

MUHANDISLIK

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fan va ta'limga oid ilmiy-amaliy jurnal

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**“GLOBAL RAQAMLI INTEGRATSIYALASHUV:
2030-YILGACHA YASHIL IQTISODIYOTGA O'TISHDA
TEXNOLOGIK VA INDUSTRIAL SANOATNI RIVOJLANTIRISH
ORQALI MIKRO VA MAKROIQTISODIY BARQAROR
O'SISHNI TA'MINLASH DOLZARBLIGI”**

**“GLOBAL DIGITAL INTEGRATION: THE RELEVANCE OF
ENSURING MICRO AND MACROECONOMIC SUSTAINABLE
GROWTH THROUGH TECHNOLOGICAL AND INDUSTRIAL
DEVELOPMENT IN THE TRANSITION TO A GREEN
ECONOMY BY 2030”**

**«ГЛОБАЛЬНАЯ ЦИФРОВАЯ ИНТЕГРАЦИЯ:
АКТУАЛЬНОСТЬ ОБЕСПЕЧЕНИЯ УСТОЙЧИВОГО
МИКРО- И МАКРОЭКОНОМИЧЕСКОГО РОСТА ЧЕРЕЗ
РАЗВИТИЕ ТЕХНОЛОГИЧЕСКОЙ И ИНДУСТРИАЛЬНОЙ
ПРОМЫШЛЕННОСТИ В ПЕРЕХОДЕ К ЗЕЛЁНОЙ
ЭКОНОМИКЕ К 2030 ГОДУ»**

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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
- 05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
- 05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
- 05.01.03 – Informatikaning nazariy asoslari
- 05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
- 05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
- 05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
- 05.01.07 – Matematik modellash
- 05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
- 05.02.00 – Mashinasozlik va mashinashunoslik
- 05.02.08 – Yer usti majmualari va uchish apparatlari
- 05.03.02 – Metrologiya va metrologiya ta'minoti
- 05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
- 05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi
- 05.05.05 – Issiqlik texnikasining nazariy asoslari
- 05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
- 05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
- 05.08.03 – Temir yo'l transportini ishlatish
- 05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
- 05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
- 10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
- 10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
- 08.00.01 – Iqtisodiyot nazariyasi
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- 08.00.03 – Sanoat iqtisodiyoti
- 08.00.04 – Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
- 08.00.06 – Ekonometrika va statistika
- 08.00.07 – Moliya, pul muomalasi va kredit
- 08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit
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- 08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 – Turizm va mehmonxona faoliyati

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USING ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT SYSTEMS

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Abstract. This thesis explores the integration of artificial intelligence into Human Resource Management systems and its impact on recruitment, performance evaluation, and workforce development. The study shows that AI-driven HRIS tools improve efficiency, accuracy, and decision-making while reducing routine workload. Despite these benefits, challenges such as data privacy, algorithmic bias, and high implementation costs remain. Overall, AI is identified as a strategic element that strengthens human capital and enhances organizational competitiveness.

Keywords: artificial intelligence, HRM, HRIS, automation, workforce transformation, talent management, predictive analytics, digital skills.

Annotatsiya. Ushbu dissertatsiya sun'iy intellektning Inson resurslarini boshqarish tizimlariga integratsiyasini va uning yollash, ish faoliyatini baholash va ishchi kuchini rivojlantirishga ta'sirini o'rganadi. Tadqiqot shuni ko'rsatadiki, AI asosidagi HRIS vositalari odatiy ish yukini kamaytirish bilan birga samaradorlik, aniqlik va qaror qabul qilishni yaxshilaydi. Ushbu afzalliklarga qaramay, ma'lumotlar maxfiyligi, algoritmik tarafdoshlik va yuqori amalga oshirish xarajatlari kabi muammolar saqlanib qolmoqda. Umuman olganda, AI inson kapitalini mustahkamlaydigan va tashkilotning raqobatbardoshligini oshiradigan strategik element sifatida aniqlangan.

Kaliit so'zlar: sun'iy intellekt, HRM, HRIS, avtomatlashtirish, ishchi kuchini o'zgartirish, iste'dodlarni boshqarish, bashoratli tahlil, raqamli ko'nikmalar.

Аннотация. В работе рассматривается внедрение искусственного интеллекта в системы управления персоналом и его влияние на подбор кадров, оценку эффективности и развитие сотрудников. Установлено, что ИИ-технологии повышают точность, эффективность и качество управленческих решений, сокращая рутинные операции. Вместе с тем сохраняются проблемы конфиденциальности, предвзятости алгоритмов и высоких затрат. В целом ИИ выступает стратегическим инструментом укрепления человеческого капитала.

Ключевые слова: искусственный интеллект, управление человеческими ресурсами, HRIS, автоматизация, трансформация рабочей силы, управление талантами, предиктивная аналитика, цифровые навыки.

INTRODUCTION

In recent years, the processes of digital transformation observed globally have had a profound impact on the economy, industry, and social life. In particular, the rapid development of artificial intelligence (AI) technologies is creating entirely new opportunities for optimizing Human Resource Management (HRM) systems. In today's information environment, AI is regarded not only as a technological innovation but also as a strategic factor that enhances economic efficiency and the quality of management. In Uzbekistan as well, a number of important



regulatory documents have been adopted to support these processes, and consistent reforms are being implemented to build a national artificial intelligence ecosystem.

Specifically, within the framework of the “Digital Uzbekistan – 2030” strategy, the accelerated integration of AI technologies into economic and social sectors has been identified as one of the priority tasks. The Presidential Decree “On the Strategy for the Development of Artificial Intelligence in the Republic of Uzbekistan for 2021–2022”, adopted on February 17, 2021, further strengthened the institutional foundation of this direction. The strategy outlines several important objectives, including developing modern AI-related knowledge and skills among the population—especially youth—establishing a continuously updated online database in the state language, presenting core AI concepts and application areas, providing free online training courses, and creating an innovative cooperation platform between academia and business.

These transformational processes demonstrate the necessity of fundamental shifts in the field of human resource management as well. The integration of AI technologies is becoming increasingly significant in enhancing the competitiveness of human capital, automating employee selection, evaluation, and development processes, optimizing managerial decisions through HR analytics, and digitalizing corporate culture. Therefore, studying the theoretical foundations and practical possibilities of using artificial intelligence in HRM systems has become a highly relevant scientific task today.

Global experience shows that in recent years artificial intelligence has been increasingly integrated into all sectors of the economy and industry, fundamentally transforming the way enterprises and organizations operate — and the field of human resource management is no exception [4].

AI technologies are not only penetrating all spheres of social life but are also positively influencing the efficient functioning of various sectors and industries. Artificial intelligence refers to a system or technology capable of imitating human behavior in performing specific tasks, and it encompasses processes such as data collection, analysis, and interpretation¹.

The rapid development of artificial intelligence and automation technologies is reshaping industrial sectors, altering the nature of occupations and job roles, and compelling companies to reconsider their talent management strategies. By 2025, AI-driven decision-making and intelligent automation processes are expected to become deeply embedded in business operations. This transformation requires organizations to actively invest in workforce development, leadership transformation, and the enhancement of digital skills².

The rapid integration of artificial intelligence into the global labor market and corporate governance systems is driving the strategic transformation of human resource management. Initially introduced to automate repetitive tasks, AI has now become one of the key factors that enhances human capabilities and determines an organization’s competitiveness. Companies that delay adapting to these changes risk falling behind in the face of structural shifts occurring in the labor market.

By 2025, artificial intelligence is expected to have a significant impact on the field of human resource management, fundamentally transforming HR processes through automation and predictive analytics. Organizations will increasingly rely on AI tools to enhance the efficiency of HR functions, streamline recruitment processes, and optimize talent management³.

International studies clearly demonstrate the scale of this process. According to PwC forecasts, by 2025 artificial intelligence will generate an additional USD 15.7 trillion for the global economy. McKinsey estimates that automation could eliminate up to 25% of existing jobs, while simultaneously creating new positions that require higher qualifications and advanced analytical skills. A Deloitte survey further shows that 70% of HR leaders consider workforce transformation to be the most critical strategic priority for their organizations over the next five years.

Several important studies in this field also confirm the significant contribution of artificial intelligence. For example, the comprehensive review titled “Benefits and Risks of Using Artificial Intelligence in Human Resource Management” (2025), which analyzed 67 scientific articles, concluded that AI serves as a catalyst in the digital transformation of key HR processes such as recruitment, training, and performance evaluation [5].

1 <https://parliament.gov.uz/news/suniy-intellekt-sohasida-yangi-bosqich>

2 https://noworkerleftbehind.org/workcongress2025/2025/03/18/workforce-2025-how-to-future-proof-your-talent-in-the-age-of-ai-and-automation/?gad_source=1&gad_campaignid=23298302359&gbraid=0AAAAApkQPMibcyHytrJHrnCIBwlv-AnxK&gclid=CjwK-CAiAraXJBhBJEiwAjz7MZRu2zJ5zn02ecAcrGmmpCSD6pS7s3grTXQE0IaomQWjOxXTlvmwBoCxtlQAvD_BwE

3 https://www.google.com/search?q=Using+artificial+intelligence+in+human+resource+management+systems+2025&sca_esv=267665e6926584fe&sxsrf=AE3TifPyg8VwDQuU-O8K0mA2SLMc67qvVg%3A1764333605734&ei=JZgpaZO8Llv2wPAPsay-HwAl&ved=2ahUKEwjT4tbu7pSRAXULOXAIHThWASgQ4dUDegQIBRAN&uact=5&oeq=Using+artificial+intelligence+in+human+resource+management+systems+2025&gs_l=Egxd3Mtd2l6LXNlcnAiR1VzaW5nIGFydGlmaWNpYWwgaW50ZWxsaWdlbmNlIGluIGh1bWFuHJlc291cmNlIG1hbmFnZW1lbnQgc3lzdGVtcyAyMDI1SPAhULEHwIgecAJ4AJABAjgBkAGgAckGqgEDMC42uAEDy-AEA-AEB-AECmAiCoAIRqAIkwgIHECMYJxjqAsICDRAjGPAFGCCYyQIY6gKYAw3xBV2jucDml6EBkgcBMqAHxAWyBwC4BwDC-BwUyLTEuMcgHDg&scient=gws-wiz-serp#:~:text=In%202025%2C%20artificial,optimize%20talent%20management.

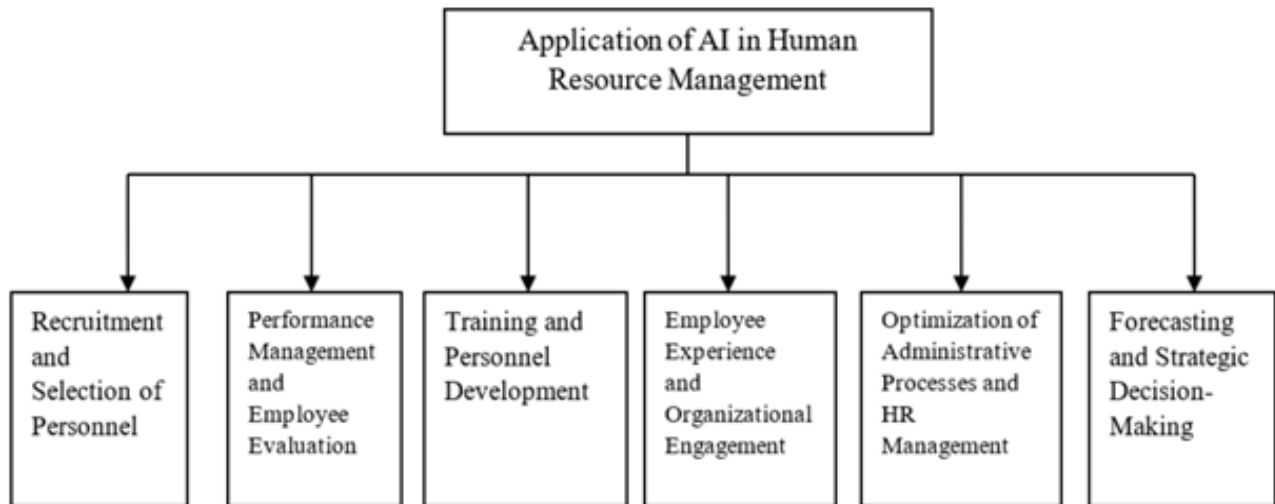


Figure 1. The impact of ai on factors in human resource management [5].

The systematic review titled “Strategic Innovation in HRIS and AI for Enhancing Workforce Productivity in SMEs: A Systematic Review” (2024) also provides important scientific evidence regarding the integration of artificial intelligence into human resource management systems. Based on an analysis of 100 scholarly works, the study demonstrates that the combined implementation of Human Resource Information Systems (HRIS) and AI technologies significantly enhances labor productivity in small and medium-sized enterprises. In particular, AI-enhanced HRIS systems substantially improve employee performance monitoring, optimize recruitment and evaluation processes, enhance the quality of strategic decision-making, and expand opportunities for developing innovative HR policies.

Table 1. Applications of ai in hr management: functions, benefits, and challenges

HR Function	AI Application	Expected Benefits	Practical Challenges & Risks
Recruitment & Hiring	Automated résumé screening, AI-based competency matching, algorithmic interviews	- Faster hiring process - Reduced human bias - Higher quality of candidates	- Algorithmic bias risks - Data privacy concerns
Performance Evaluation	Real-time KPI monitoring, productivity analytics, AI-supported feedback systems	- More objective assessments - Immediate performance insights - Enhanced productivity	- Requires large, high-quality datasets - Inaccuracies if data is incomplete
Learning & Development	Personalized learning paths, adaptive LMS, AI-based skill forecasting	- Tailored training content - Faster skill development - Lower training costs	- High software and integration costs - Digital skill gaps among employees
Workforce Planning	AI-driven workforce forecasting, workload analysis, turnover prediction	- Accurate staffing decisions - More efficient resource allocation	- Prediction errors affecting strategic planning
Employee Retention	AI models detecting turnover risk, sentiment analysis of employees	- Early warning signals - Reduced employee churn	- Increased sensitivity around personal data
Corporate Culture & HR Analytics	Text mining of internal communication, sentiment analytics, organizational behavior mapping	- Real-time insights into employee morale - Early detection of internal conflicts	- Ethical concerns about monitoring - Unclear data collection boundaries

The implementation of artificial intelligence in human resource management significantly enhances the efficiency of HR operations and enables HR departments to allocate their resources more effectively. By automating routine and repetitive tasks—such as initial résumé screening, data entry, and scheduling—HR professionals can redirect their attention to human-centric activities, including talent management, the



development and execution of strategic initiatives, employee skill enhancement, and the improvement of motivation and engagement. As a result, artificial intelligence emerges not only as a technological tool that reduces operational workload within HR systems but also as a strategic instrument that increases the overall effectiveness of human capital utilization.

CONCLUSION AND RECOMMENDATIONS

The analysis demonstrates that the rapid advancement of artificial intelligence is fundamentally reshaping global labor markets and accelerating the digital transformation of human resource management systems. As evidenced by numerous international studies, AI has evolved from a tool for automating repetitive tasks into a strategic asset that enhances organizational efficiency, strengthens decision-making, and elevates human capital management. The integration of AI into HR functions—particularly recruitment, performance evaluation, learning and development, and workforce planning—significantly increases accuracy, reduces operational costs, and improves the overall quality of HR processes.

Research findings also indicate that AI-enhanced HRIS systems offer substantial productivity gains for small and medium-sized enterprises by improving employee monitoring, optimizing talent acquisition, and enabling more data-driven HR strategies. However, the successful adoption of AI requires organizations to address several challenges, including high investment costs, algorithmic bias, data privacy concerns, and the shortage of IT and analytical skills among employees.

Recommendations

1. Introduce mandatory AI and data literacy training for HR staff to ensure competent use of AI tools in recruitment, evaluation, and analytics.
2. Adopt a secure AI-integrated HRIS platform that automates routine tasks, protects employee data, and supports predictive analytics.
3. Use AI-based recruitment and performance evaluation tools to reduce hiring time, improve assessment accuracy, and strengthen talent management.
4. Establish an AI ethics and compliance guideline within the HR department to prevent algorithmic bias, ensure transparency, and safeguard privacy.
5. Create partnerships with universities and tech companies to access certified AI training programs and address shortages of digital skills.

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