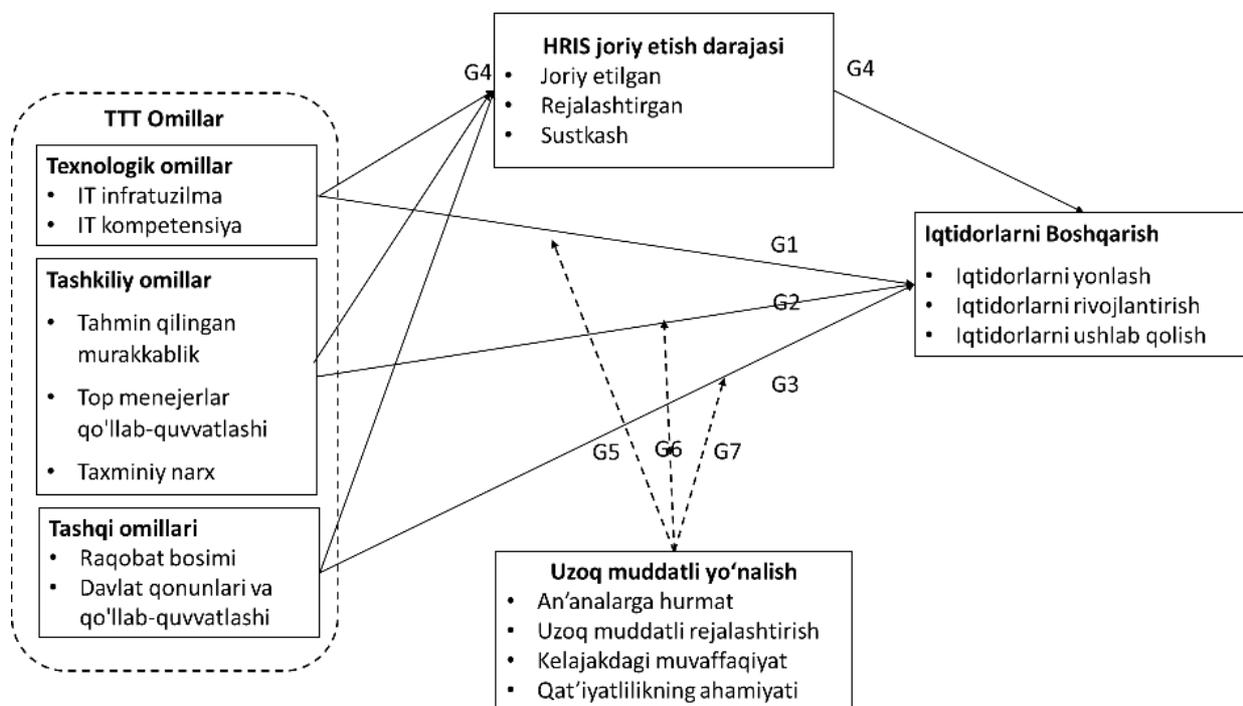
Shuningdek, Geert Hofstedening "uzoqni muddatli orienttsiya" madaniy omili TTT omillari va iste'dodlarni boshqarish samaradorligi o'rtasidagi munosabatda moderatorlik vazifasini bajaradi. Tadqiqotda HRIS joriy etilishining ushbu munosabatlardagi vositachilik vazifasi ham o'rganiladi. Tadqiqotning asosiy yangiligi – texnologiya va tashkiliy omillarning talantlarni jalb qilish, rivojlantirish va saqlab qolish natijalariga ta'sirini baholashdir.

⁵⁹ Lertwongsatien, Chalerm Sak, and Nitaya Wongpinunwatana. "E-commerce adoption in Thailand: an empirical study of small and medium enterprises (SMEs)." *Journal of Global Information Technology Management* 6, no. 3 (2003): 67-83

⁶⁰ Alshamaila, Yazan Yassen. "An empirical investigation of factors affecting cloud computing adoption among SMEs in the North East of England." PhD diss., Newcastle University, 2013.

⁶¹ Gurusinghe, R. Navodya, Bhadra JH Arachchige, and Dushar Dayarathna. "Predictive HR analytics and talent management: a conceptual framework." *Journal of Management Analytics* 8, no. 2 (2021): 195-221.

⁶² Liu, Dan, and Mehdi Darbandi. "Assessing the Impact of Cloud-Based Services on the Talent Management of Employees." *Kybernetes*, June 8, 2021.



2-rasm. Tadqiqot modeli va gipotezalari

Tadqiqot metodologiyasi. Tadqiqotda mono-metod, ya'ni moqdoriy o'lchov usuli qo'llangan bo'lib, HRISni qabul qilinishi va uning iste'dodlarni boshqarishga ta'sirini baholash maqsadida tuzilgan so'rovnomadan foydalanilgan. Mavjud adabiyotlarni batafsil o'rganishdan so'ng, maqsadli tanlab olish yondashuvi orqali birlamchi miqdoriy ma'lumotlarni to'plash uchun tadqiqot modeli va unga mos keluvchi so'rovnoma yaratilgan⁶³.

So'rovnoma Alam va boshqalar (2016)⁶⁴, Bearden (2006)⁶⁵ va Oehley (2007)⁶⁶ singari olimlar olib borgan tadqiqotlarga asosan ishlab chiqilgan. So'rovnomada

5-darajali Likert shkalasiga asoslangan ko'p variantli tanlov va qisqa javoblar shaklida bo'lgan 25 asosiy savol va ba'zi qo'shimcha savollar berilgan. So'rovnoma O'zbekistonda faoliyat yuritayotgan HR vakillari o'rtasida tarqatish uchun o'zbek va rus tillariga tarjima qilingan. So'rovnoma Tashkent Xalqaro Westminster Universitetining Etika Kengashi tomonidan tasdiqlangan (ro'yxat raqami RO/06-01-0074), va aniq tarjimini ta'minlash uchun qayta tarjima qilish usuli qo'llanilgan⁶⁷.

⁶³ Quaasar G. M. A. A. Determinants of the Adoption of Human Resources Information Systems in a Developing Country: An Empirical Study // The International Technology Management Review. 2017. № 3 (6). C. 82.

⁶⁴ Alam MGR, Masum AKM, Beh L-S, Hong CS (2016) Critical Factors Influencing Decision to Adopt Human Resource Information System (HRIS) in Hospitals. PLoS ONE 11(8): e0160366. <https://doi.org/10.1371/journal.pone.0160366>

⁶⁵ Bearden, W. O. "A Measure of Long-Term Orientation: Development and Validation." Journal of the Academy of Marketing Science 34, no. 3 (July 1, 2006): 456–67. <https://doi.org/10.1177/0092070306286706>.

⁶⁶ Oehley, Anne-Marguerite. "The Development and Evaluation of a Partial Talent Management Competency Model." scholar.sun.ac.za, December 1, 2007. <https://scholar.sun.ac.za/items/f892eae8-839a-480e-ae7f-d997ecb53634>

⁶⁷ Saunders, Mark, Philip Lewis, and Adrian Thornhill. "Research methods for business students eight edition." Qualitative Market Research: An International Journal (2019).

O'zbekistonda HRISni qabul qilgan tashkilotlarning aniq soni noma'lum bo'lgani uchun, ya'ni tadqiqot qatnashchilar soni va tanlanma hajmi boshqa mamlakatlarda o'tkazilgan shunga o'xshash tadqiqotlar sonidan olingan. Masalan, Quaosar (2017)⁶⁸ va Alkhwalid va boshqalar (2022)⁶⁹ tadqiqotlarda mos ravishda taxminan 207 va 211 qatnashchilar ishtirok etgan. Shu sababdan tadqiqotda ham shu songa yaqin respondentlar qatnashgan. Ma'lumotlar 182 ta tashkilotdagi 213 HR mutaxassisi orasidan to'plandi. Bu miqdoriy ma'lumotlar yig'ish uslubi nisbatan arzon bo'lib, turli tadqiqotlarda keng qo'llaniladi⁷⁰. Avvaliga Google forms platformasidagi on-layn javoblar kam bo'ldi, shuning uchun HR tadbirlari, seminarlar va ish yarmarkalarida off-line qatnashish orqali 6 oy davomida yetarlicha ma'lumotlar yig'ilgan.

Ma'lumotlarni tahlil qilishda, oddiy chiziqli regressiya orqali TTT omillarining isted'dodlarni boshqarish natijalariga to'g'ridan-to'g'ri ta'siri baholangan, beta qiymatlari va t-qiymatlaridan munosabatning aniqrog'ini baholash uchun foydalanilgan⁷¹. Tadqiqotda HRISni joriy qilish va iste'dodlarni boshqarish natijalari o'rtasidagi vositachilikni o'rganish uchun SmartPLS 4⁷² bilan strukturali kvadrat tenglamalarini modellashtirishdan (PLS-SEM) foydalanilgan. PLS-SEM was chosen for its capability to manage complex models that include categorical mediators, latent variables, and interaction terms while bypassing distributional assumptions⁷³. Uzoqni ko'zlash madaniy omili TTT omillari va isted'dodlarni boshqarish samaradorligi o'rtasidagi munosabatni moderator sifatida tahlil qilinganda, TTT omillarining faqatgina muhim ahamiyatga ega bo'lganlari bilan o'zaro ta'sirlar hisobga olingan. Umuman, tadqiqot O'zbekistondagi TTT omillarining HRIS qabul qilinishi va iste'dodlarni boshqarish natijalariga ta'sirini tushunishga qaratilgan.

Tadqiqot natijalari. *Respondentlarning demografiyasi.* O'zbekistondagi 182 ta turli tashkilotlarda ishlovchi 213 respondentdan olingan ma'lumotlar 1-jadvalda jamlangan. So'rovda qatnashgan respondentlar 58 % erkak va 42 % ayol. Ishtirokchilarning asosiy qismi 25 yoshdan 30 yoshgacha bo'lib, bu 49 %ni tashkil qiladi, respondentlarning 31 % 31-39 yosh oralig'ida. Ishtirokchilarning kasbiga kelsak, respondentlarning 18 %i HR yordamchisi, 49 %i HR menejeri, atigi 8 %i HR direktori va 24 %i mos ravishda boshqa

⁶⁸ Quaosar G. M. A. A. Determinants of the Adoption of Human Resources Information Systems in a Developing Country: An Empirical Study // *The International Technology Management Review*. 2017. № 3 (6). C. 82.

⁶⁹ Alkhwalid, A.F. et al. (2022). Investigating the antecedents of HRIS adoption in public sector organizations: integration of UTAUT and TTF. *International Journal of Organizational Analysis*. Available from <https://doi.org/10.1108/ijoa-04-2022-3228>

⁷⁰ Bal, Y., S. Bozkurt, and E. Ertemsir. "The importance of using human resources information systems (hris) and a research on determining the success of hris in International Conference Management Knowledge and learning." (2012).

⁷¹ Hair, Joe F., Christian M. Ringle, and Marko Sarstedt. 2011. "PLS-SEM: Indeed a Silver Bullet." *Journal of Marketing Theory and Practice* 19 (2): 139–52. <https://doi.org/10.2753/MTP1069-6679190202>.

⁷² Ringle, C. M., Wende, S., & Becker, J.-M. (2024). SmartPLS 4. SmartPLS GmbH.

⁷³ Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage.

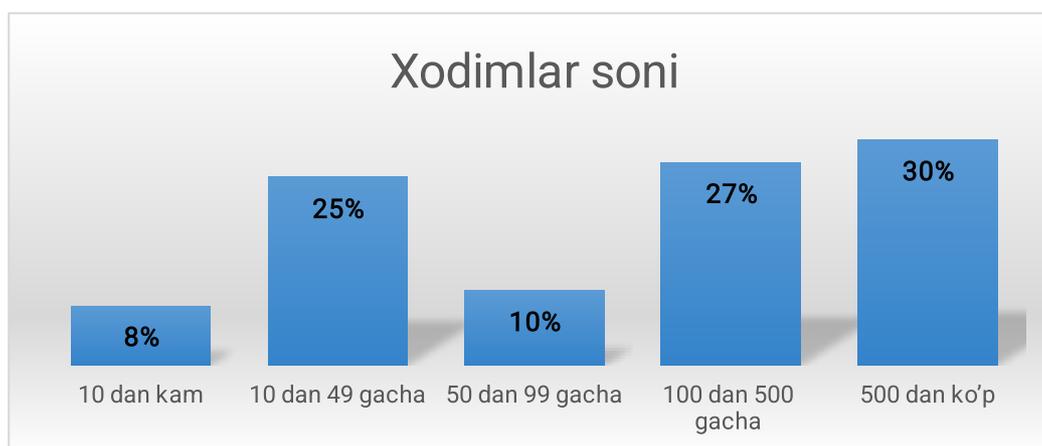
lavozimlarda ishlaydi. Respondentlarning aksariyati, ya'ni 56 % kamida bakalavr darajasiga, 28 % magistr darajasiga, shu bilan birga 14 % o'rta ta'limga ixtisoslashgan va faqat 1 % doktorlik darajasiga ega. 2 % qatnashuvchilar esa boshqa daraja turlarini, masalan, sertifikatlar, litsenziyalar va boshqa darajalarni ko'rsatib o'tganlar (1-jadval).

1-jadval

Respondentlarning demografiyasi

Ishtirokchilar jinsi	Soni	%da
Erkak	123	58%
Ayol	89	42%
Belgilamaslikni afzal ko'raman	1	0%
Jami	213	100%
Yosh oralig'i		
25 dan kichik	2	1%
25-30	105	49%
31-39	67	31%
40-49	34	16%
50-59	5	2%
Jami	213	100%
Lavozimi		
HR Assistenti	39	18%
HR Menejeri	104	49%
HR Direktori	18	8%
Boshqa	52	24%
Jami	213	100%
Ma'lumoti		
O'rta maxsus	29	14%
Bakalavr	119	56%
Magistr	59	28%
PhD	2	1%
Boshqa	4	2%
Jami	213	100%

3-rasmda ko'rsatilgan so'rovnoma ishtirokchilari faoliyat yuritayotgan tashkilotlardagi xodimlar soni quyidagicha: kompaniyalarning 30 % ida 500 dan ortiq xodim ishlaydi, 27 % ida esa 100 dan 500 gacha xodimlar ishlaydi.



3-rasm. Ishtirokchilar faoliyat yuritayotgan tashkilotlarda xodimlar soni

2-jadvalda turli sohalarda HRIS tizimini joriy etish darajasi ko'rsatilgan. Ishlab chiqarish sanoati HRIS tizimini joriy etishda yetakchilik qilmoqda, ayni paytda "istiqbolchilar" va "orqada qolganlar" orasida ham eng yuqori ko'rsatkichlarga ega.

2-jadval

Tarmoqlar bo'yicha HRIS tizimini joriy etilish darajasi

Sanoat/ HRIS joriy etilganlik darajasi	Joriy etganlar		Rejalashtirganlar		Sustkashlar		Jami
	Soni	%	Soni	%	Soni	%	
Qurilish	0	0	2	1	6	3	8
Konsalting	3	1	8	4	6	3	17
Ta'lim	4	2	12	6	2	1	18
Moliya va bank ishi	7	3	16	8	2	1	25
Mehmonxonalar va HoReCa	3	1	9	4	4	2	16
Axborot texnologiyalar va telekommunikatsiyalar	5	2	14	7	7	3	26
Ishlab chiqarish	11	5	16	8	8	4	35
Marketing, OAV va HR agentliklari	1	0	3	1	5	2	9
Tibbiyot va farmatsevtika tashkilotlari	0	0	7	3	1	0	8
NNT, NNT va davlat tashkilotlari	6	3	3	1	2	1	11
Chakana savdo, tarqatish va logistika	7	3	10	5	8	4	25
Boshqa sohalarda	2	1	12	6	1	0	15
Jami	49	23	112	53	52	24	213

Shu bilan birga, moliya va bank, shuningdek, IT va telekommunikatsiya sohalari tez orada bunday texnologiyani qabul qilishni rejalashtirgan eng yaxshi "prospektorlar" qatoriga kiradi. Aytish joizki, so'rovnomada qatnashgan Qurilish, Tibbiyot va Farmatsevtika sohalaridagi tashkilotlarda hozirgi kunda bu tizimni joriy etgan korxonalar umuman mavjud emas. 2-jadvaldan ko'rinib turibdiki, so'rovnomada ishtirok etgan tashkilotlarning 23 %i HRISni hozirda joriy etgan, 52,6 %i HRISni joriy qilishni rejalashtirish bosqichida, 24,4 %i ushbu HR texnologiyalarini o'zlashtirishda sustkashlik qilayotgani kuzatiladi. Bu mahalliy bozorning bu sohada hali yetuk emasligini ko'rsatadi.

Tadqiqot haqiqiyliги va ishonchliligi. Tadqiqotning strukturali modeldagi muhim munosabatlarni tekshirishdan avval, uning o'lchovlari

haqiqiyli va ishonchliligi baholanishi kerak⁷⁴. 3-jadvalga ko'ra, Kaiser-Meyer-Olkin (KMO) testi 0,793 ko'rsatkichi 213 respondentdan iborat tanlov tahlil uchun mos ekanligini ko'rsatdi. Umumiy model uchun Cronbach alfasini 0,844 ni tashkil etdi, bu tuzilgan modelning yetarlicha ishonchliligini ko'rsatadi. Tadqiqot modelning kompozit ishonchliligi (composite reliability, CR=0,973) va o'rtacha dispersiya (average variance extracted, AVE=0,503) ko'rsatkichlari mos ravishda 0,7 va 0,5 minimal talab qilingan qiymatdan ko'proq.⁷⁵ Bu esa butun modelning ishonchliligi va haqiqiyligini tasdiqlaydi (3-jadval).

3-jadval

Tadqiqotdagi tuzilma modelining haqiqiyli va ishonchliligini tekshirish

Ishni qayta ishlash bo'yicha xulosa	
Yaroqli holatlar	213
Istisno qilingan holatlar ^a	0
Jami holatlar	213
Ishonchlilik statistikasi	
Chronbach's alfa	0,844
Elementlar soni	38
KMO va Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0,793
Bartlett's Test of Sphericity	
Approx. Chi-Square	3968,231
df	703
Sig.	0

a. Jarayondagi barcha o'zgaruvchilar asosida ro'yxat bo'yicha o'chirish.

Ishonchlilikni baholash uchun so'rovnomaning shkalalari ichki muvofiqligini baholashda ham Cronbach's Alpha usulidan foydalanildi (4-jadval). Aksariyat o'lchovlar alfa qiymatlari 0,7 ning maqbul chegarasidan oshgan bo'lsa-da, "IT kompetentisiya", "Raqobat bosimi" va "Hukumat qullab quvvatlashi" singari ba'zi o'lchovlar 0,572 dan 0,696 gacha bo'lgan pastroq qiymatlar ko'rsatdi, shunday bo'lsa-da ular Hinton et al. (2004)⁷⁶ ma'lumotlariga ko'ra 0.5 dan yuqoriligi sababli maqbul hisoblanadi.

Har bir shkalaning ishonchliligi va asosiligi uchun ajratib olingan o'rtacha dispersiya (AVE) va kompozit ishonchlilik (CR) hisoblandi, bu ko'rsatkichlar esa umumiy model uchun mos ravishda 0,503 va 0,973 ni

⁷⁴ Fornell, Claes, and David F. Larcker. "Evaluating structural equation models with unobservable variables and measurement error". Journal of marketing research 18, no. 1 (1981): 39-50.

⁷⁵ Hair, Joseph F., William C. Black, Barry J. Babin, Rolph E. Anderson, and Ronald L. Tatham. "Multivariate data analysis 6th Edition." (2006).

⁷⁶ Hinton, Perry, Isabella McMurray, and Charlotte Brownlow. 2004. SPSS Explained. 1st Edition. London: Routledge. <https://doi.org/10.4324/9780203642597>.

tashkil etdi, bularning ikkalasi ham minimal talab etilgan qiymatlardan yuqori⁷⁷. Individual shkalalarning ba'zilari AVE 0,5 dan past bo'lgan bo'lsa-da, barcha o'lchovlar uchun CR qiymatlari 0,7 dan yuqori bo'lganligi sababli, barcha o'lchovlar adekvat ekanligini ko'rsatgan va modelning haqiqiyli va ishonchliligini tasdiqlagan.

4-jadval

Shkalalarning ishonchlilik statistikasi

Shkalalar	Cronbach's Alpha	Standartlashtirilgan elementlar asosida Cronbach's Alpha	Elementlar soni
IT kompetentsiya	0,583	0,608	3
IT infratuzilmasi	0,737	0,738	4
Murakkablik	0,739	0,740	4
Top menejment qo'llashi	0,862	0,862	3
Taxminiy xarajatlar	0,863	0,864	3
Raqobatchi bosimi	0,572	0,571	3
Hukumat qo'llashi	0,696	0,697	2
Uzoqni ko'zlash	0,689	0,702	3
Iqtidorlarni ishga olish	0,813	0,817	4
Iqtidorlarni rivojlantirish	0,878	0,885	4
Iqtidorlarni ushlab qolish	0,864	0,874	4

Gipotezalarni tekshirish

1. TTT omillarining iste'dodlarni boshqarish samaradorligi bilan bevosita bog'liqligi.

1-gepotiza: Iste'dodlarni boshqarish natijalari bilan ijobiy va sezilarli darajada bog'liq texnologik omillar. Har ikkala komponentning t qiymatlari talab qilinadigan minimal qiymatdan yuqori (IT kompetentsiya t qiymatlari =3,384 va IT infratuzilmasi t qiymatlari =4,897). "IT kompetentsiya" va "IT infratuzilmasi" texnologik omillarining shkalalari statistik ahamiyatga ega bo'lib, p qiymatlari 0,000 va 0,001 ga teng, bu 0,05 dan past (5-jadval). Demak, bu 1-gipoteza tasdiqlanganligini ko'rsatadi.

5-jadval

Regressiya tahlili: iste'dodlarni boshqarish samaradorligiga TTT omillarining ta'siri

Koeffitsiyentlar^a

Model	Standartlashtirilmagan koeffitsiyentlar		Standartlashtirilgan koeffitsiyentlar	t	Sig.
	B	Std. Error			
(Constant)	1,926	0,444		4,342	0,000

⁷⁷ Hair, Joseph F., William C. Black, Barry J. Babin, Rolph E. Anderson, and Ronald L. Tatham. "Multivariate data analysis 6th Edition." (2006).

Texnologik	IT kompetensiya	0,217	0,064	0,228	3,384	0,001
	IT infratuzilmasi	0,344	0,070	0,355	4,897	0,000
Tashkiliy	Taxminiy murakkablik	- 0,090	0,052	-0,103	- 1,724	0,086
	Top menejment qo'llab - quvvatlashi	0,109	0,050	0,135	2,195	0,029
	Taxminiy xarajatlar	0,015	0,047	0,019	0,318	0,751
Tashqi	Raqobatchilar bosimi	0,091	0,053	0,104	1,716	0,088
	Davlat qo'llab-quvvatlashi	0,053	0,043	0,072	1,224	0,222
Nazorat o'zgaruvchilari	Jinsi	- 0,131	0,099	-0,079	- 1,321	0,188
	Yoshi	- 0,096	0,057	-0,101	- 1,700	0,091
	Ma'lumoti	- 0,035	0,063	-0,035	- 0,559	0,577
	Lavozimi	0,014	0,056	0,015	0,244	0,808
	Sanoat tarmog'i	0,013	0,017	0,044	0,761	0,448
	Xodimlar soni	- 0,101	0,037	-0,160	- 2,717	0,007

a. Tobe o'zgaruvchi: Iste'dodlarni boshqarish

2-gepotiza: Faqat bitta tashkiliy omil iste'dodlarni boshqarish natijalari bilan ijobiy munosabatga ega. Uchta tashkiliy tuzilmadan faqat "Top menejment qo'llab-quvvatlashi" statistik ahamiyatga ega (p qiymati=0,029), uning t qiymati esa 2,195 ni tashkil etadi, bu esa 95 % ishonch darajasini ta'minlaydi (5-jadval). Shu sababli, *2-gipoteza* qisman tasdiqlangan.

3-gepotiza: Tashqi omillarining hech biri iste'dodlarni boshqarish natijalariga sezilarli darajada bog'liq emas. Bu statistik ma'lumotlar bilan yana bir bor tasdiqlandi, "Raqobat bosimi" va "Davlat qo'llab-quvvatlashi" ning p qiymatlari 0,05 dan yuqori, t qiymatlari esa 1,96 dan past (5-jadval). Shu sababli, *3-gipoteza* tasdiqlanmagan.

Bundan tashqari, 5-jadvalda TOE omillari va TMO o'rtasidagi munosabatga ta'sir ko'rsatuvchi nazorat o'zgaruvchilari, jumladan respondentlarning demografik xususiyatlari (jinsi, yoshi, ma'lumoti, lavozimi), tashkilot hajmi ("Xodimlar" soni bo'yicha) va u faoliyat yuritayotgan "Sanoat" turi ko'rsatilgan. Bu holatda respondentlarning demografik xususiyatlari hamda "Sanoat" turi statistik ahamiyatga ega emas. Biroq, "Xodimlar" sonining p -qiymati 0,007 ga teng bo'lib, bu statistik jihatdan ahamiyatli va -0,160 ga teng manfiy beta ko'rsatkichiga ega. Demak, xodimlar soni va TMO teskari proporsional bo'lib, xodimlar soni ortishi iste'dodlarni boshqarish natijalarining pasayishi bilan bog'liqligini ko'rsatadi.

Iste'dodlarni boshqarish samaradorligi tenglamalari (Formula 1 va 2):

$$\hat{y} = b_0 + b_1 \text{ITCap} + b_2 \text{ITInf} + b_3 \text{TMS} - b_4 \text{Emp} + e \quad (1)$$

Iste'dodlarni boshqarish samaradorligi = 1.926 + 0.228 · ITCap + 0.355 · ITInf

$$+ 0.135 \cdot \text{TopManSup} - 0.160 \text{EmpNum} + e,$$

(2)

Bu yerda: ITCap – IT salohiyati; ITInf – IT infratuzilmasi, TopManSup – Top menejment qo'llab-quvvatlash, EmpNum – korxonada xodimlar soni

1. HRIS joriy etish vositachiligi (mediation) tahlili

4-gipoteza: HRIS joriy etish texnologik, tashkiliy va tashqi (TTT) omillar va iste'dodlarni boshqarish samaradorligi o'rtasidagi empirik munosabatlarga vositachilik (mediator) ta'sirini ko'rsatadi.

6-jadvalda iste'dodlarni boshqarish natijalari bilan bir qator bog'liqliklar tahlili ko'rsatilgan. Natijalarni talqin qilishni soddalashtirish uchun jadvalda faqat statistik ahamiyatli omillar keltirilgan.

Bevosita ta'sir: 6-jadvalda keltirilgan natijalar HRISni joriy qilish modellarining iste'dodlarni boshqarish natijalariga bevosita ta'sir ko'rsatadi. Jadvalda HRIS "Joriy qiluvchilar" ($\beta = 1,89$, $p < 0,001$) va "Rejalashtirganlar" ($\beta = 1,30$, $p < 0,001$) "Sustkash"larga nisbatan iste'dodlarni boshqarishda yuqori va statistik ahamiyatga ega ijobiy bog'liqlik mavjudligi ko'rsatilgan. Bu HRISni joriy etgan tashkilotlar iste'dodlarni boshqarishda sezilarli darajada yaxshilangan natijalarni kuzatishlari haqidagi bayonotga asos bo'ladi.

6-jadval

Bevosita va bilvosita ta'sir koeffitsiyentlari va iste'dodlarni boshqarishda HRIS joriy qilishning va TTT omillarining ahamiyati

Ta'sir yo'nalishi	Koeffitsiyen t	t-value	p-value	95 % CI (2.5 %, 97.5 %)
Joriy Etganlar Dummy → Iste'dodlarni boshqarish	1.89	13.19	<0.001	[1.58, 2.14]
Rejalashtirganlar Dummy → Iste'dodlarni boshqarish	1.30	11.64	<0.001	[1.06, 1.50]
IT Infratuzilmasi → Iste'dodlarni boshqarish	0.14	2.48	0.013	[0.04, 0.25]
IT Salohiyat → Iste'dodlarni boshqarish	0.10	1.87	0.061	[0.236, 0.241]
Top Menejment Qollashi → Talent Management	0.11	2.19	0.029	[0.02, 0.22]
Davlat Qonunchiligi → Joriy Etganlar Dummy	0.10	3.51	<0.001	[0.05, 0.16]

Davlat Qonunchiligi → Rejalashtirganlar Dummy	-0.09	2.48	0.013	[-0.16, -0.02]
IT Infratuzilmasi → Joriy Etganlar Dummy	0.07	2.40	0.016	[0.01, 0.13]

Izoh: Faqat ahamiyatli omillar ta'siri keltirilgan.

Bundan tashqari, tahlilga ko'ra, IT infratuzilmasi ($\beta = 0,14$, $p < 0,05$) va yuqori top menejment qo'llab-quvvatlash ($\beta = 0,11$, $p < 0,05$) HRIS qabul qilinishiga nisbatan kamroq ta'sir ko'rsatsa-da, iste'dodlarni boshqarish natijalariga sezilarli ijobiy ta'sir ko'rsatadi. Aksincha, IT salohiyati ($\beta = 0,10$, $p = 0,061$) bunday mediatsiya tahlilida cheklangan ahamiyatga ega ekanligini ko'rsatadi, bu esa uning iste'dodlarni boshqarish natijalarini shakllantirishdagi cheklangan, ammo potensial ahamiyatli vazifasini ko'rsatadi.

Bilvosita ta'sir: 6-jadvalga ko'ra, TOEning o'ziga xos omillari, xususan, IT infratuzilmasi ($\beta = 0,07$, $p = 0,016$) va davlat qonunchiligi ($\beta = 0,10$, $p < 0,001$) ushbu omillarning Joriy Etganlar Dummy bilan sezilarli bog'liqligi tufayli HRIS qabul qilish ehtimolini oshirishda muhim o'ringa ega. HRIS qabul qilinishi natijasida yuzaga kelgan bilvosita ta'sir sezilarli bo'lib, bu nolni istisno qiluvchi 95 % ishonch oralig'i bilan ko'rsatilgan va shu bilan qisman vositachilik mavjudligini tasdiqlaydi⁷⁸.

Umumiy ta'sir: 7-jadvalda keltirilgan umumiy ta'sirda davlat tomonidan tartibga solishning iste'dodlarni boshqarish natijalariga ta'siri bo'yicha qiziqarli dinamika ko'rsatilgan. Dastlab bevosita ta'sir bo'yicha statistik jihatdan ahamiyatsiz deb topilgan ushbu omil, HRIS joriy qilish nuqtai nazaridan bilvosita baholanganda ahamiyat kasb etadi. Aksincha, top menejment, ya'ni yuqori rahbariyatning qo'llab-quvvatlashi dastlab iste'dodlarni boshqarishga bevosita va sezilarli ta'sir ko'rsatsa-da, HRIS joriy etilgandan so'ng uning ta'siri statistik jihatdan ahamiyatsiz bo'lib qoladi. Bundan tashqari, HRIS qabul qilinishi tufayli IT infratuzilmasi va IT salohiyati holatlarida koeffitsiyentlarning biroz pasayishini kuzatish mumkin. Binobarin, HRIS vositachi (mediator) vazofasi tasdiqlandi. Shunga ko'ra, 4-gipoteza qisman tasdiqlanadi.

7-jadval

Statistik ahamiyatli omillarning bevosita va bilvosita ta'siri va HRISni joriy qilishning umumiy ta'siri

Ta'sir yo'nalishi	Bevosita ta'sir	Bilvosita ta'sir (Adopt Dummy)	Umumiy ta'sir	Statistik ahamiyatlilik
IT Infratuzilmasi → Iste'dodlarni	0.135	0.131	0.266	Ahamiyatli

⁷⁸ Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891.

boshqarish				
Davlat Qonunchiligi → Iste'dodlarni boshqarish	Ahamiyatsiz	0.193	0.193	Ahamiyatli (bilvosita ta'sir)
IT Salohiyat → Iste'dodlarni boshqarish	0.095	0.089	0.184	Kam ahamiyatli
Top Menejment Q'ollashi → Iste'dodlarni boshqarish	0.110	Ahamiyatsiz	0.110	Ahamiyatli

Izoh: Faqat ahamiyatli omillar ta'siri keltirilgan.

II. Uzoqni ko'zlash madaniy omilining moderator rolini tahlil qilish.
 Avvalgi gipotezalarni tekshirish natijasida TTT omillari orasida "IT kompetentsiya", "IT infratuzilmasi" va "Top menejment qo'llab-quvvatlash" shkalalari statistik ahamiyatga ega ekanligi aniqlangan. 8-jadvalda avval aniqlangan statistik muhim TTT omillarining "uzoqni ko'zlash" madaniy omili bilan o'zaro aloqasi iqtidorlarni boshqarish samaradorligiga regressiya tahlil natijasida qanday ta'sir qilishini ko'rsatadi.

TTT omillari va iqtidorlarni boshqarish natijalari orasidagi bog'liqlikka uzoq muddatli yo'naltirish omilining mo'tadillashtiruvchi (moderation) ta'siri

Koeffitsiyentlar^a

Model	Standartlashtirilmagan koeffitsiyentlar		Standartlash-tirilgan koeffitsiyent-lar	t	Sig.
	B	Std. Error	Beta		
(Doimiy)	2,268	0,203		11,167	0
ModITcapLTO	0,034	0,014	0,195	2,383	0,018
ModITInfLTO	0,065	0,016	0,355	4,144	0
ModITopMgmtLTO	0,014	0,01	0,092	1,368	0,173

a. Tobe o'zgaruvch: TalMan

5-gepotiza: uzoqni ko'zlash omilining "IT kompetentsiya" va "IT infratuzilmasi" bilan o'zaro ta'siri ModITcapLTO va ModITInfLTO, mos ravishda 0,018 va 0,000 statistik ahamiyatli p qiymatlariga ega ekanligi aniqlangan. *4-gepotiza* tasdiqlanadi.

6-gepotiza: Biroq uzoqni ko'zlash omilining "Top menejement qo'llab-quvvatlashi" bilan o'zaro ta'siri ModITopMgmtLTO statistik ahamiyatsiz p-qiymatiga ega 0,173 va bu 0,005 dan yuqori. Shu sababdan, *5-gepotiza* tasdiqlanmagan.

7-gepotiza: Tashqi omillarining tarkibiy qismlari avval aniqlangan ahamiyatsizligi sababli hisobga olinmagan. Shunday qilib, *6-gepotiza* tasdiqlanmagan.

Demak, uzoqni ko'zlash madaniy omili faqat texnologik omillar va iste'dodlarni boshqarish samaradorligi orasidagi bog'liqlikka moderator ta'sirini ko'rsatadi, ammo tashkiliy va tashqi omillarga ta'sir qilmaydi.

Dissertatsiyaning uchunchi bobi "**Tadqiqot natijalarining boshqaruvda amaliy tatbig'i**" deb nomlangan. Tadqiqot natijalari sanoat uchun bir qator amaliy ahamiyatga ega. Birinchidan, rahbarlar iste'dodlarni boshqarish amaliyotini shakllantirishda turli TTT omillari muhimligini tushunishlari mumkin. Shu sababli, ular IT infratuzilmasini va xodimlarining IT kompetentsiyasini rivojlantirishlari lozim. Shuningdek, ular o'z tashkilotlarida iste'dodlarni boshqarish amaliyotini joriy etish uchun rahbariyat qo'llab-quvvatlashini ta'minlashlari kerak. Ikkinchidan, natijalarimiz HRIS tizimini joriy etishda ko'plab omillarning ahamiyatini ko'rsatadi. Rahbarlar ushbu omillarga e'tibor qaratib, HRIS tizimini muvaffaqiyatli joriy etishlari va iste'dodlarni samarali boshqarib, saqlab qolishlari mumkin, bu esa tashkilot samaradorligi va unumdorligiga ta'sir ko'rsatadi⁷⁹⁸⁰. Nihoyat, uzoqni ko'zlash madaniy omili

⁷⁹ Arefin, Abu Hena Mohammad Manzurul, and Sajjad Hosain. "The role of human resource information system on organizational performance: Evidence from Bangladeshi pharmaceutical industry." *European Journal of Applied Business Management* 5, no. 1 (2019).

bilan bog'liq natijalarimiz ayniqsa xalqaro tashkilotlar uchun juda manfaatlidir. Madaniy kontekstlarni tushunish HRIS va iste'dodlarni boshqarish amaliyotini qabul qilishni osonlashtirishi mumkin. Agar tashkilot o'z mamlakatidan farqli madaniy muhitda faoliyat yuritayotgan bo'lsa, rahbarlar mahalliy sharoitga moslashishlari kerak. HRISni joriy etishda madaniy omillarning bunday foydali o'rni allaqachon tasdiqlangan⁸¹.

Inson resurslari axborot tizimini (HRIS) joriy etish bo'yicha yo'l xaritasi. Tadqiqot mobaynida O'zbekistonda 2025-2030 yillarda HRIS joriy etish bo'yicha yo'l xaritasi ishlab chiqarilgan (4-rasm).

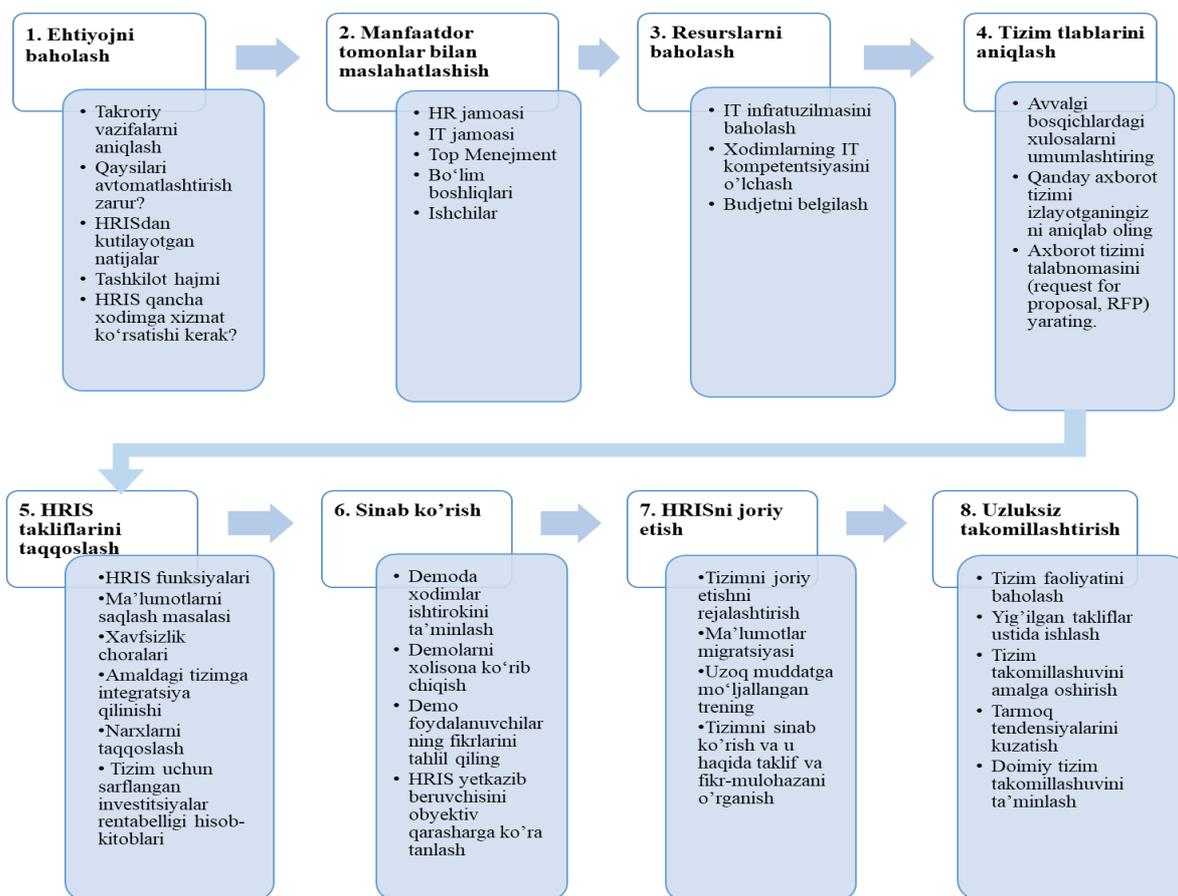
1-bosqich: Ehtiyojlarni baholash – HRISni avtomatlashtirish uchun mos keluvchi takrorlanuvchi vazifalarni aniqlash uchun ehtiyojlarni baholash. Xodimlar sonini hisobga olgan holda, tashkilot talablari asosida tizimga ehtiyojni aniqlash.

2-bosqich: Manfaaddor tomonlar bilan maslahatlashish – HRISni amalga oshirishning afzalliklari, muammolari va ehtiyojlarini muhokama qilish uchun HR, IT, menejment va xodimlarni jalb qilish.

3-bosqich: Resurslarni baholash – zarur resurslarni (kompyuter, dasturiy ta'minot, ishchi kuchi) baholash va mavjud IT infratuzilmasini muvofiqligini tekshirish. HRIS joriy etishning hamma bosqichlari uchun o'quv ehtiyojlarini va byudjetni aniqlash.

⁸⁰ Normalini, Kassim, T. Ramayah, and Sherah Kurnia. "Antecedents and outcomes of human resource information system (HRIS) use." *International Journal of Productivity and Performance Management* 61, no. 6 (2012): 603-623.

⁸¹ Panayotopoulou, Leda, Eleanna Galanaki, and Nancy Papalexandris. "Adoption of electronic systems in HRM: Is national background of the firm relevant?." *New Technology, Work and Employment* 25, no. 3 (2010): 253-269.



4-rasm: O'zbekistonda 2025-2030-yillarda inson resurslarining axborot tizimini (HRIS) joriy etish yo'l xaritasi

4-bosqich: Tizim talabnomasi Tizim talabnomasi – Manfaaddor tomonlar fikrlarini birlashtirgan holda aniq ehtiyojlar va talablarni ifodalovchi axborot tizimi talabnomasini (request for proposal, RFP) yaratish.

5-bosqich: HRIS takliflarini taqqoslash – turli kompaniyalarning HRIS takliflarini tizimlarning ma'lumotlarni saqlash, xavfsizlik, integratsiya va xarajatlar bo'yicha ko'rsatkichlarini taqqoslash va tizimning uzoq muddatli ta'siri doirasida rentabellikni hisoblash.

6-bosqich: Demo versiyasini sinab ko'rish – foydalanuvchilar taassuroti va funktsionalligini obyektiv baholash maqsadida HRIS Demo dasturlari sinoviga xodimlarni jalb qilish.

7-bosqich: HRISni joriy etish – Tizimning muvaffaqiyatli integratsiya uchun foydalanuvchilarning fikr-mulohazalarini hisobga olgan holda tizimni amalga oshirishni puxta rejalashtirib, ma'lumotlarni ko'chirish, xodimlarni o'qitish va o'rnatilgan tizimni sinovdan o'tkazish. *8-bosqich: Uzlaksiz takomillashtirish* – HRIS faoliyatini muntazam ravishda baholash va foydalanuvchilarning fikr-mulohazalarini yig'ib borish hamda doimiy takomillashtirishni amalga oshirish va soha tendensiyalaridan xabardor bo'lish.

Inson resurslarining axborot tizimlarini amaliyotga joriy etish amaliy tatbig'i. HRISni joriy etish tashkilotlar uchun bir qator afzalliklar, jumladan, xarajatlarni kamaytirish, ish unumdorligini va samaradorlikni oshirishni

ta'minlaydi. Qayta-qayta takrorlanuvchi vazifalarni avtomatlashtirish va HR jarayonlarini tartibga solish orqali HRIS ma'muriy yuklamani kamaytiradi va qaror qabul qilishni yaxshilaydi, shu bilan birga tashkiliy samaradorlikni oshiradi^{82,83}. Shuningdek, bu tizim xodimlar ma'lumotlariga o'z vaqtida kirishni ta'minlaydi va ma'lumotlarga asoslangan qarorlar qabul qilish imkonini beradi. Bundan tashqari, HRIS malakali kadrlar bo'shlig'ini aniqlash, iqtidorlar bazasini boshqarish va nomzodlarni kuzatish vazifalarini avtomatlashtirish orqali ishga qabul qilish jarayonlarini yaxshilashga yordam beradi⁸⁴. HRIS integratsiyasi ish jarayonlarini tartibga solish va qaror qabul qilishni takomillashtirish orqali iste'dodlarni boshqarishni optimallashtiradi. Bu jarayon ehtiyojlarni tahlil qilish, tizimni tanlash, o'qitish va texnik xizmat ko'rsatishni o'z ichiga oladi⁸⁵.

Biroq, HRISni amalga oshirishda qiyinchiliklar hali ham mavjud. Masalan, bulutga asoslangan HRIS platformalarida ma'lumotlar xavfsizligi masalasi, ma'lumotlarni yo'qotish xavfi va maxfiylik bilan bog'liq masalalar jiddiy muammolarni keltirib chiqaradi^{86,87}. Bundan tashqari, tashkilotlar xodimlarni tayyorlash, o'zgarishlarni boshqarish va dastlabki xarajatlarni qoplashda qiyinchiliklarga duch kelishi mumkin^{88 89}. HRIS tizimlari hali ham zarur tahliliy ko'nikmalarga ega bo'lgan HR mutaxassislarining yetishmasligi tufayli ilg'or tahliliy vazifalar uchun emas, balki ma'muriy maqsadlarda qo'llaniladi⁹⁰. Shuningdek, tizim integratsiyasi va ma'lumotlar migratsiyasining murakkabligi muammosi mavjud⁹¹. Bunday qiyinchiliklarga qaramay, HRIS integratsiyasi iste'dodlarni boshqarish va tashkiliy samaradorlikni sezilarli darajada oshirishi mumkin.

Iste'dodlarni boshqarishni takomillashtirish bo'yicha amaliy tavsiyalar. Tashkilot muvaffaqiyati uchun samarali iste'dodlarni boshqarish muhim ahamiyatga ega va iste'dod siyosatini strategiya bilan muvofiqlashtirish zarur. Bunga erishish uchun tashkilotlarda birinchi navbatda asosiy pozitsiyalarni aniqlash va malakali iste'dodlarni to'ldirish va saqlab qolish strategiyalarini

⁸² Bondarouk, Tanya, et al. "Electronic HRM: Four Decades of Research on Adoption and Consequences". *The International Journal of Human Resource Management*, vol. 28, no. 1, 6 Nov. 2017, pp. 98–131, <https://doi.org/10.1080/09585192.2016.1245672>.

⁸³ Marler, Janet H., and John W. Boudreau. "An Evidence-Based Review of HR Analytics." *The International Journal of Human Resource Management*, vol. 28, no. 1, 11 Nov. 2017, pp. 3–26, doi.org/10.1080/09585192.2016.1244699, <https://doi.org/10.1080/09585192.2016.1244699>.

⁸⁴ Midiwo, Janet. 2016. "Influence of Human Resource Information Systems on the Performance in Kenyan Public Universities." *Ir.jkuat.ac.ke*. June 20, 2016. <http://ir.jkuat.ac.ke/handle/123456789/2125>.

⁸⁵ Panjaitan, E.H.H. (2023). *Implementing Human Resource Information System (HRIS) for Efficient Human Resource Management*. Available from

⁸⁶ KPMG. *Moving to the Cloud -Key Considerations Key Risk Considerations for Decision Makers*. Feb. 2016.

⁸⁷ Subashini, S., and V. Kavitha. "A Survey on Security Issues in Service Delivery Models of Cloud Computing." *Journal of Network and Computer Applications*, vol. 34, no. 1, Jan. 2011, pp. 1–11, <https://doi.org/10.1016/j.jnca.2010.07.006>

⁸⁸ Kumar Behera, M. (2016). *Emerging Issues and Challenges of HRIS: A Review*. *International Journal of Economics and Management Studies*, 3 (5), 91–95. Available from <https://doi.org/10.14445/23939125/ijems-v3i5p114>.

⁸⁹ Ahmad, A. (2022). *Challenges of Implementing HRIS in an Organization*. *resourceinn.com*. Available from <https://resourceinn.com/challenges-of-implementing-hris-in-an-organization/> [Accessed 3 March 2024]

⁹⁰ Kremer, K. (2018). *HR analytics and its moderating factors*. *Vezetéstudomány / Budapest Management Review*, 49(11), pp.62–68. doi: <https://doi.org/10.14267/veztud.2018.11.07>.

⁹¹ Marler, Janet H., and John W. Boudreau. "An Evidence-Based Review of HR Analytics." *The International Journal of Human Resource Management*, vol. 28, no. 1, 11 Nov. 2017, pp. 3–26,

ishlab chiqish kerak⁹². Menejerlar korporativ va iste'dod strategiyalari o'zaro mos kelishini, iste'dod ehtiyojlari tahlil qilinishi va resurslar samarali boshqarilishini ta'minlashlari kerak. Shu nuqtayi nazardan, yuqori malakali ichki iste'dodlar zaxiralarini ishlab chiqarish muhim ahamiyat kasb etadi. Iqtidorlarni boshqarish tashkilotdagi iste'dodlarning strategik oqimiga qaratilgan bo'lib, malakali xodimlar uzoq muddatli muvaffaqiyat uchun asosiy manba hisoblanadi⁹³. Iste'dodlar zaxirasini rivojlantirish uzluksizlikni ta'minlaydi va vorislikni rejalashtirishni qo'llab-quvvatlaydi, chunki bu tashkilotlarga kelajakdagi ehtiyojlar uchun iste'dodlarni aniqlash va tarbiyalash imkonini beradi⁹⁴.

Shu bilan birga, tashkilotlarda mavjud iste'dodlardan samarali foydalanish va xodimlarni tanlab ishga qabul qilish kerak. Raqobatbardosh muhit va malakali ishchilar tanqisligini inobatga olgan holda, munosib iste'dodlarni ushlab qolish ustuvor vazifaga aylanadi. Iqtidorlarni rivojlantirish esa ichki o'sishni ta'minlaydi va tashkilotning o'ziga xos ehtiyojlariga mos ravishda menejerlar va bo'ysunuvchilarning rivojlanishi singari bosqichlarni o'z ichiga oladi⁹⁵. Iqtidorlarni rivojlantirish uchun yagona standartlar mavjud emas, shu bois har bir tashkilot o'z amaliyotini o'ziga moslashtirishi lozim⁹⁶. Bundan tashqari, samaradorlik darajasi bo'yicha haq to'lash madaniyatini shakllantirish xodimlarning qoniqishi va samaradorligini sezilarli darajada oshirishi mumkin⁹⁷. Natijaga asoslangan rag'batlantirish tizimi xodimlarni a'lo darajada ishlashga undaydi va tashkilotning umumiy maqsadlariga erishishga ko'maklashadi⁹⁸.

Milleniallar va Z avlodi mehnat bozoriga kirib kelayotgan bir paytda, tashkilotlar ish beruvchilarning ijobiy brend imijini yaratish ustida ishlashi kerak. Ish beruvchi brendi tashkilotni ishlash uchun yaxshi joy sifatida ko'rsatib, eng iqtidorli kadrlarni jalb qilishga yordam beradi⁹⁹. Kuchli brend obro'si potensial xodimlarga tashkilotning afzalliklari va madaniyatini ko'rsatib bera oladi va uni iste'dodlar uchun yanada jalb qiluvchan qiladi¹⁰⁰. Yakunida, samaradorlikni baholash va takomillashtirish yo'nalishlarini

⁹² McDonnell, A., & Collings, D. G. (2011). The Identification and Evaluation of Talent in MNEs. 72-89.

⁹³ Lawler, Edward E. "Make Human Capital a Source of Competitive Advantage." Papers.ssrn.com, 20 Oct. 2008, papers.ssrn.com/sol3/papers.cfm?abstract_id=1311431, DOI:10.2139/ssrn.1311431

⁹⁴ Bhattacharyya, D. K. (2014). Talent development process of CPSEs: A reflection on practices and requirements. *Journal of Institute of Public Enterprise*, 37(3/4), 91-99.

⁹⁵ Hills, A. (2009) Succession planning – or smart talent management? *Industrial and Commercial Training*. 41(1), 3-8 DOI:10.1108/00197850910927697

⁹⁶ Cheloha, R. and Swain, J., 2005. Talent management system key to effective succession planning. *Canadian HR Reporter*, 18 (17), pp.5-7

⁹⁷ Gilmeanu, R. (2015). Theoretical Considerations on Motivation at the Work Place, Job Satisfaction and Individual Performance. *ProQuest*, [online] 6(3), pp.69–80. Available at: <https://www.proquest.com/docview/1809579701?Sourcetype=Scholarly%20Journals> [Accessed 23 Dec. 2023].

⁹⁸ Al-Dalahmeh, M. (2020). Talent Management: A Systematic Review. [online] Available at: http://ojbe.steconomicsuoradea.ro/wp-content/uploads/2020/06/OJBE_vol-5special_fin-115-123.pdf.

⁹⁹ Sharma, Anshu, and Jyotsna Bhatnagar. 2017. "Talent Analytics: A Strategic Tool for Talent Management Outcomes." *Indian Journal of Industrial Relations* 52 (3): 515–27. <https://www.jstor.org/stable/26536413>.

¹⁰⁰ Moroko, L., & Uncles, M. (2008). Characteristics of Successful Employer Brands. *Journal of Brand Management*, 16, 160-175. <https://doi.org/10.1057/bm.2008.4>

aniqlash uchun tashkilotda doimiy tadqiqotlar o'tkazish zarur. Samaradorlikning asosiy ko'rsatkichlarini taqqoslash va so'rovnomalar o'tkazish kabi vositalardan foydalanib, tashkilotlar o'z strategiyalarining samaradorligini baholab, uzluksiz rivojlanishni ta'minlashlari mumkin¹⁰¹. Bunday uyg'unlashgan sa'y-harakatlar O'zbekistonda iste'dodlarni boshqarishni kuchaytiradi hamda raqamli transformatsiya va tashkiliy muvaffaqiyatni rag'batlantiradi.

XULOSA

"Iqtidorlarli kadrlarni boshqarishni takomillashtirish" mavzusida o'tkazilgan tadqiqotda belgilangan vazifalardan kelib chiqib, quyidagi nazariy va amaliy xulosalar ishlab chiqilgan:

1. Iqtidorlarni boshqarish ko'p qirrali jarayon bo'lib, uning asosiy bosqichlari – iqtidorli xodimlarni ishga qabul qilish, rivojlantirish va saqlab qolishni o'z ichiga oladi. Iqtidorlarni boshqarishning samarali strategiyalari tashkilot maqsadlariga mos kelishi va texnologik o'zgarishlarga moslashuvchan bo'lishi lozim. O'zbekistonda iqtidorlarni boshqarish jarayonlarini muvaffaqiyatli amalga oshirish uchun bu bosqichlarni tushunish muhim ahamiyatga ega.

2. Raqamli transformatsiya inson resurslarini boshqarish amaliyotiga sezilarli ta'sir ko'rsatdi, bunda iqtidorli kadrlarni yollash, rivojlantirish va saqlab qolish jarayonlarini takomillashtirish uchun samarali vositalarni taqdim etadi. HRIS platformalarini joriy etishdek texnologik yutuqlar tashkilotlarga real vaqt rejimida ma'lumotlarni tahlil qilish imkonini berib, iqtidorli kadrlarni boshqarishda yanada aniq va samarali qarorlar qabul qilish imkonini beradi.

3. Tadqiqotda rivojlanayotgan iqtisodiyotlarda, xususan, O'zbekistonda texnologik, tashkiliy, tashqi (TTT) va madaniy omillarning iste'dodlarni boshqarish natijalariga qanday ta'sir ko'rsatishini o'rganilgan. Aksariyat tadqiqotlar rivojlangan mamlakatlarga qaratilgan bo'lsa-da, bunday ilmiy ish hali o'rganilmagan kontekstlarda HRM amaliyoti haqida tushunchalar beradi, bu esa madaniy jihatdan farq qiluvchi va rivojlanayotgan hududlarda HRISni qabul qilish va iste'dodlarni boshqarishga mahalliy yondashuvlar zarurligini belgilaydi.

4. Ekonometrik tahlillar taklif etilgan iqtisodiy-matematik model iqtidorlarni boshqarish natijalariga ta'sir qiluvchi omillarni aniq aks ettirganligini tasdiqlaydi. Tadqiqot natijasida HRIS tizimlarining iqtidorlarni boshqarish amaliyotlarini yaxshilashdagi ijobiy ta'sirini aniqlandi.

5. Tadqiqot natijasida iqtidorli kadrlarni boshqarish samaradorligini

¹⁰¹ Božić, V. and Poola, I. (2023). 'The Role of Artificial Intelligence in Increasing the Digital Literacy of Healthcare Workers and Standardization of Healthcare', Apr. 2023, doi: 10.13140/RG.2.2.30715.80165.

baholash uchun qo'llanilgan miqdoriy metodologiya, iqtidorli kadrlarni yollash, rivojlantirish, saqlab qolish singari asosiy iste'dodlarni boshqarish natijalarini baholash imkoniyatini yaratadi va sohada kelajakda empirik tadqiqotlar uchun asosni tashkil etadi.

6. Iqtisodiy-matematik model tahlili natijasida xodimlarning IT kompetentsiyasi, tashkilotning IT infratuzilmasi (texnologik), top menejement qo'llab-quvvatlashi (tashkiliy) hamda davlat tomonidan qo'llab-quvvatlash (tashqi) singari omillar HRIS joriy etish borasida asosiy determinantlar ekanligi aniqlangan. Shuningdek, uzoqni ko'zlash madaniy omili texnologik omillar bilan bog'liq holda HRIS tizimlarini samarali amalga oshirishda muhim ahamiyatga ega.

7. O'zbekistonda HRIS tizimlarini joriy etish uchun aniq yo'l xaritasi taklif etilgan. Boshqaruv joriy etilishida korxonaning strategik maqsadlari bilan moslashtirilib, bosqichma-bosqich amalga oshirish tavsiya qilinadi. Shu orqali tashkilot tizim bilan tajriba orttirib, uni kengaytirish imkoniyatiga ega bo'ladi.

8. O'zbekistondagi tashkilotlar HRIS tizimlarini joriy etish uchun amaliy tavsiyalar, masalan, keng qamrovli treninglar, rahbariyat ishtiroki va texnologik infratuzilmani rivojlantirish zarurligi aniqlangan. Tashkilotlarga HRIS tizimlarini o'z ehtiyojlari, resurs va imkoniyatlariga mos ravishda joriy etish tavsiya qilingan, bu esa uzoq muddatli muvaffaqiyatga erishishni ta'minlaydi.

9. O'zbekistonda iste'dodli kadrlarni boshqarishni takomillashtirish texnologik, tashkiliy va boshqaruv sohasidagi o'zgarishlarni talab qiladi. Asosiy tavsiyalarga uzluksiz ta'lim madaniyatini rivojlantirish, ma'lumotlarga asoslangan qarorlar qabul qilishni takomillashtirish va iste'dodlarni boshqarish strategiyalarini tashkilotning umumiy maqsadlariga moslashtirish kiradi.

**SCIENTIFIC COUNCIL (DSc.22/30.12.2019. I.85.01) ON AWARD OF
SCIENTIFIC DEGREE OF DOCTOR OF SCIENCE AT THE WESTMINSTER
INTERNATIONAL UNIVERSITY IN TASHKENT**

WESTMINSTER INTERNATIONAL UNIVERSITY IN TASHKENT

GAPPAROVA DILDARA BAXTIYOROVNA

TALENT MANAGEMENT IN THE AGE OF DIGITALIZATION AND AUTOMATION IN UZBEKISTAN

08.00.13 – Management

ABSTRACT

OF A PHD IN ECONOMICS DISSERTATION

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The theme of the dissertation of Doctor of Philosophy (Ph.D.) in Economic Sciences registered under the number B2021.2.PhD/I733 at the Supreme Attestation Commission under the Ministry of Higher Education, Science, and Innovations.

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INTRODUCTION (Annotation of the Doctor of Philosophy (PhD) Dissertation)

Topicality and necessity of the thesis. In the era of economic development based on science and technology, the importance of human capital and talented personnel has never been greater in the world. The global human resource management market was valued at \$21.69 billion in 2022, with forecasts projecting an annual growth rate of 12.7 % from 2023 to 2030. This growth is attributed to the increasing need for simplified HR operations supported by the human resource information system (HRIS)¹. Therefore, the use of human resource information systems in talent management, including recruitment, training, and development practices, is gaining significant value for maximizing employee productivity, stimulating innovation, and improving the overall performance of the organization. One unquestionable truth is that digital transformation has had an influence on the world of work over the years, is doing so now, and will continue to do so in the future.

Scientific research is being carried out worldwide on the topic of effective management of talented personnel through the use of digital technologies, so that companies are ready to succeed in a rapidly changing and competitive business environment through the effective management and development of human capital. By conducting research at the international level, leading scientific centers and higher educational institutions around the world, organizations will be able to formulate their strategies based on modern global trends and find the most effective ways to work with employees. These scientifically grounded approaches are of great value in increasing employee efficiency and loyalty to the organization, in making informed decisions, and in simplifying HR processes. Moreover, relatively new practices in modern companies, such as remote and hybrid work models, employee well-being, and inclusivity, are activating scientific trends aimed at researching new approaches to work.

In Uzbekistan, scientific research related to talent management is considered a crucial issue. As our country integrates into the global labor market, it becomes increasingly important for organizations to adapt to a rapidly changing business environment, implement robust talent management strategies, and digitally transform HR processes to gain an advantage in the intensifying competition from both local and international players. As the President of the Republic of Uzbekistan, Shavkat Mirziyoyev emphasized in his speech at the 78th session of the UN General Assembly, "Developing human capital and nurturing a creative young generation is

¹ Grand View Research. 2023. "Human Resource Management (HRM) Market | Industry Report, 2030." Grandviewresearch.com. 2023. <https://www.grandviewresearch.com/industry-analysis/human-resource-management-hrm-market>.

one of the strategic objectives of Uzbekistan². “Consequently, enterprises and organizations operating in our republic need to conduct extensive research to establish continuous professional education, implement HR technologies and analytics, study intercultural differences, and develop practical solutions tailored to the local context.

This dissertation research, to a certain extent, contributes to the fulfillment of tasks outlined in the following decrees and resolutions, which determine the steps taken towards the digital transformation of human resources information systems in our republic: Decree of the President of the Republic of Uzbekistan No. UP- 6079 “Digital Uzbekistan - 2030” dated October 5, 2020¹⁰²; Presidential Decree No. UP- 60 “On the Development Strategy of New Uzbekistan for 2022-2026” dated January 28, 2022¹⁰³; Presidential Decree No. PP-162 “On Measures to Increase the Coverage and Quality of Digital Services, as well as the Digital Transformation of Sectors, Industries, and Territories” dated May 24, 2023¹⁰⁴; Presidential Decree No. UP -37 “On the State Program for the Implementation of the Strategy 'Uzbekistan-2030' in the 'Year of Supporting Youth and Business'” dated February 21, 2024; Resolution of the Cabinet of Ministers No. 492 “On Measures to Improve the Human Resources Management System in Republican and Local Executive Authorities” dated September 22, 2023¹⁰⁵; and other regulatory legal documents adopted in this field.

Relevance of the research to the priority areas of science and technology development in the Republic. This study corresponds to the strategic direction of scientific and technological development in the republic: “Formation of a system of innovative ideas and ways to implement them in the social, legal, economic, cultural, spiritual, and educational development of an information society and a democratic state.”

Problem development status. A number of scientists are conducting scientific and practical international research on the topic of managing talented personnel through human resource information systems and digital transformation of human resource management processes, including: Alam M.G.R.³, Oehley A.M.⁴, Quaosar G.M.⁵, Rahman M. A., Qi X. and Jinnah M.S.⁶, EINakib D.M.⁷, Liu D. and Darbandi M.⁸,

² O'zbekiston Respublikasi Prezidentini Sh. Mirziyoyevning BMT Bosh Assambleyasini 78-sessiyasidagi nutqi // <https://president.uz/oz/lists/view/6679>

³ Alam M. G. R. [и др.]. Critical Factors Influencing Decision to Adopt Human Resource Information System (HRIS) in Hospitals // PLOS ONE. 2016. № 8 (11). С. e0160366.

⁴ Oehley A. M. The development and evaluation of a partial talent management competency model // scholar.sun.ac.za [Электронный ресурс]. URL: <https://scholar.sun.ac.za/handle/10019.1/>

⁵ Quaosar G. M. A. A. Determinants of the Adoption of Human Resources Information Systems in a Developing Country: An Empirical Study // The International Technology Management Review. 2017. № 3 (6). С. 82.

⁶ Rahman M. A., Qi X., Jinnah M. S. Factors affecting the adoption of HRIS by the Bangladeshi banking and financial sector // Cogent Business & Management. 2016. № 1 (3).

⁷ EINakib D. M. [va boshqalar]. The Effect of HRIS Adoption on Vodafone Egypt Firm's Performance // Journal of Human Resource and Sustainability Studies. 2021. № 02 (09). С. 173–192.

⁸ Liu D., Darbandi M. Assessing the impact of cloud-based services on the talent management of employees // Kybernetes. 2021. № 6 (51).

Ali Quaosar G.M.A. and Rahman Md.S.⁹, Beadles N.A., Lowery C.M., Johns K.¹⁰, Karaboğa T.¹¹, Harris J.G., Craig E., and Light D. A.¹², and others.

Russian scientists, Leskina E. I.¹³, Barinova E. P., Sheremetyeva E. N., and Zotova A. S.¹⁴, Kabalina V. I., Mondrus O. V.¹⁵, Panova E. A., Oparina N. N., and Bondareva L. V.¹⁶, and others have conducted scientific research in this area and made a significant contribution to the study of modern methods of managing talent through the use of information technologies.

The results of scientific research by scientists of our republic, consisting of the works of Ismailov B.¹⁷, Levinskaya V.¹⁸, Oqnullayev R.R.¹⁹, Aajaz A.H., Kayumov O.A. va Kayumova N.R.²⁰ on human resource and talent management through digital transformation, have been implemented to a relatively small extent, which indicates that the use of information systems for talent management in our republic is still in its early stages.

Although the above-mentioned researchers have made significant progress in studying digital transformation processes in the field of human resource management, their conclusions are primarily limited to descriptive analyses. These studies do not provide sufficient empirical data that correspond to the specific conditions of our country. Furthermore, they mainly contain practical recommendations drawn from the experiences of developed countries. This limits their scope of application and their potential impact on addressing the unique challenges facing our country's development. Although the dynamics of developed countries

⁹ Ali Quaosar G. M. A., Rahman Md. S. Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and Prospects // *Journal of Human Resource and Sustainability Studies*. 2021. № 03 (09). C. 470–483.

¹⁰ Beadles N. A., Lowery C. M., Johns K. The Impact of Human Resource Information Systems: An Exploratory Study in the Public Sector // *Communications of the IIMA*. 2015. № 4 (5).

¹¹ Karaboğa T. The Impact of Industry 4.0 on Talent Management Practices // *Advances in Human Resources Management and Organizational Development*. 2023. C. 1–19.

¹² Harris J. G., Craig E., Light D. A. Talent and analytics: new approaches, higher ROI // *Journal of Business Strategy*. 2011. № 6 (32). C. 4–13.

¹³ Leskina E. I. [va boshqalar.]. Digital Talent Management For Human Capital Development // *European Proceedings of Social and Behavioural Sciences*. 2022.

¹⁴ Barinova E. P., Sheremetyeva E. N., Zotova A. S. Digital Talents: Realities and Prospects // *Lecture Notes in Networks and Systems*. 2019. C. 327–334.

¹⁵ Kabalina V. I., Mondrus O. V. Contextualizing Talent Management in Russian IT Companies // *Russian Management Journal*. 2018. № 1 (16). C. 5–36.

¹⁶ Panova E. A., Oparina N. N., Bondareva L. V. Talent Management: Tasks and Challenges for a Digital Tomorrow // *Lecture notes in networks and systems*. 2022. C. 288–294.

¹⁷ Ismailov B. Uzbekistan in the Process of Digitalization // *Centre for Economic Research and Reforms under the Administration of the President of the Republic of Uzbekistan [Электронный ресурс]*. URL: <https://eupoliticalreport.com/uzbekistan-in-the-process-of-digitalization/>.

¹⁸ Levinskaya V. Digital Transformations in Uzbekistan: Technological and Sociocultural Factors // *Zenodo*. 2024. № 1 (1).

¹⁹ Oqnullayev R. R. Human Resource Management Roles in the Condition of Industry 4.0 // *Galaxy International Interdisciplinary Research Journal*. 2022. № 8 (10). C. 198–204.

²⁰ Aajaz A. H., Kayumov O. A., Kayumova N. R. Artificial Intelligence in the Management of Intellectual Resources of Enterprises in the Conditions of the Digital Economy in Uzbekistan // *Zenodo (CERN European Organization for Nuclear Research)*. 2023. № 1 (A).

have been studied in many studies, many scholars recognize that various factors, such as culture, traditions, business practices, and state legislation, play a decisive role in shaping the results. In this context, it is important to conduct in-depth research in the specific conditions of Uzbekistan. Our country is distinguished by its political, religious, and cultural values, as well as its own characteristics that have a profound impact on social relations and economic development. By studying these factors, this study aims to identify areas that need improvement and conduct scientific research, taking into account the challenges that the country is currently facing in its socio-economic development.

Relevance of the research to the scientific research directions of a higher education institution. The dissertation was completed within the framework of the state fundamental research project “Improving the scientific and methodological foundations of the development of the real sector of the economy and companies in a competitive market environment” based on the scientific research plan of Westminster International University in Tashkent.

The aim of the research. To develop proposals and recommendations for improving talent management in Uzbekistan in the era of digitalization and automation.

The tasks of the research.

to study the theoretical aspects of talent management and identify the main stages of this process;

to investigate the impact of digital transformation on human resource management systems and the role of technology in talent management;

to explore the impact of technological, organizational, and environmental (TOE) factors and long-term orientation on the implementation of human resources information systems;

to create an economic and mathematical model of talent management through the application of human resources information systems in Uzbekistan;

to develop a methodology for quantitative research on talent management through the application of human resources information systems in Uzbekistan;

to reveal research results based on the econometric analysis of the mathematical model of talent management through human resources information systems in Uzbekistan;

to develop a roadmap for the implementation of talent management through human resources information systems in Uzbekistan based on the results of the analysis;

to provide scientific proposals and practical recommendations for the implementation of human resources information systems for organizations operating in Uzbekistan;

to develop scientific proposals and practical recommendations on improving talent management in the era of digitalization and automation in Uzbekistan;

The object of the research. Enterprises and organizations in Uzbekistan aimed at improving talent management through the application of human resources information systems.

The subject of the research. Social and organizational relationships formed in the process of managing talents through human resources information systems in Uzbekistan.

Research methods. The dissertation employs methods of scientific abstraction, logical thinking, deduction, analysis, and synthesis, econometric and statistical analysis, such as linear regression, and parametric analysis.

The scientific novelty of the study is as follows:

a new model for effective talent management was developed using the methodological approach of Tornatsky and Fleischer's "Technological, Organizational, and Environmental Factors", which statistically proves the influence of IT infrastructure, IT competencies of HR employees, and top management support on the effectiveness of talent management;

small enterprises in Uzbekistan are more effective than larger organizations in recruiting, developing, and retaining talent, which reveals an inverse relationship between company size and talent management outcomes ($p\text{-value}=0,006$; $b=-0,161$). Hence, practical recommendations for improving talent management strategies in both small and large organizations are presented;

"long-term orientation" of Hofstede's theory moderates the relationship between technological factors and talent management outcomes, indicating that the long-term strategic orientation of organizations influences the effectiveness of talent management and development in Uzbekistan.

human resource information systems (HRIS) act as a mediator

between Technology-Organization-Environment (TOE) factors and talent management effectiveness. Further, a strategic roadmap for the implementation and improvement of HR technologies in Uzbekistan for 2025-2030 has been developed.

Practical implications of the research. The research justified the necessity to enhance HR management frameworks and effectively deploy Human Resource Information Systems (HRIS) to optimize talent management outcomes. Organizations must prioritize ongoing investments in their IT infrastructure and the advancement of their employees' IT capabilities;

A roadmap for implementing Human Resource Information Systems (HRIS) in Uzbekistan was developed following an empirical analysis of the economic-mathematical model aimed to enhance talent management outcomes;

The study justifies the importance of aligning the technology adoption process with a long-term internal corporate culture, therefore it is established that the success of HR technology implementation in the context of Uzbekistan is interconnected to the internal culture of organizations;

Strategic recommendations have been developed for establishing a flexible and innovative talent management system for small enterprises and streamlining the practice of personnel management in large organizations;

Practical recommendations have been developed for the implementation of information systems for human resources and the improvement of talent management.

Authenticity of the research results. The data collected through surveys with a significant sample size, which makes the study authentic and original, consists of primary quantitative data obtained from human resources (HR) managers and industry experts. In addition, the results of econometric analysis, such as Cronbach's Alpha, Kaiser-Meyer-Olkin (KMO) Score, Bartlett's Test, Average Variance Extracted (AVE), and Composite Reliability (CR), showed that the study had a high level of reliability and validity.

The scientific and practical value of the research to be implemented could be obtained by: The scientific significance of the work lies in its comprehensive analysis and specific contextual recommendations for improving talent management in Uzbekistan. The research results lead to the development of practical proposals and recommendations in the field of talent management, in particular, identifying ways to improve this area

through the digitization of talent management processes in Uzbekistan and the introduction of human resource management information system platforms.

Implementation of the research results. Based on scientific results obtained during research on improving talent management in the era of digitalization and automation:

A new model for effective talent management was developed using the methodological approach of Tornatsky and Fleischer's "Technological, Organizational, and Environmental Factors", which statistically proves the influence of IT infrastructure, IT competencies of HR employees, and top management support on the effectiveness of talent management. Angelsey Food LLC used this model as a key consideration in shaping the talent development strategy for the Korzinka supermarket chain (Reference No. 732 dated March 7, 2025, from LLC "Angelsey Food"). As a result, Korzinka's focus on developing employee IT competencies, improving technical support, and securing strong backing from top management significantly enhanced the company's ability to hire, develop, and retain talented personnel. The company organized specialized mentoring programs and conducted both online and offline training seminars to develop employee skills. In consequence, on October 18, 2024, Korzinka was honored with the "Talent Development" award at the Employer Brand Award & Summit 2024 (EMBRAS) for innovative HR practices.

Small enterprises in Uzbekistan are more effective than larger organizations in recruiting, developing, and retaining talent, which reveals an inverse relationship between company size and talent management outcomes ($p\text{-value}=0,006$; $b=-0,161$). Acknowledging this scientific novelty and using practical recommendations on effective talent management strategies for both large and small organisations, Korzinka supermarket chain, as one of the largest employers in the region, successfully implemented a new talent acquisition strategy. (Reference No. 732 dated March 7, 2025, from LLC "Angelsey Food"). In 2023, the initiation of the "Work is Better and Better!" project was instrumental in the recruitment and training of skilled employees through the establishment of the company's internal training center. This initiative was complemented by an extensive advertising campaign aimed at raising awareness and promoting the brand. As a result of the project's launch, there was a remarkable fivefold increase in the number of job applicants, culminating in a total of 35,000 applications received. In just three months, the Korzinka supermarket chain successfully employed 1,640 new staff members, illustrating the project's effectiveness in enhancing the talent acquisition process.

"Long-term orientation" of Hofstede's theory moderates the relationship between technological factors and talent management outcomes, indicating that the long-term strategic orientation of organizations influences the effectiveness of talent management and

development in Uzbekistan. This scientific innovation was utilized to establish the long-term strategic goals of the Chamber of Commerce and Industry of Uzbekistan, focusing on improving employee qualifications and training (Reference No. 02-07-27-3029 dated March 17, 2025, from the Chamber of Commerce and Industry of Uzbekistan). As a result, a new talent management strategy has been implemented within the Chamber, facilitating sustainable growth for the future. This data-driven approach aims to achieve long-term objectives, particularly enhancing employee qualifications and ensuring the ongoing development of the organization. In 2024, 50 talented individuals were sent abroad to gain experience in foreign countries, including Germany, the Czech Republic, Turkey, Korea, and Pakistan.

Human resource information systems (HRIS) act as a mediator between Technology-Organization-Environment (TOE) factors and talent management effectiveness. Further, a strategic roadmap for the implementation and improvement of HR technologies in Uzbekistan for 2025-2030 has been developed. This novelty served as one of the initiatives in implementing the “Digital Professional Growth” system in the “Korzinka” supermarket chain (Reference No. 732 dated March 7, 2025, from LLC “Angelsey Food”). As a result, the transparency of employee career advancement improved in the “SAP SuccessFactors” electronic platform. Thus, the number of employees has increased significantly, rising by 27% over the past year, and as of February 2025, more than 12,700 individuals are employed within the “Korzinka” supermarket chain.

Approbation of research results. The research results were presented and analyzed in detail at 9 conferences, including 3 prestigious international events and 6 republican scientific and practical conferences. This led to meaningful discussions and valuable feedback among specialists in the field.

Publication of research results: 14 scientific works have been published on the topic of the dissertation, which indicates a comprehensive study of this area. All of these articles have been published in scientific publications recommended by the Supreme Attestation Commission of the Republic of Uzbekistan for publishing the main scientific results of Doctor of Philosophy (PhD) dissertations. 3 of these articles were published in prestigious national journals, which is a significant contribution to the local scientific environment. 5 articles were published in a prestigious international journal with a high impact factor, and additionally, 1 article was accepted in an international journal from Scopus index, which emphasizes the global significance and recognition of the research.

The size and structure of the dissertation. The dissertation consists of an introduction, three chapters, a conclusion, a list of used literature, and appendices. It also includes two appendices with additional materials. The

total volume of the dissertation is 153 pages, in which the selected topic is studied in detail.

THE MAIN CONTENT OF THE DISSERTATION

The **introduction** emphasizes the relevance and demand for the dissertation topic. It articulates the goal, objectives, object, and subject of the research. Furthermore, it illustrates how the research aligns with the priority areas of science and technology development within the republic. The introduction also delves into the scientific novelty and practical outcomes of the study, highlighting the significance of the findings. Additionally, it provides insights into the implementation of the research results in practice, details any published works, and outlines the structure of the dissertation.

The first chapter of the dissertation, titled **“Theoretical foundations and the key stages of talent management”**, examines various theories and historical developments related to talent management in scientific literature. This chapter provides an overview of the fundamental concepts that define talent management and a detailed explanation of the three main theories of talent management.

Talent Management Theories. Talent management is a practice that aims to identify the “right” people, connect them with the “right” jobs, and advance their skills to facilitate the realization of their supreme competencies for achieving business goals. This is particularly vital for senior executive roles, where hiring talented individuals is crucial for organizational success²¹.

Theory 1: Talent Management Process. Talent management is often depicted as a cyclical process, divided into four stages: assessment, education, motivation, and analysis (picture 1)²². The first stage involves selecting the right person for the job. The second stage focuses on skill development, helping employees understand their potential. The third stage emphasizes motivation and retention, fostering employee engagement through a sense of belonging. Finally, the analysis stage evaluates future skills requirements and assesses how employees' skills can be further developed for optimal performance.

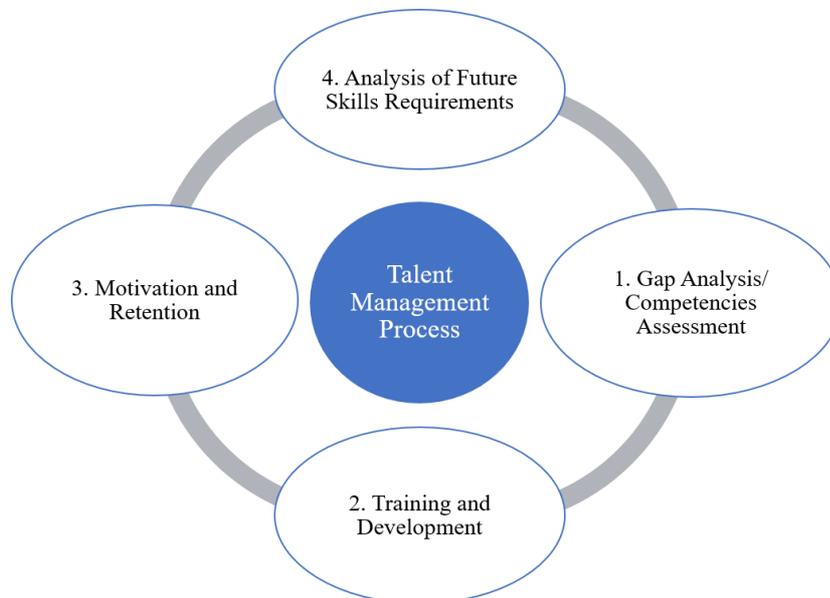
Theory 2: Employer Brand Model. The “Employer Brand Model”²³

²¹ Miner, J. B. (1973). The management consulting firm as a source of high-level managerial talent. *Academy of Management Journal*, 16(2), 253-264.

²² Glen, C. (2006). “Key Skills Retention and Motivation: The War for Talent Still Rages and Retention is The High Ground”, *Industrial and Commercial Training*, Vol. 38, No. 1, pp. 37-45.

²³ Gaddam and Soumya (2008) “Modeling Employer Branding Communication: The Softer Aspect of HR Marketing Management”, *ICFAI Journal of Soft Skills*. Mar2008, Vol. 2 Issue 1, p45-55. 11p.

underscores the importance of a strong employer brand in attracting top talent. Companies like Google, Facebook, and Ernst & Young use AI-enabled recruiting to enhance employee engagement and achieve significant savings²⁴. A compelling employer brand can improve recruitment, retention, and employee satisfaction, resulting in positive organizational outcomes.



Picture 1. Talent Management Process²⁵

Theory 3: AARRR Pirate Metrics. HR Talent Management Model

The AARRR Pirate Metrics model, originally used in marketing, has been adapted for talent management²⁶. This model views employees as internal customers and consists of five stages:

1. *Acquisition* – Attracting qualified candidates through employer branding.
2. *Activation* – Selecting and onboarding new employees.
3. *Revenue* – Maximizing employee performance through learning and growth.
4. *Referral* – Leveraging current employees for referrals and a positive brand image.
5. *Retention* – Ensuring employee satisfaction and long-term retention through compensation, benefits, and a supportive environment.

Across these various theories, the central themes of talent management—*acquisition*, *development*, and *retention*—are consistently emphasized, serving as the foundation for measuring the outcomes of talent management in organizations.

²⁴ Ernst & Young Global (2019), “How EY’s AI journey created a major business impact” , available at: https://www.ey.com/en_gl/alliances/how-ey-s-ai-journey-created-a-major-business-impact

²⁵ Glen, C. (2006). “Key Skills Retention and Motivation: The War for Talent Still Rages and Retention is The High Ground”, *Industrial and Commercial Training*, Vol. 38, No. 1, pp. 37-45.

²⁶ Academy to Innovate HR (2021), “A New HR Talent Management Model” , available at: https://www.digitalhrtech.com/new-hr-talent-management-model/?_ga=2.221443928.1919393496.1618643774-1579557018.1618058046

Digital Transformation and Human Resource Information Systems. In recent years, businesses worldwide have increasingly implemented digital tools in operations, and Human Resource Management (HRM) is no exception²⁷. Originally, employment information systems, dating back to the 1940s, were used simply for record-keeping and compensation²⁸. However, with the current technological advancements, human resource information systems (HRIS) now support managing all aspects of HR activities. This digital shift improves operational processes and enhances human capital management, which in turn supports better organizational decision-making²⁹. The digitalization of HRM is not new, but the COVID-19 pandemic has accelerated its adoption, as companies strive for agility and efficiency in hybrid work environments. Technologies like people analytics enable smarter decision-making regarding talent, enhancing organizations' ability to manage HR processes dynamically.

HRIS was first introduced in the 1980s as a software solution to manage increasing HR-related data. They not only automate essential functions but also integrate regulations, processes, and personnel data³⁰. HRIS offers several benefits, including improved accuracy, faster data access, resource savings, and better client satisfaction³¹. HRIS has proven to streamline HR operations, increase efficiency, and shift the focus to strategic talent management³². HRIS also supports talent management outcomes by integrating HR analytics for strategic decision-making³³. Data-driven decision-making allows for more informed talent acquisition by analyzing employee profiles, centralizing data storage, and improving analytics^{34 35}. Over time, HRIS has evolved; some businesses now use it for both administrative and strategic purposes, while others still only leverage it for basic administrative tasks³⁶.

²⁷ Singh, G., Tiwari, P. and Garg, V. (2023). HRM Digitalisation: Exploring Success and Outcomes. The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part B, 199–219. Available from <https://doi.org/10.1108/978-1-80455-662-720230012> [Accessed 6 April 2023].

²⁸ DeSanctis G. Human Resource Information Systems: A Current Assessment // MIS Quarterly. 1986. № 1 (10). C. 15.

²⁹ Samy, N. et al. (2023). HRIS Mediating Role the Relationship between TOE and Decision Making. Technology and Investment, 14 (01), 1–21. Available from <https://doi.org/10.4236/ti.2023.141001> [Accessed 11 March 2023].

³⁰ Lina, M.A. (2019). Human Resource Information System (HRIS): An Important Element of Modern Organization. Global Disclosure of Economics and Business, 8 (2), 61–66. Available from <https://doi.org/10.18034/gdeb.v8i2.98> [Accessed 2 March 2024].

³¹ Ngai, E.W.T. and Wat, F.K.T. (2006). Human resource information systems: a review and empirical analysis. Personnel Review, 35 (3), 297–314. Available from <https://doi.org/10.1108/00483480610656702>.

³² Batra, Tejal Singh, and Rasika Patil. 2023. "Impact of HRIS Strategy on HRIS Effectiveness." Ssrn.com. July 2023. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4565506.

³³ Sharma, Anshu, and Jyotsna Bhatnagar. 2017. "Talent Analytics: A Strategic Tool for Talent Management Outcomes". Indian Journal of Industrial Relations 52 (3): 515–27. <https://www.jstor.org/stable/26536413>.

³⁴ Harris, Jeanne G., Elizabeth Craig, and David A. Light. 2011. "Talent and Analytics: New Approaches, Higher ROI." Journal of Business Strategy 32 (6): 4–13. <https://doi.org/10.1108/02756661111180087>.

³⁵ Gafurov, K. 2019. "Uzbekistan's Digitalization of Human Resources Management System: Advantages and Prospects". Uzbekistan.org.ua. 2019. <https://uzbekistan.org.ua/en/news/7045-uzbekistan%E2%80%99s-digitalization-of-human-resources-management-system-advantages-and-prospects.html>.

³⁶ Buzkan, H. (2016). The Role of Human Resource Information System (HRIS) in Organizations: A Review of Literature. Academic Journal of Interdisciplinary Studies, 5 (1). Available from:

The adoption of HRIS is influenced by factors like company size and market expansion³⁷. For HRIS implementation to succeed, organizations must integrate it with other business functions³⁸. However, challenges such as employee adaptation and organizational resistance to change must be addressed during the implementation phase³⁹.

As digital tools like artificial intelligence (AI) take on greater roles in talent management, HRIS can integrate AI to automate recruitment tasks, such as resume screening and performance analytics⁴⁰. Combining AI with HRIS can enhance operational efficiency and personalize employee experiences. Additionally, incorporating HRIS into Agile HR practices allows HR teams to adapt quickly to changing business needs, improving talent management agility⁴¹.

In Uzbekistan, despite a significant labor supply-demand imbalance, the country faces shortages in specialized fields like engineering and finance⁴². The adoption of HRIS could assist in addressing these talent management challenges. While Uzbekistan has made strides in digital transformation, ranking 43rd in the 2022 GovTech Maturity Index, HRIS adoption in businesses remains slow and requires further research to understand the factors influencing its acceptance.

The Impact of Technological, Organizational, and Environmental (TOE) and Long-Term Orientation Factors. The Technological, Organizational, and Environmental (TOE) framework, introduced by Tornatzky and Fleischer in 1990⁴³, is essential in understanding the impact of technology adoption on Human Resource Management (HRM). The COVID-19 pandemic highlighted the importance of TOE factors, as remote working pushed the integration of digital technologies into HRM practices⁴⁴. Technological, organizational, and environmental factors all contribute to the effectiveness of HRM practices, especially in talent management.

Technological Factors. Technological factors, which affect all

<https://doi.org/10.5901/ajis.2016.v5n1p133>.

³⁷ Barisic, A.F., Tomić, M. and Bach, M.P. (2022). Adoption of Human Resource Information Systems: Impact of Industry, Size and Market. May 2022.

³⁸ Nagendra, A. and Deshpande, M. (2014). Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organizations. *Procedia - Social and Behavioral Sciences*, 133, 61–67. Available from <https://doi.org/10.1016/j.sbspro.2014.04.169>.

³⁹ Kovach, K.A. et al. (2002). Administrative and Strategic Advantages of HRIS. *Employment Relations Today*, 29 (2), 43–48. Available from <https://doi.org/10.1002/ert.10039>.

⁴⁰ Levenson, Alec. 2018. "Using Workforce Analytics to Improve Strategy Execution." *Human Resource Management* 57 (3): 685–700. <https://doi.org/10.1002/hrm.21850>.

⁴¹ Rohit, Ashish Kumar, Mukesh Saini, and Maneesh Pawar. 2024. "Integration of Artificial Intelligence in Human Resource Information System." *International Journal of Innovative Research in Technology and Science* 12 (2): 177–83. <https://ijirts.org/index.php/ijirts/article/view/26>.

⁴² Amcham Uzbekistan (2015), "HR market of Uzbekistan", Available from: <https://amcham.uz/wpcontent/uploads/publication-2015-second.pdf>

⁴³ Tornatzky L. G., Fleischer M., Chakrabarti A. K. *The Processes of Technological Innovation* / L. G. Tornatzky, M. Fleischer, A. K. Chakrabarti, Lexington, MA, Lexington Books: Free Press, 1990.

⁴⁴ Jana, Bhaswati, and Tanuja Kaushik. "Application of technology-organization-environment model in HR analytics adoption." *Journal of Information and Optimization Sciences* 43, no. 6 (2022): 1387-1395.

organizational departments, significantly influence HRM⁴⁵. These factors are further categorized into IT infrastructure and IT capability.

1) *IT Infrastructure*: A well-developed IT infrastructure is crucial for the adoption of new technologies. Ma and Ye (2015)⁴⁶ suggest that IT infrastructure plays a key role in encouraging or hindering the use of advanced technologies in HRM practices.

2) *IT Capability*: This refers to the skills required to utilize IT technologies to achieve operational goals. In HRM, IT capability refers to the skills HR personnel need to implement HRIS effectively. Higher IT capabilities, driven by investments in both people and technology, can enhance the success of HRIS systems⁴⁷.

Hypothesis 1: Technological factors positively influence talent management practices.

Organizational Factors. Reginato and Guerreiro (2013)⁴⁸ suggest that organizational factors also play a significant role in HRM practices, particularly in talent management. These factors are divided into three dimensions: perceived complexity, top-management support, and perceived cost.

3) *Perceived Complexity*: The complexity of implementing new HRM practices can hinder their adoption. When implementing HRIS, the perceived complexity of the technology can affect the decision-making process in the HR department.

4) *Top-management Support*: Support from top-level management is crucial for successful HRM practices. Studies indicate that top-management support improves the outcomes of HRM practices⁴⁹. For instance, having an HRM director on the board enhances the legitimacy and impact of HRM practices.

5) *Perceived Cost*: The financial resources required for implementing new systems are crucial in decision-making. An analysis of the perceived costs is essential for determining whether a technology will achieve its intended outcomes⁵⁰.

⁴⁵ Alam MGR, Masum AKM, Beh L-S, Hong CS (2016) Critical Factors Influencing Decision to Adopt Human Resource Information System (HRIS) in Hospitals. PLoS ONE 11(8): e0160366. <https://doi.org/10.1371/journal.pone.0160366>

⁴⁶ Ma, Li, and Maolin Ye. "The role of electronic human resource management in contemporary human resource management." *Open Journal of Social Sciences* 3, no. 04 (2015): 71.

⁴⁷ Mogoale, P., R. Kekwaletswe, and Aubrey Mongale. "Analysis of IT Capability Impact on Organizational Performance." *International Journal of Computer Trends and Technology* 69 (2021): 76-81.

⁴⁸ Reginato, Luciane, and Reinaldo Guerreiro. "Relationships between environment, culture, and management control systems." *International Journal of Organizational Analysis* 21, no. 2 (2013): 219-240.

⁴⁹ Reutzler, Christopher R., Carrie A. Belsito, and Jamie D. Collins. "Human resource management executive presence in top management." *International Journal of Organizational Analysis* 24, no. 5 (2016): 985-1001.

⁵⁰ Andjelic, Slavica, and Tamara Vesic. "The importance of financial analysis for business decision making." In *Book of proceedings from Sixth International Scientific Conference Employment, Education and*

Hypothesis 2: Organizational factors positively influence talent management practices.

Environmental Factors Environmental factors, such as market conditions and government regulations, play a significant role in shaping business processes. Competitive pressures and government support influence the adoption of new technologies^{51 52}.

1) *Competitive Pressure:* Competitive pressure influences the adoption of advanced technologies, as companies aim to outperform competitors in talent management and other areas.

2) *Government Regulations and Support:* Government regulations, including policies on taxes, investments, and intellectual property, affect technology implementation. Obialor (2020)⁵³ highlights how government actions shape enterprise development and technological adoption.

Hypothesis 3: Environmental factors positively influence talent management practices.

The Mediating Role of HRIS Adoption. Human Resource Information Systems (HRIS) play a key role in HRM practices, improving organizational performance and reducing costs⁵⁴. The TOE framework often drives HRIS adoption, with HRIS acting as a mediator between TOE factors and talent management practices⁵⁵.

• **Hypothesis 4:** HRIS adoption mediates the relationships between technological, organizational, and environmental factors and talent management.

Cultural Factor: Long-term Orientation. Cultural factors, particularly long-term orientation (LTO), significantly impact talent management practices. Hofstede's cultural dimensions theory emphasizes the role of culture in shaping organizational behavior⁵⁶. Long-term orientation refers to a culture's focus on future rewards, perseverance, and respect for tradition over immediate gratification⁵⁷. This is especially relevant in

Entrepreneurship, pp. 9-25. 2017.

⁵¹ Obialor, Donatus Chukwuemeka. "Effect of Government Regulations on New Businesses (A Case of Beverage Industry in Owerri Metropolis)." *Journal of Economics and Allied Research* 4, no. 3 (2020): 45-56.

⁵² Soewarno, N., Bambang T., and Devitania P. "Competitive pressure and business performance in East Java Batik industry." *Journal of Asian Finance, Economics and Business* 7, no. 12 (2020): 329-336.

⁵³ Obialor, Donatus Chukwuemeka. "Effect of Government Regulations on New Businesses (A Case of Beverage Industry in Owerri Metropolis)." *Journal of Economics and Allied Research* 4, no. 3 (2020): 45-56.

⁵⁴ Liu, Dan, and Mehdi Darbandi. "Assessing the Impact of Cloud-Based Services on the Talent Management of Employees." *Kybernetes*, June 8, 2021.

⁵⁵ Li, Min, Dingtao Zhao, and Yan Yu. "TOE drivers for cloud transformation: direct or trust-mediated?." *Asia Pacific Journal of Marketing and Logistics* 27, no. 2 (2015): 226-248.

⁵⁶ Hofstede G. *Culture's consequences: International Differences in Work-related Values* / G. Hofstede, Beverly Hills: Sage Publications, 1984.

⁵⁷ Insights, Hofstede. "Compare Countries—Hofstede Insights. 2023." (2023). [online] <https://www.hofstede-insights.com/country-comparison-tool?countries=kazakhstan> [Accessed 3 Ju3. 2024].

Central Asian countries, where long-term goals are valued over short-term achievements⁵⁸.

- **Hypothesis 5:** Long-term orientation moderates the relationship between technological factors and talent management practices.
- **Hypothesis 6:** Long-term orientation moderates the relationship between environmental factors and talent management practices.
- **Hypothesis 7:** Long-term orientation moderates the relationship between organizational factors and talent management practices.

Research Gaps. Although previous studies have examined HRIS adoption in various contexts, its impact on talent management outcomes (TMO), such as talent recruitment, development, and retention, remains underexplored. Most studies focus on organizational performance and decision-making, leaving a gap in understanding how HRIS adoption affects talent management outcomes⁵⁹ ⁶⁰. Moreover, studies from emerging economies indicate that HRIS adoption is still at an early stage⁶¹ ⁶². This research aims to fill this gap by focusing on HRIS adoption's impact on TMO, particularly in Uzbekistan. Cultural factors, particularly LTO, influence HRIS adoption in Central Asia, but research on this topic is limited. This study will contribute to understanding how cultural dynamics, especially long-term orientation, impact technology adoption in HRM.

The second chapter of the thesis presents “**Research Model and Methodology of Empirical Analysis of Factors Influencing Talent Management**”. This section offers a comprehensive framework exploring the various dimensions and dynamics that shape talent management practices. It meticulously outlines the research design and methodologies used to collect and analyze data, shedding light on the critical factors driving effective talent management in organizations.

Research Model and Hypotheses. The TOE factors in this study are independent variables, including “IT structure,” “IT capability,” “Perceived complexity,” “Perceived cost,” “Top management support,” “Competitive pressure,” and “Government regulations and support”⁶³. These factors are

⁵⁸ Nadirova, G. (2023). Cross-Cultural Interaction between Central Asia and South Korea. [online] Eurasian Research Institute (ERI). Available at: <https://www.eurasian-research.org/publication/cross-cultural-interaction-between-central-asia-and-south-korea/> [Accessed 3 Jun. 2024].

⁵⁹ ElNakib, Dalia Mohamed, Mohamed A. Ragheb, Rasha Abd ElAziz Youssef, and Abdel Nasser Ghanem. “The Effect of HRIS Adoption on Vodafone Egypt Firm’s Performance.” *Journal of Human Resource and Sustainability Studies* 9, no. 02 (2021): 173.

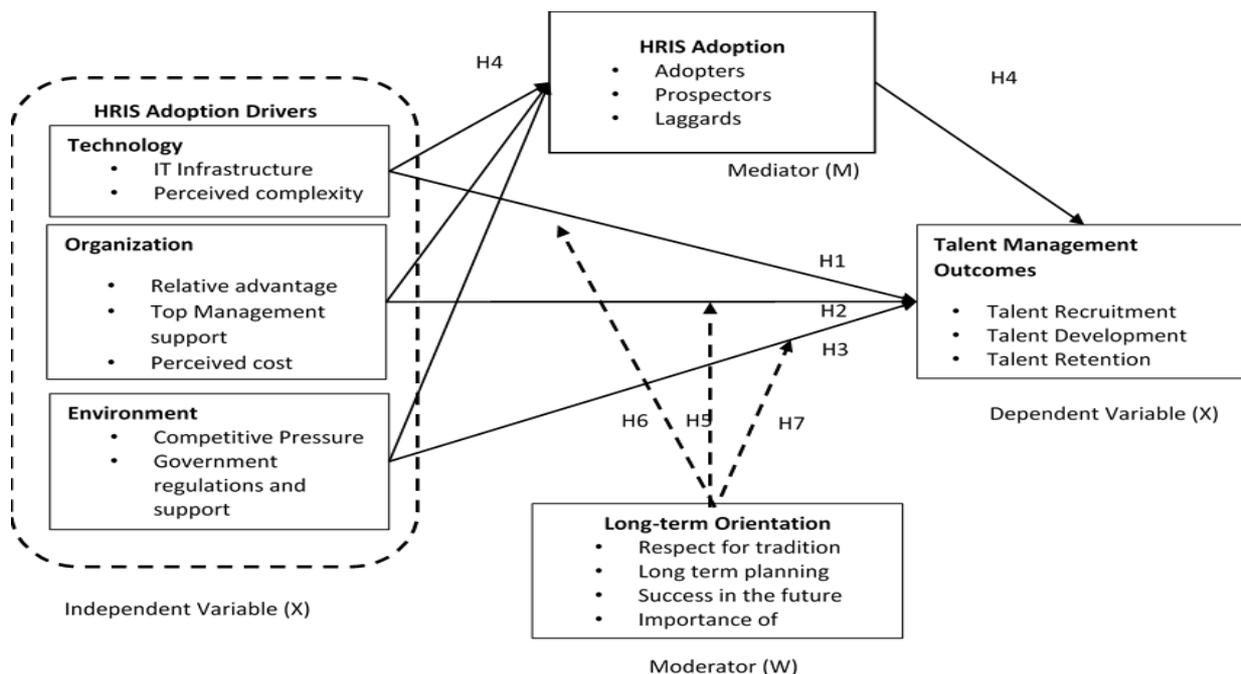
⁶⁰ Qaisar, Nasim. “Factors Affecting Extent of HRIS Adoption and its Impact on Organization's Performance: Moderating Role of HR Staff Expertise.” PhD diss., Riphah International University, Islamabad, 2019.

⁶¹ ElNakib, Dalia Mohamed, Mohamed A. Ragheb, Rasha Abd ElAziz Youssef, and Abdel Nasser Ghanem. “The Effect of HRIS Adoption on Vodafone Egypt Firm’s Performance.” *Journal of Human Resource and Sustainability Studies* 9, no. 02 (2021): 173.

⁶² Samy, N. et al. (2023). HRIS Mediating Role the Relationship between TOE and Decision Making. *Technology and Investment*, 14 (01), 1–21. Available from <https://doi.org/10.4236/ti.2023.141001> [Accessed 11 March 2023].

⁶³ Alam MGR, Masum AKM, Beh L-S, Hong CS (2016) Critical Factors Influencing Decision to Adopt Human

used to assess their impact on HRIS adoption. Constructs were adapted from prior research to fit the context of Uzbekistan (picture 2).



Picture 2: Research model and hypotheses⁶⁴

HRIS adoption, a nominal variable, serves as a mediator in the model. Using Turner’s (2003) instrument, organizations were asked to identify their HRIS adoption stage: “Adopter,” “Prospector,” or “Laggard.” This instrument has been applied in studies by Lertwongsatien & Wongpinunwatana (2003)⁶⁵, Alshamaila (2013)⁶⁶, and Alam et al. (2016)⁶⁷ to examine technological innovation factors.

The dependent variable, Talent Management Outcomes (TMO), includes talent recruitment, development, and retention⁶⁸. The influence of TOE factors on TMO is based on Liu and Darbandi’s (2021) work⁶⁹. Additionally, Geert Hofstede’s Long-Term Orientation (LTO)⁷⁰ moderates

Resource Information System (HRIS) in Hospitals. PLoS ONE 11(8): e0160366. <https://doi.org/10.1371/journal.pone.0160366>

⁶⁴ Developed by the author.

⁶⁵ Lertwongsatien, Chalerm Sak, and Nitaya Wongpinunwatana. “E-commerce adoption in Thailand: an empirical study of small and medium enterprises (SMEs).” *Journal of Global Information Technology Management* 6, no. 3 (2003): 67-83

⁶⁶ Alshamaila, Yazan Yassen. “An empirical investigation of factors affecting cloud computing adoption among SMEs in the North East of England.” PhD diss., Newcastle University, 2013.

⁶⁷ Alam MGR, Masum AKM, Beh L-S, Hong CS (2016) Critical Factors Influencing Decision to Adopt Human Resource Information System (HRIS) in Hospitals. PLoS ONE 11(8): e0160366. <https://doi.org/10.1371/journal.pone.0160366>

⁶⁸ Gurusinge, R. Navodya, Bhadra JH Arachchige, and Dushar Dayarathna. “Predictive HR analytics and talent management: a conceptual framework.” *Journal of Management Analytics* 8, no. 2 (2021): 195-221.

⁶⁹ Liu, Dan, and Mehdi Darbandi. “Assessing the Impact of Cloud-Based Services on the Talent Management of Employees.” *Kybernetes*, June 8, 2021.

⁷⁰ Hofstede G. *Culture’s consequences: International Differences in Work-related Values* / G. Hofstede, Beverly

the relationship between TOE factors and TMO. The study also examines HRIS adoption's mediating effect on this relationship. The main contribution of this research is measuring how specific technology and organizational factors affect talent recruitment, development, and retention outcomes.

Research methodology for investigating the factors associated with talent management. This research utilizes a Mono-method, **Quantitative** approach, where a structured **questionnaire** based on a 5-level Likert scale is distributed to respondents to measure HRIS adoption and talent management perspectives. The mono-quantitative method was chosen for its focused, scientific, and relatable approach⁷¹. Questionnaires were designed based on prior studies by Alam et al., 2016⁷², Bearden, 2006⁷³ and Oehley, 2007⁷⁴), and translated into Uzbek and Russian for distribution among HR representatives in Uzbekistan. The survey included 25 main questions with sub-questions on the Likert Scale, multiple-choice, and short-answer formats. The **Ethics** Panel of Westminster International University in Tashkent approved the survey (registration number RO/06-01-0074), and back-translation was used to ensure accuracy⁷⁵.

Data was collected using purposive sampling from 213 HR professionals across 182 organizations in Tashkent. The sampling method is cost-effective and commonly used in information systems research⁷⁶. Despite low online response rates, offline data collection through HR events, workshops, and job fairs over six months yielded sufficient responses.

For **data analysis**, simple linear regression measured the direct influence of TOE factors on talent management outcomes (TMO), with beta values and t-values used to assess the relationship's precision⁷⁷. The research utilized partial least squares structural equation modeling (PLS-

Hills: Sage Publications, 1984.

⁷¹ Ojebode A, Ojebuyi BR, Oladapo OA, et al. (2018) Mono-method research approach and scholar-policy disengagement in Nigerian communication research. In: Mutsvairo B (ed.) *The Palgrave Handbook of Media and Communication Research in Africa*. Cham: Palgrave Macmillan, pp. 369–383.

⁷² Alam MGR, Masum AKM, Beh L-S, Hong CS (2016) Critical Factors Influencing Decision to Adopt Human Resource Information System (HRIS) in Hospitals. *PLoS ONE* 11(8): e0160366. <https://doi.org/10.1371/journal.pone.0160366>

⁷³ Bearden, W. O. "A Measure of Long-Term Orientation: Development and Validation." *Journal of the Academy of Marketing Science* 34, no. 3 (July 1, 2006): 456–67. <https://doi.org/10.1177/0092070306286706>.

⁷⁴ Oehley, Anne-Marguerite. "The Development and Evaluation of a Partial Talent Management Competency Model." *scholar.sun.ac.za*, December 1, 2007. <https://scholar.sun.ac.za/items/f892eaeb-839a-480e-ae7f-d997ecb53634>

⁷⁵ Saunders, Mark, Philip Lewis, and Adrian Thornhill. "Research methods for business students eight edition." *Qualitative Market Research: An International Journal* (2019).

⁷⁶ Bal, Y., S. Bozkurt, and E. Ertemsir. "The importance of using human resources information systems (hris) and a research on determining the success of hris in International Conference Management Knowledge and learning." (2012).

⁷⁷ Hair, Joe F., Christian M. Ringle, and Marko Sarstedt. 2011. "PLS-SEM: Indeed a Silver Bullet." *Journal of Marketing Theory and Practice* 19 (2): 139–52. <https://doi.org/10.2753/MTP1069-6679190202>.

SEM) with SmartPLS 4⁷⁸ to examine the mediation between TOE factors, the adoption of HRIS, and talent management outcomes. PLS-SEM was chosen for its capability to manage complex models that include categorical mediators, latent variables, and interaction terms while bypassing distributional assumptions⁷⁹. Long-term orientation (LTO) was analyzed as a moderator between TOE factors and TMO, focusing on interactions with significant TOE factors.

Research results. Demographics of respondents.

Data from 213 respondents working in 182 different organizations in Uzbekistan are summarized in Table 1.

⁷⁸ Ringle, C. M., Wende, S., & Becker, J.-M. (2024). SmartPLS 4. SmartPLS GmbH.

⁷⁹ Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). A primer on partial least squares structural equation modeling (PLS-SEM). Sage.

Table 1

Respondent Demographics⁸⁰

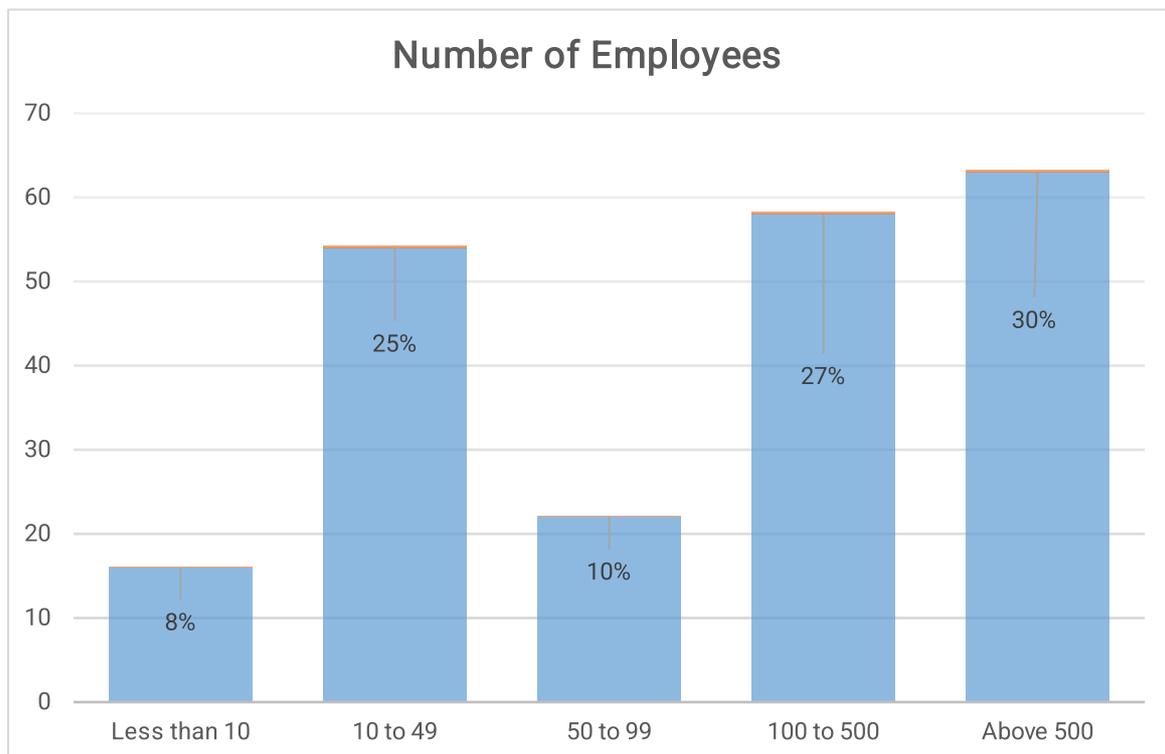
Gender	Frequency	in % of the sample
Male	123	58%
Female	89	42%
Prefer not to say	1	0%
Total	213	100%
Age categories		
Less than 25	2	1%
25-30	105	49%
31-39	67	31%
40-49	34	16%
50-59	5	2%
Total	213	100%
Position		
HR Assistant	39	18%
HR Manager	104	49%
HR Director	18	8%
Other	52	24%
Total	213	100%
Education		
Specialized secondary	29	14%
Bachelor`s	119	56%
Master`s	59	28%
Doctorate	2	1%
Other	4	2%
Total number of participants	213	100%

The survey respondents are 58% male and 42 % female. The majority of participants were aged 25 to 30 years old, accounting for 49 %, while 31% of respondents were between 31 and 39 years old. As for the occupations of the participants, 18 % of respondents work as HR assistants, 49 % as HR managers, only 8 % as HR directors, and 24 % in other positions, respectively. As for education levels, the majority of respondents (56 %) hold at least a bachelor's degree, 28 % have a master's degree, 14 % have completed secondary education, and only 1 % possess a doctoral degree. Additionally, 2 % of participants indicated other types of qualifications, such as certificates, licenses, and other credentials.

The main indicators of the number of employees in the organizations where the survey participants work, shown in Picture 3, are as follows: 30 %

⁸⁰ Developed by the author.

of companies employ more than 500 employees, and 27 % employ 100 to 500 employees.



Picture 3. Number of employees in organizations where survey participants work⁸¹

Table 2 shows the level of HRIS adoption across various industries. The Manufacturing industry leads in HRIS adoption, at the same time featuring the highest numbers among both “prospectors” and “laggards.” Meanwhile, the Finance and Banking, as well as IT and Telecommunications industries, rank among the top “prospectors” that plan to adopt this technology soon. Notably, the Construction, Medical, and Pharmaceutical sectors currently have no adopters. It is observed that 23 % of the organizations participating in the survey have already adopted HRIS, 52.6 % are in the planning stage, and 24.4% are lagging behind in adopting these HR technologies. This indicates that the local market is not yet mature in this area.

The **validity and reliability** of the measurement model must be assessed before testing for significant relationships in the structural model⁸². The KMO test (table 3), which determines the appropriateness of the sample size for factor analysis, showed a score of 0.793 for the 213

⁸¹ Developed by the author.

⁸² Fornell, Claes, and David F. Larcker. “Evaluating structural equation models with unobservable variables and measurement error.” *Journal of marketing research* 18, no. 1 (1981): 39-50.

respondents, indicating that the sample was suitable for analysis⁸³.

⁸³ Shrestha, N. (2021). Factor Analysis as a Tool for Survey Analysis. *American Journal of Applied Mathematics and Statistics*, [online] 9(1), pp.4–11. Available at: <https://pubs.sciepub.com/ajams/9/1/2/>.

Table 2

HRIS adoption across industries⁸⁴

Industry	Adopters		Prospectors		Laggards		Total
	Quantity	%	Quantity	%	Quantity	%	
Construction	0	0	2	1%	6	3%	8
Consulting	3	1	8	4%	6	3%	17
Education	4	2	12	6	2	1	18
Finance and Banking	7	3	16	8	2	1	25
Hotels and HoReCa	3	1	9	4	4	2	16
IT and Telecommunications	5	2	14	7	7	3	26
Manufacturing	11	5	16	8	8	4	35
Marketing, Media, and HR Agencies	1	0	3	1	5	2	9
Medical and Pharmaceutical Organisations	0	0	7	3	1	0	8
NGO, NPO, and Government Organisations	6	3	3	1	2	1	11
Retail, Distribution, and Logistics	7	3	10	5	8	4	25
Other industries	2	1	12	6	1	0	15
Total	49	23	112	53	52	24	213

To measure **reliability**, Cronbach's alpha was used to assess the internal consistency of the questionnaire. The overall Cronbach's alpha for the model was 0.844, confirming its reliability (Table 3).

Table 3

Validity and reliability testing of the structural model⁸⁵

Case Processing Summary	
Valid cases	213
Excluded cases ^a	0
Total cases	213
Reliability Statistics	
Cronbach's Alpha	0,844
N of Items	38
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0,793
Bartlett's Test of Sphericity	
Approx. Chi-Square	3968,231
df	703

⁸⁴ Developed by the author.

⁸⁵ Developed by the author.

Sig.	0
------	---

a. Listwise deletion based on all variables in the procedure.

While most constructs had Cronbach's Alpha (Table 4) values exceeding the acceptable threshold of 0.7, some constructs like "IT Capability," "Competitor Pressure," and "Government Regulations" had lower values ranging from 0.572 to 0.696, which are still considered acceptable⁸⁶.

Table 4

Reliability Statistics of Scales⁸⁷

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
IT Capability	0.583	0.608	3
IT Infrastructure	0.737	0.738	4
Complexity	0.739	0.740	4
Top Management Support	0.862	0.862	3
Perceived Cost	0.863	0.864	3
Competitor Pressure	0.572	0.571	3
Government Regulations	0.696	0.697	2
Long-Term Orientation	0.689	0.702	3
Talent Recruitment	0.813	0.817	4
Talent Development	0.878	0.885	4
Talent Retention	0.864	0.874	4

For construct quality and **validity**, the Average Variance Extracted (AVE) and Composite Reliability (CR) were calculated. AVE assesses convergent validity by examining the correlation between different indicators of the same construct⁸⁸. The overall CR was 0.973, and the AVE was 0.503, both exceeding the minimum required values⁸⁹. Although the AVE for some constructs was below 0.5, the CR values for all constructs were above 0.7, demonstrating adequate convergent validity and confirming the reliability and validity of the model.

⁸⁶ Hinton, Perry, Isabella McMurray, and Charlotte Brownlow. 2004. *SPSS Explained*. 1st Edition. London: Routledge. <https://doi.org/10.4324/9780203642597>.

⁸⁷ Developed by the author.

⁸⁸ Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., Danks, N.P. and Ray, S. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Classroom Companion: Business. Cham: Springer International Publishing. doi: <https://doi.org/10.1007/978-3-030-80519-7>.

⁸⁹ Hair, Joseph F., William C. Black, Barry J. Babin, Rolph E. Anderson, and Ronald L. Tatham. "Multivariate data analysis 6th Edition." (2006).

Results of Hypothesis Testing

I. The direct impact of the TOE factors on talent management outcomes. **Testing Hypothesis 1:** Technological factors are positively and significantly related to talent management outcomes. Both constructs of technological factors, “IT capability” and “IT Infrastructure”, were statistically significant with p values equal to 0.001 and 0.000, which is lower than 0.05 (Table 5). At the same time, the t values of both components are higher than the minimum required (IT capability t values =3.384 and IT Infrastructure t values =4.897).

Hence, this indicates that Hypothesis 1 is supported.

Table 5

Regression analysis: TOE factors to talent management outcomes⁹⁰

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std.Error	Beta		
	(Constant)	1.926	.444		4.342	.000
TECH	IT capability	.217	.064	.228	3.384	.001
	IT Infrastructure	.344	.070	.355	4.897	.000
ORG	Perceived complexity	-.090	.052	-.103	-1.724	.086
	Top Management support	.109	.050	.135	2.195	.029
	Perceived cost	.015	.047	.019	.318	.751
ENV	Competitive Pressure	.091	.053	.104	1.716	.088
	Government regulations and support	.053	.043	.072	1.224	.222
CONTROL	Gender	-.131	.099	-.079	-1.321	.188
	Age	-.096	.057	-.101	-1.700	.091
	Education	-.035	.063	-.035	-.559	.577
	Occupation	.014	.056	.015	.244	.808
	Employees	-.101	.037	-.160	-2.717	.007

a. Dependent Variable: TalMan

Testing Hypothesis 2: Only one organizational factor has a positive relationship with talent management outcomes. Out of three organizational constructs, only “Top Management Support” has statistical significance (p value=0.029), while its t value is 2.195, which provides a 95 % confidence level (Table 5). Thus, Hypothesis 2 is partially supported.

⁹⁰ Developed by the author.

Testing Hypothesis 3: None of the environmental factors are significantly related to talent management outcomes. This was further confirmed by statistical findings, p-values of both “Competitive Pressure” and “Government regulations and support” are higher than 0.05, while t-values are lower than 1.96 (Table 5). Consequently, *H3 is not supported*.

The regression equation for talent management outcomes (Formulas 1 and 2):

$$\hat{y} = b_0 + b_1ITCap + b_2ITInf + b_3TMS - b_4Emp + e \quad (1)$$

$$Talent\ Management\ Outcomes = 1.926 + 0.228 \cdot ITCap + 0.355 \cdot ITInf + 0.135 \cdot TopManSup - 0.160 \cdot EmpNum + e \quad (2)$$

here: ITCap – IT Capability; ITInf – IT Infrastructure; TopManSup – Top Management Support
EmpNum – Employee Number

Moreover, Table 5 indicates the influence of control variables in the relationship between the TOE factors and TMO, such as demographical characteristic of respondents, such as gender, age, education, and occupation, organizational size in terms of the number of “Employees”, and the type of “Industry” in which it operates. In this case, all demographic characteristics and “Industry” are not significant. However, the number of “Employees” has a p-value of 0.006, which is statistically significant, and it has a negative beta equal to -0.160. Hence, the number of employees and TMO are inversely proportional, and it indicates that an increase in the number of employees is associated with a decrease in talent management outcomes.

II. The Mediating Role of HRIS Adoption. The path analysis in Table 6 reveals several relationships with talent management outcomes. To simplify the interpretation of the results, only significant and marginally significant paths are presented in this table.

Direct Effects: The findings presented in Table 6 highlight the explicit impact of HRIS adoption patterns on talent management outcomes. Both Adopters ($\beta = 1.89, p < 0.001$) and Prospectors ($\beta = 1.30, p < 0.001$) exhibit highly significant and positive correlations with these outcomes in comparison to Laggards. This validates the statement that organizations that fully implement HRIS, particularly full adopters, observe noticeably improved results in talent management.

Additionally, the analysis indicates that IT infrastructure ($\beta = 0.14, p < 0.05$) and top management support ($\beta = 0.11, p < 0.05$) demonstrate significant positive influences on talent management results, although with a lesser effect than HRIS adoption. Conversely, IT Capability demonstrates

marginal significance in this mediation analysis ($\beta = 0.10$, $p = 0.061$), suggesting its limited but potentially relevant role in shaping talent management outcomes.

Table 6

Key Direct and Indirect Path Coefficients and Significance of TOE factors, HRIS Adoption and Talent Management Outcomes⁹¹

Path	Coefficient (O)	t-value	p-value	95% CI (2.5%, 97.5%)
DumAdopt → Talent Management	1.89	13.19	<0.001	[1.58, 2.14]
DumPros → Talent Management	1.30	11.64	<0.001	[1.06, 1.50]
ITInf → Talent Management	0.14	2.48	0.013	[0.04, 0.25]
ITCapability → Talent Management	0.10	1.87	0.061	[0.236, 0.241]
TopSup → Talent Management	0.11	2.19	0.029	[0.02, 0.22]
GovReg → DumAdopt	0.10	3.51	<0.001	[0.05, 0.16]
GovReg → DumPros	-0.09	2.48	0.013	[-0.16, -0.02]
ITInf → DumAdopt	0.07	2.40	0.016	[0.01, 0.13]

Note: Only significant and marginally significant paths are presented.

Indirect Effect: Table 6 reveals that specific TOE factors, notably IT Infrastructure ($\beta = 0.07$, $p = 0.016$) and Government Regulation ($\beta = 0.10$, $p < 0.001$), play a significant role in enhancing the probability of HRIS adoption due to significant relationships of these factors with Adopter Dummy (DumAdopt). The indirect effect facilitated by HRIS adoption is significant, as indicated by a bootstrapped 95% confidence interval that excludes zero, thereby confirming the presence of partial mediation⁹².

Total Effect. The total effect presented in Table 7 is calculated by the

⁹¹ Developed by the author.

⁹² Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891.

accumulation of significant coefficients of direct and indirect paths of TOE factors through the Adopter Dummy on talent management outcomes, indicating that TOE factors influence talent management both directly and indirectly through HRIS adoption. Table 7 reveals an intriguing dynamic regarding the influence of Government Regulation on talent management outcomes. Initially found to be statistically insignificant in direct effects, it gains significance when assessed indirectly through the lens of HRIS Adoption. Conversely, while top management support initially demonstrates a direct and significant impact on talent management, its influence becomes statistically insignificant once HRIS is implemented. Moreover, a small decrease in coefficients can be observed in cases of IT Infrastructure and IT Capability caused by HRIS Adoption. Consequently, the mediation has been established. The TOE framework elements, specifically IT Infrastructure and Government Regulation, significantly impact Talent Management processes, primarily through the integration and implementation of HRIS. Overall, the findings of the mediation analysis revealed that both HRIS Adopters and Prospectors demonstrate significant positive impacts on Talent Management Outcomes, underscoring their essential roles within this framework. Accordingly, *Hypothesis 4* is partially supported.

Table 7

Summary of Significant Direct and Indirect Paths and Total Effect of HRIS Adoption⁹³

Pathway	Direct Effect	Indirect Effect (via DumAdopt)	Total Effect	Significance
IT Infrastructure → Talent Management	0.135	0.131	0.266	Significant
Government Regulation → Talent Management	ns	0.193	0.193	Significant (indirect)
IT Capability → Talent Management	0.095	0.089	0.184	Marginally Significant
Top Management Support → Talent Management	0.110	ns	0.110	Significant

Note: Only significant and marginally significant paths are presented.

III. Long-term Orientation Moderation Analysis

Table 8 demonstrates how the interaction of significant TOE factors identified earlier influences talent management outcomes. In the testing previous hypothesis, it was determined that “IT capability”, “IT Infrastructure”, and “Top Management Support” were the only TOE factors statistically significant. Therefore, the interaction of all these three factors with the “long-term orientation” factor was established. Further, regression

⁹³ Developed by the author.

analysis of these interactions and talent management outcomes was calculated.

Testing Hypothesis 5: As a result, it was revealed that only ModITcapLTO and ModITInfLTO, interactions of long-term orientation with “IT capability” and “IT Infrastructure” have statistically significant p-values of 0,018 and 0,000 respectively (Table 8). *Hypothesis 5 is supported.*

Table 8

Significant TOE factors interact with long-term orientation to talent management outcomes⁹⁴

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	2.268	0.203		11.167	0
ModITcapLTO	0.034	0.014	0.195	2.383	0.018
ModITInfLTO	0.065	0.016	0.355	4.144	0
ModITopMgmtLTO	0.014	0.01	0.092	1.368	0.173

a. Dependent Variable: Talent Management

Testing Hypothesis 6: However, ModITopMgmtLTO, an interaction of long-term orientation with “Top Management Support,” has an insignificant p-value of 0.173, which is higher than 0.005 (Table 8). *Hypothesis 6 is not supported.*

Testing Hypothesis 7: Components of environmental factors were not considered, due to previously determined insignificance. This means that long-term orientation is not affected in the case of organizational and environmental factors (Table 8). Consequently, *Hypothesis 7 is not supported.*

The third chapter of the thesis incorporates “Practical Implications and Recommendations of the Research”.

⁹⁴ Developed by the author.

HRIS Implementation Roadmap. The roadmap for HR technology implementation and development in Uzbekistan for 2025-2030 consists of eight steps as presented in Picture 4. Each step is discussed in more detail further.

Step 1: Need Assessment. Begin by conducting a thorough needs assessment to identify repetitive tasks within the organization suitable for automation through HRIS. Establish clear expectations for the system, ensuring they align with organizational requirements and consider the size and number of employees it will serve.

Step 2: Consult Stakeholders. Engage key stakeholders, including HR, IT teams, management, and employees, to discuss the potential benefits, challenges, and needs of implementing the HRIS.

Step 3: Evaluate Resources. Assess available resources, including hardware, software, and human resources needed for HRIS implementation. Review the current IT infrastructure, network, servers, and security to ensure compatibility. Determine the training and skill needs of IT staff and establish a budget covering software, hardware, training, and maintenance.

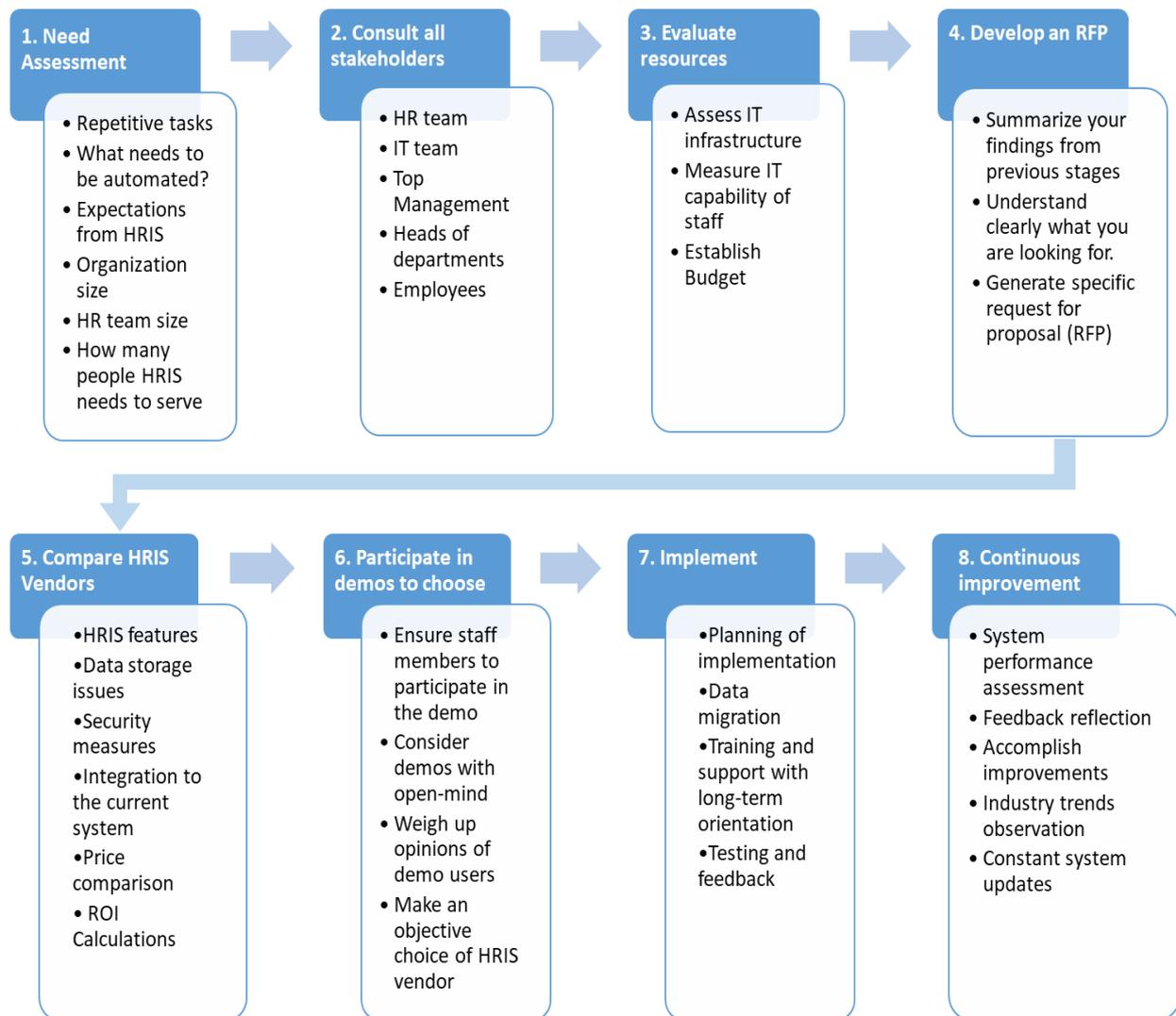
Step 4: Develop an RFP. Create a detailed Request for Proposal (RFP) based on previous findings, incorporating stakeholder input and available resources to define specific needs and requirements.

Step 5: Compare HRIS Vendors. Evaluate HRIS vendors by comparing data storage capacity, security measures, and system integration compatibility. Perform a cost comparison and calculate the ROI to assess long-term financial impact.

Step 6: Participate in Demos. Involve relevant staff members in HRIS demos, ensuring open-minded evaluations of user experience, functionality, and support services to make an informed decision.

Step 7: HRIS Implementation. Plan HRIS implementation carefully, focusing on data migration, extensive training, long-term adoption, system testing, and addressing user feedback to ensure smooth integration and system functionality.

Step 8: Continuous Improvement. Regularly evaluate the HRIS performance, gather user feedback, implement improvements, stay updated on industry trends, and ensure the system is continuously aligned with organizational needs.



Picture 4. HRIS Implementation Roadmap for Uzbekistan in 2025-2030⁹⁵

Practical implementation of human resources information systems for organizations operating in Uzbekistan. HRIS adoption offers several benefits to organizations, including cost reduction, increased productivity, and enhanced efficiency. By automating repetitive tasks and streamlining HR processes, HRIS reduces administrative workload and improves decision-making, thereby boosting organizational effectiveness^{96 97}. It also provides timely access to employee data, enabling data-driven decisions⁹⁸. Additionally, HRIS aids in identifying skill gaps, managing talent pools, and improving recruitment processes by automating tasks like applicant

⁹⁵ Developed by the author.

⁹⁶ Bondarouk, Tanya, et al. "Electronic HRM: Four Decades of Research on Adoption and Consequences." *The International Journal of Human Resource Management*, vol. 28, no. 1, 6 Nov. 2017, pp. 98–131, <https://doi.org/10.1080/09585192.2016.1245672>.

⁹⁷ Marler, Janet H., and John W. Boudreau. "An Evidence-Based Review of HR Analytics." *The International Journal of Human Resource Management*, vol. 28, no. 1, 11 Nov. 2017, pp. 3–26, doi.org/10.1080/09585192.2016.1244699, <https://doi.org/10.1080/09585192.2016.1244699>.

⁹⁸ Boudreau, J.W. (2015). *Human Resource Information Systems*. Wiley Encyclopedia of Management, pp.1–2. [doi:https://doi.org/10.1002/9781118785317.weom050086](https://doi.org/10.1002/9781118785317.weom050086)

tracking⁹⁹.

However, HRIS implementation challenges still exist. For instance, data security issues in cloud-based HRIS platforms, such as risks of data loss and privacy concerns, pose significant challenges^{100 101}. Additionally, organizations may face difficulties in training personnel, managing change, and handling initial costs^{102 103}. HRIS is often still used for administrative purposes rather than for advanced analytical tasks due to a lack of HR professionals with the necessary analytical skills¹⁰⁴. Furthermore, system integration and data migration complexities are common obstacles¹⁰⁵. Despite these challenges, the integration of HRIS can significantly improve talent management and organizational efficiency.

Practical recommendations on improving talent management in the era of digitalization and automation in Uzbekistan. Effective talent management is crucial for business success, and aligning talent policies with strategy is essential. To achieve this, organizations must first identify key positions and develop strategies to fill and retain skilled talent¹⁰⁶. Managers should ensure that corporate and talent strategies are aligned, talent needs are analyzed, and resources are managed effectively. In this context, producing highly skilled internal talent pools becomes vital. Talent management focuses on the strategic flow of talent within an organization, with skilled employees being a key resource for long-term success¹⁰⁷. Developing talent pools ensures continuity and supports succession planning, as it allows organizations to identify and nurture talent for future needs¹⁰⁸.

At the same time, organizations must deploy existing talent effectively and recruit selectively. Given the competitive landscape and the shortage of skilled workers, retaining the right talent becomes a priority. Talent development ensures internal growth and involves stages such as the

⁹⁹ Midiwo, Janet. 2016. "Influence of Human Resource Information Systems on the Performance in Kenyan Public Universities." *Ir.jkuat.ac.ke*. June 20, 2016. <http://ir.jkuat.ac.ke/handle/123456789/2125>.

¹⁰⁰ KPMG. Moving to the Cloud -Key Considerations Key Risk Considerations for Decision Makers. Feb. 2016.

¹⁰¹ Subashini, S., and V. Kavitha. "A Survey on Security Issues in Service Delivery Models of Cloud Computing." *Journal of Network and Computer Applications*, vol. 34, no. 1, Jan. 2011, pp. 1–11, <https://doi.org/10.1016/j.jnca.2010.07.006>

¹⁰² Kumar Behera, M. (2016). Emerging Issues and Challenges of HRIS: A Review. *International Journal of Economics and Management Studies*, 3 (5), 91–95. Available from <https://doi.org/10.14445/23939125/ijems-v3i5p114>.

¹⁰³ Ahmad, A. (2022). Challenges of Implementing HRIS in an Organization. *resourceinn.com*. Available from <https://resourceinn.com/challenges-of-implementing-hris-in-an-organization/> [Accessed 3 March 2024]

¹⁰⁴ Kremer, K. (2018). HR analytics and its moderating factors. *Vezetéstudomány / Budapest Management Review*, 49(11), pp.62–68. doi:<https://doi.org/10.14267/veztud.2018.11.07>.

¹⁰⁵ Marler, Janet H., and John W. Boudreau. "An Evidence-Based Review of HR Analytics." *The International Journal of Human Resource Management*, vol. 28, no. 1, 11 Nov. 2017, pp. 3–26,

¹⁰⁶ McDonnell, A., & Collings, D. G. (2011). The Identification and Evaluation of Talent in MNEs. 72-89.

¹⁰⁷ Lawler, Edward E. "Make Human Capital a Source of Competitive Advantage." *Papers.ssrn.com*, 20 Oct. 2008, papers.ssrn.com/sol3/papers.cfm?abstract_id=1311431, DOI:10.2139/ssrn.1311431

¹⁰⁸ Bhattacharyya, D. K. (2014). Talent development process of CPSEs: A reflection on practices and requirements. *Journal of Institute of Public Enterprise*, 37(3/4), 91-99.

development of managers and subordinates, tailored to the specific needs of the organization¹⁰⁹. There are no universal standards for talent development, and each organization must adapt its practices accordingly¹¹⁰. Additionally, establishing a pay-for-performance culture can significantly enhance employee satisfaction and performance¹¹¹. A performance-based reward system encourages employees to strive for excellence and supports the organization's overall goals¹¹².

In parallel, organizations must work on creating a positive employer brand, especially as millennials and Generation Z enter the workforce. Employer branding helps attract top talent by positioning the organization as a desirable place to work¹¹³. A strong brand image communicates to potential employees the benefits and culture of the organization, making it more appealing^{114 115}. Finally, constant research within the organization is necessary to measure performance and identify areas for improvement. By using tools like KPIs, benchmarking, and surveys, organizations can assess the effectiveness of their strategies and ensure continuous growth¹¹⁶. These combined efforts will strengthen talent management in Uzbekistan, fostering both digital transformation and organizational success.

CONCLUSIONS

The research on “Digital Talent Management” has resulted in the following theoretical and practical conclusions based on the set research tasks:

1. Talent management is a multifaceted process encompassing key stages: recruitment, development, and retention of talented employees. Effective talent management strategies must align with organizational goals and be adaptable to technological changes. Understanding these stages is crucial for successfully implementing talent management in Uzbekistan.

¹⁰⁹ Hills, A. (2009) Succession planning – or smart talent management? *Industrial and Commercial Training*, 41(1), 3-8 DOI:10.1108/00197850910927697

¹¹⁰ Cheloha, R. and Swain, J., 2005. Talent management system key to effective succession planning. *Canadian HR Reporter*, 18 (17), pp.5-7

¹¹¹ Gilmeanu, R. (2015). Theoretical Considerations on Motivation at the Work Place, Job Satisfaction and Individual Performance. *ProQuest*, [online] 6(3), pp.69–80. Available at: <https://www.proquest.com/docview/1809579701? Sourcedtype =Scholarly%20Journals> [Accessed 23 Dec. 2023].

¹¹² Al-Dalameh, M. (2020). Talent Management: A Systematic Review. [online] Available at: http://ojbe.steonomiceuoradea.ro/wp-content/uploads/2020/06/OJBE_vol-5special_fin-115-123.pdf.

¹¹³ Sharma, Anshu, and Jyotsna Bhatnagar. 2017. “Talent Analytics: A Strategic Tool for Talent Management Outcomes”. *Indian Journal of Industrial Relations* 52 (3): 515–27. <https://www.jstor.org/stable/26536413>.

¹¹⁴ Sullivan J., Eight elements of a successful employment brand, “ER Daily”, 23 February 2004. Available at: www.erexchange.com/articles/db/52CB45FDADFAA4CD2BBC366659 E26892A.asp

¹¹⁵ Moroko, L., & Uncles, M. (2008). Characteristics of Successful Employer Brands. *Journal of Brand Management*, 16, 160-175. <https://doi.org/10.1057/bm.2008.4>

¹¹⁶ Božić, V. and Poola, I. (2023). ‘The Role of Artificial Intelligence in Increasing the Digital Literacy of Healthcare Workers and Standardization of Healthcare’, Apr. 2023, doi: 10.13140/RG.2.2.30715.80165.

2. Digital transformation has significantly impacted human resource management practices, providing effective tools for improving talent management practices such as recruitment, development, and retention. Technological advancements, such as the implementation of HRIS platforms, allow organizations to analyze real-time data, facilitating more accurate and efficient decision-making in talent management.

3. This study investigates how technological, organizational, environmental (TOE), and cultural factors affect talent management outcomes in emerging economies, particularly Uzbekistan. While most research has focused on developed countries, this study offers insights into HRM practices in underexplored contexts, emphasizing the need for localized approaches to HRIS adoption and talent management in culturally distinct and developing regions.

4. The empirical analysis demonstrates that the proposed economic-mathematical model accurately captures the determinants affecting talent management outcomes. The findings emphasize the significant role of Human Resource Information Systems (HRIS) in optimizing talent management practices. Additionally, successfully implementing an HRIS depends on various technological, organizational, and environmental factors.

5. The research presents a quantitative methodology for evaluating the effectiveness of talent management. This methodology allows for the measurement of key talent management outcomes, such as recruitment, development, and retention, and lays the foundation for future empirical research in the field.

6. The analysis of the economic-mathematical model reveals that key determinants of effective talent management outcomes include employees' IT capabilities, IT infrastructure (technological factors), top-management support (organizational factor), and government regulations (environmental factor). Furthermore, long-term goal orientation plays a moderating role in the effective implementation of HRIS systems concerning technological factors.

7. A clear roadmap for implementing HRIS systems in Uzbekistan is proposed. The implementation process should be aligned with the organization's strategic goals and carried out in stages. This approach allows organizations to gain experience with the system and gradually expand its use.

8. Practical recommendations for organizations in Uzbekistan to implement HRIS include comprehensive training programs, leadership involvement, and the development of technological infrastructure. Organizations are advised to implement HRIS systems based on their specific needs, resources, and capabilities, ensuring long-term success.

9. The improvement of talent management in Uzbekistan requires a combination of technological, organizational, and managerial changes. Key recommendations include fostering a culture of continuous learning, enhancing data-driven decision-making, and aligning talent management strategies with the organization's overall objectives.

**НАУЧНЫЙ СОВЕТ №DSc.22/30.12.2019.I.85.01 ПО ПРИСУЖДЕНИЮ
УЧЕНЫХ СТЕПЕНЕЙ ПРИ МЕЖДУНАРОДНОМ ВЕСТМИНСТЕРСКОМ
УНИВЕРСИТЕТЕ В ГОРОДЕ ТАШКЕНТЕ**

**МЕЖДУНАРОДНЫЙ ВЕСТМИНСТЕРСКИЙ УНИВЕРСИТЕТ В
ТАШКЕНТЕ**

ГАППАРОВА ДИЛЬДАРА БАХТИЁРОВНА

**УПРАВЛЕНИЕ ТАЛАНТАМИ В ЭПОХУ ЦИФРОВИЗАЦИИ И
АВТОМАТИЗАЦИИ В УЗБЕКИСТАНЕ**

08.00.13 – Менеджмент

**АВТОРЕФЕРАТ
диссертации доктора философии (PhD) по экономическим наукам**

Ташкент – 2025

Тема диссертации доктора философии (PhD) зарегистрирована в Высшей аттестационной комиссии при Министерстве высшего образования науки и

инноваций Республики Узбекистан за № В2021.2.PhD/I733.

Диссертационная работа выполнена в Международном Вестминстерском университете в Ташкенте.

Автореферат диссертации на трёх языках (английский, узбекский и русский (резюме)) размещён на веб-сайте Научного совета (www.wiut.uz) и на Информационно-образовательном портале «Ziyonet» (www.ziyonet.uz).

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Ведущая организация:	Академия государственной политики и управления при Президенте Республики Узбекистан

Защита диссертации состоится «__» _____ 2025 года в ____ часов на заседании Научного совета №DSc.22/30.12.2019.I.85.01 по присуждению ученых степеней при Международном Вестминстерском университете в городе Ташкент. (Адрес: 100047, г. Ташкент, ул. Истикбол, дом 12. Tel.: (99871) 238-74-00, факс: (99871) 236-35-99; e-mail: info@wiut.uz).

С диссертацией можно ознакомиться в Информационно-ресурсном центре Международного Вестминстерского университета в городе Ташкенте (регистрационный номер №6). (Адрес: 100047, г. Ташкент, ул. Истикбол, дом 12. Tel.: (99871) 238-74-01, факс: (99871) 236-35-99).

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Целью исследования является разработка предложений и рекомендаций по совершенствованию управления талантами в Узбекистане в эпоху цифровизации и автоматизации.

Задачи исследования:

изучение теоретических аспектов управления талантами и выявление основных этапов данного процесса;

исследование влияния цифровой трансформации на системы управления человеческими ресурсами и определение роли технологий в управлении талантами;

анализ влияния технологических, организационных и внешних факторов (TOE Model), а также долгосрочной ориентации на внедрение информационных систем управления человеческими ресурсами;

разработка эконометрической модели управления талантами с применением информационных систем управления человеческими ресурсами в Узбекистане;

формирование методологии количественных исследований в области управления талантами на основе применения информационных систем управления человеческими ресурсами;

раскрытие результатов исследования на основе эконометрического анализа математической модели управления талантами с использованием информационных систем управления человеческими ресурсами (ИСУЧР);

разработка дорожной карты управления талантами через внедрения ИСУЧР в Узбекистане на основе результатов анализа;

подготовка научных предложений и практических рекомендаций по внедрению ИСУЧР в организациях, действующих в Узбекистане;

разработка научных и практических рекомендаций по совершенствованию управления талантами в условиях цифровизации и автоматизации в Узбекистане.

Объектом исследования является деятельность предприятий и организаций в Узбекистане, направленная на совершенствование управления талантами посредством применения ИСУЧР.

Предметом исследования являются социальные и

организационные отношения, формируемые в процессе управления талантами с использованием ИСУЧР в Узбекистане.

Методы исследования. В диссертационной работе применены такие методы, как научная абстракция, логическое мышление, дедукция, анализ и синтез, а также эконометрического и статистического анализа как линейная регрессия и параметрический анализ.

Научная новизна исследования заключается в следующем:

разработана новая модель эффективного управления талантами в рамках методического подхода, основанного на теории «технологических, организационных и внешних факторов» Торнацкого и Фляйшера, в рамках которой статистически доказано влияние IT-инфраструктуры, IT-компетенций HR-сотрудников и поддержки со стороны топ-менеджмента на эффективность управления талантами;

установлено, что малые предприятия в Узбекистане оказываются более эффективными по сравнению с крупными организациями в сфере привлечения, развития и удержания талантливых сотрудников; статистический анализ выявил обратную пропорциональность между размером предприятия и результативностью управления талантами ($p\text{-value} = 0,006$; $b = -0,161$). На основе полученных результатов разработаны практические рекомендации по формированию стратегий управления талантами для малых и крупных предприятий;

доказано, что показатель «долгосрочная ориентация» в рамках теории Хофстеде модератирует взаимосвязь между технологическими факторами и результатами управления талантами, что свидетельствует о значимом влиянии стратегической ориентации организаций на эффективность развития и управления талантами в Узбекистане;

обосновано, что информационные системы управления человеческими ресурсами выступают посредником (медиатором) между «технологическими, организационными, внешними» факторами и эффективностью управления талантами; на этой основе разработана дорожная карта на 2025–2030 годы по внедрению и совершенствованию HR-технологий в Узбекистане.

Внедрение результатов исследования. На основе научных результатов, полученных в ходе исследований по совершенствованию управления талантами в эпоху цифровизации и автоматизации:

разработана новая модель эффективного управления талантами в рамках методического подхода, основанного на теории «технологических, организационных и внешних факторов» Торнацкого и Фляйшера, в рамках которой статистически доказано влияние IT-инфраструктуры, IT-компетенций HR-сотрудников и поддержки со стороны топ-менеджмента на эффективность управления талантами. Данная модель использована компанией «Angelsey Food LLC» при формировании стратегии развития талантов для сети супермаркетов «Корзинка». (Справка ООО ЧП "Angelsey Food" от 7 марта 2025 года No 732) В результате реализации указанных мероприятий было обеспечено повышение эффективности процессов привлечения, развития и удержания талантливых кадров за счёт развития IT-компетенций персонала, совершенствования технической поддержки и устойчивой поддержки со стороны высшего руководства сети супермаркетов «Корзинка». Компания организовала специализированные программы наставничества и проводила как онлайн, так и офлайн семинары по развитию навыков сотрудников. В результате, 18 октября 2024 года «Корзинка» была удостоена премии «Talent Development» на Employer Brand Award & Summit 2024 (EMBRAS) за инновационные HR-практики;

установлено, что малые предприятия в Узбекистане оказываются более эффективными по сравнению с крупными организациями в сфере привлечения, развития и удержания талантливых сотрудников; статистический анализ выявил обратную пропорциональность между размером предприятия и результативностью управления талантами ($p\text{-value} = 0,006$; $b = -0,161$). На основе полученных результатов разработаны практические рекомендации по формированию стратегий управления талантами для малых и крупных предприятий. Учитывая данную научную новизну и используя практические рекомендации по стратегиям эффективного управления талантами для крупных и малых предприятий, сеть супермаркетов «Корзинка», один из крупнейших работодателей региона, успешно внедрила новую стратегию привлечения талантливых сотрудников. Эта стратегия включает внедрение инновационных технологий и демонстрацию ключевых преимуществ работы в компании. В 2023 году запуск проекта «Работа становится лучше и лучше!» способствовал найму и обучению квалифицированных сотрудников через создание внутреннего учебного центра компании. Эта инициатива была дополнена масштабной рекламной кампанией, направленной на повышение узнаваемости и продвижение бренда (Справка ООО ЧП "Angelsey Food" от 7 марта 2025 года No 732). В результате запуска проекта число соискателей выросло в пять раз и достигло 35 тысяч заявок. За три месяца сеть супермаркетов «Корзинка» успешно приняла на

работу 1640 новых сотрудников, что свидетельствует об эффективности проекта в области привлечения талантов;

доказано, что показатель «долгосрочная ориентация» в рамках теории Хофстеде модератирует взаимосвязь между технологическими факторами и результатами управления талантами, что свидетельствует о значимом влиянии стратегической ориентации организаций на эффективность развития и управления талантами в Узбекистане. Данная научная новизна использовано как один из факторов для согласования долгосрочных стратегических целей Торгово-промышленной палаты Узбекистана с инвестициями в развитие человеческого капитала и повышение квалификации сотрудников. В результате была внедрена новая стратегия управления талантами, способствующая устойчивому росту организации (Справка номер 02-07-27-3029 Торгово-промышленной палаты Узбекистана от 17 марта 2025 года). Данная работа направлена на достижение долгосрочных целей, включая повышение квалификации сотрудников и обеспечение дальнейшего развития организации. В 2024 году более 50 талантливых кадров направлены на изучение зарубежного опыта в таких странах, как Германия, Чехия, США, Турция, Корея, Пакистан и других;

обосновано, что информационные системы управления человеческими ресурсами выступают посредником (медиатором) между «технологическими, организационными, внешними» факторами и эффективностью управления талантами; на этой основе разработана дорожная карта на 2025–2030 годы по внедрению и совершенствованию HR-технологий в Узбекистане. Данное обоснование было использовано как один из факторов при внедрении электронной системы «Цифровой профессиональный рост» в сети супермаркетов «Корзинка» (Справка ООО ЧП "Angelsey Food" от 7 марта 2025 года No 732). В результате, повысилась прозрачность карьерного роста сотрудников компании на основе электронной платформы «SAP SuccessFactors». Количество сотрудников значительно увеличилось за год на 27% и по состоянию на февраль 2025 года в системе сети супермаркетов «Корзинка» было трудоустроено более 12 700 человек.

Апробация результатов исследования. Результаты исследования представлены и обсуждены на 5 научных конференциях, в том числе на 3-х международных и 2-х республиканских научно-практических конференциях. Апробация результатов способствовала проведению содержательных научных дискуссий и получению профессиональной обратной связи от специалистов в соответствующей области.

Публикация результатов исследования. По теме диссертации опубликовано 14 научных работ, что свидетельствует о комплексном и всестороннем изучении рассматриваемой научной проблемы. Все публикации размещены в научных изданиях, рекомендованных Высшей аттестационной комиссией Республики Узбекистан для опубликования основных научных результатов диссертаций на соискание учёной степени доктора философии (PhD). Из общего числа публикаций 3 статьи опубликованы в ведущих национальных научных журналах. 5 статей опубликованы в международных научных журналах, 1 статья принята к публикации в журнале, индексируемом в международной наукометрической базе данных Scopus, что подтверждает научную значимость и международную апробацию результатов исследования.

Структура и объём диссертации. Диссертация состоит из введения, 3-х глав, заключения и списка использованной литературы. В работе представлены два приложения, содержащие дополнительные материалы. Общий объём диссертации составляет 153 страниц.

E'LON QILINGAN ISHLAR RO'YXATI
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