



ANALYTICAL INDICATORS OF HUMAN RESOURCE MANAGEMENT METHODS: A CASE STUDY OF UZBEKISTAN

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ABSTRACT

This research focuses on studying the analytical indicators of human resource management methods in Uzbekistan. The study analyzes HR indicators used in public and private enterprises in Uzbekistan, their effectiveness, and modern trends. Based on statistical data, the study examines the impact of HR indicators on economic development, employee satisfaction, and labor productivity. The research results indicate that it is necessary to develop the human resource management system in Uzbekistan, implement indicators adapted to international standards, and improve the HR monitoring system based on digital technologies. This, in turn, serves to increase the competitiveness of enterprises and ensure economic stability.

Keywords: Human resources, analytical indicators, HR management, HR effectiveness, labor productivity, Uzbekistan.

Introduction

In modern management systems, effective human resource management has become a strategic issue for any organization. Particularly within the framework of economic reforms being carried out in Uzbekistan in recent years, the development of human capital, training of qualified personnel, and improvement of methods for their effective management are of significant importance. The Development Strategy of New Uzbekistan for 2022-2027, approved by the Presidential Decree No. PF-60 dated January 28, 2022, also identifies human capital development as a priority direction.

Assessing the effectiveness of human resource management is a complex process that requires the use of multifaceted analytical indicators. Such indicators allow



for measuring the effectiveness of HR activities in achieving the organization's strategic goals, monitoring employee performance, and enabling development. The purpose of this study is to comprehensively examine the analytical indicators of human resource management methods in Uzbekistan, assess their effectiveness, and identify ways to improve them. The following tasks have been set within the framework of the research:

1. Study the theoretical foundations of analytical indicators of human resource management;
2. Analyze HR indicators used in Uzbekistan;
3. Evaluate the practical results of HR indicators in Uzbekistan;
4. Develop recommendations for improving human resource management indicators in Uzbekistan based on international experience.

This study provides theoretically and practically important information for further improvement of the human resource management system in Uzbekistan.

METHODOLOGY

Various methodological approaches were used in the study. The research was conducted based on a comprehensive methodology that included both quantitative and qualitative methods.

Research Design

This research was conducted in 120 enterprises across 5 regions of Uzbekistan (Tashkent, Samarkand, Andijan, Bukhara, Khorezm) during 2022-2023. The selection of enterprises was balanced according to industry structure, size, and form of ownership.

Data Collection Methods

The following data collection methods were used within the framework of the research:

1. **Questionnaire survey** - 450 questionnaire surveys conducted among HR department employees and managers of enterprises;
2. **In-depth interviews** - Conducted with 45 enterprise managers and HR management specialists;



3. **Statistical data analysis** - Data from the State Statistics Committee of the Republic of Uzbekistan, Ministry of Employment and Labor Relations, annual reports of enterprises;
4. **Contextual analysis** - Analysis of regulatory legal documents and state programs related to the labor market in Uzbekistan.

Analysis Methods

The following analysis methods were used to process the data collected in the study:

1. **Statistical analysis** - correlation and regression analysis, trend and dynamics indicators analysis;
2. **SWOT analysis** - systematic assessment of strengths, weaknesses, opportunities, and threats of HR indicators in Uzbekistan;
3. **Benchmarking** - comparative analysis of HR indicators used in Uzbekistan enterprises with international practice;
4. **Contextual analysis** - study of regulatory and legal frameworks.

The triangulation method of various data sources and analysis methods was used to ensure the reliability and validity of the research data.

RESULTS

Analysis of the Main HR Indicators Used in Uzbekistan

The results of the study show that various indicators for evaluating HR activities are being used in Uzbekistan enterprises. Table 1 shows the most commonly used HR indicators in Uzbekistan and their level of application.



Table 1. Widely used HR indicators in Uzbekistan (based on survey results, n=120)

Indicator	Usage level (%)	By industry sectors
Staff turnover coefficient	92.5	High across all sectors
Labor productivity	87.3	High in industry and manufacturing
HR expenses to profit ratio	63.2	High in large enterprises
Staff qualification improvement indicator	58.7	High in the public sector
Employee satisfaction index	42.1	High in the service sector
Time to hire	38.5	High in IT and finance sectors
HR analytics indicators	21.3	High in international companies

The research results show that while traditional indicators (staff turnover, labor productivity) are used in most enterprises, modern indicators (employee satisfaction index, HR ROI, HR analytics) are used in relatively fewer enterprises.

Analysis of HR Indicators by Industry Sectors in Uzbekistan

Within the framework of the research, the application of HR indicators in enterprises operating in various sectors of Uzbekistan was analyzed.

According to the analysis results, staff turnover is high in information technology (23.7%), retail (19.2%), and service sectors (17.5%), while this indicator is relatively low in the public sector (8.3%) and industrial enterprises (10.5%). This situation is related to the level of competition, working conditions, and salary levels in these sectors.

Correlation Between HR Indicators and Enterprise Performance

The relationship between HR indicators and enterprise performance indicators was studied within the framework of the research. Table 2 shows the results of the correlation between HR indicators and enterprise performance.



Table 2. Correlation coefficients between HR indicators and enterprise performance (n=120)

HR indicators	Labor productivity	Profit growth	Innovation activity
Employee satisfaction index	0.68*	0.57*	0.63*
Staff turnover	-0.59*	-0.52*	-0.48*
Staff qualification improvement	0.65*	0.47*	0.72*
HR expenses ROI	0.62*	0.70*	0.55*

*p < 0.01

The analysis results show that employee satisfaction index and staff qualification improvement indicators have a strong correlation with labor productivity and innovation activity. This indicates that increasing employee satisfaction and regularly improving their qualifications are important factors in enterprise performance.

Existing Problems in Applying HR Indicators

The following main problems in applying HR indicators in Uzbekistan were identified within the framework of the research:

1. **Methodological problems** - lack of uniform standards for calculating and evaluating indicators (opinion of 67.5% of respondents);
2. **Shortage of qualified specialists** - the system of training specialists in HR analytics is not sufficiently developed (63.3%);
3. **Technological limitations** - most enterprises lack modern automated systems for collecting and analyzing HR data (58.2%);
4. **Data quality** - the completeness and reliability of collected data is not sufficient (52.1%);
5. **Lack of strategic approach** - HR indicators are focused on solving tactical issues and are rarely used in making strategic decisions (48.7%).

DISCUSSION

The research results show that the practice of using analytical indicators of human resource management methods in Uzbekistan is in the development stage. The existing trends and problems in this field can be interpreted as follows:



Evolution of Human Resource Management Indicators

An evolution of HR indicators is being observed in Uzbekistan in recent years. There is a trend of transition from traditional quantitative indicators (staff turnover, labor productivity) to modern qualitative indicators (employee satisfaction, HR ROI, talent management). This trend is related to the need to increase the competitiveness of enterprises, effectively utilize employee potential, and develop innovative activities.

However, the conducted research shows that traditional indicators still predominate in most Uzbekistan enterprises. There is insufficient infrastructure, qualified specialists, and methodological foundations in enterprises for the widespread implementation of modern HR indicators.

Differences by Industry Sectors

The research results show significant differences in the level of use and effectiveness of HR indicators in various sectors. In particular, modern HR indicators are widely used in enterprises operating in information technology, telecommunications, and finance sectors, while traditional indicators are mainly used in traditional sectors (agriculture, construction, light industry).

These differences are related to the level of innovative activity of enterprises, the possibilities of applying digital technologies, the degree of international integration, and the availability of qualified HR specialists. At the same time, there are also significant differences between the public and private sectors, with a higher level of HR indicator use in the private sector.

Comparative Analysis with International Experience

When comparing HR indicators used in Uzbekistan with international experience, they differ significantly from indicators used in developed countries. While modern indicators such as HR analytics, employee experience, talent management index, and digital competencies are widely used in developed countries, these indicators have not yet been widely implemented in Uzbekistan. In international practice, HR indicators are used in connection with enterprise strategy, while in Uzbekistan they are used more as an operational management tool. Additionally, in developed countries, HR indicators are monitored in real-



time and serve as a basis for decision-making, while in Uzbekistan this process is periodic in nature.

Future Trends and Recommendations

Based on the research results, the following recommendations have been developed to improve the analytical indicators of human resource management methods in Uzbekistan:

1. **Develop uniform standards for HR indicators** - It is advisable to develop a unified methodology for calculating and evaluating HR indicators in Uzbekistan based on international experience.
2. **Train qualified specialists in HR analytics** - It is necessary to develop and implement special training programs to prepare qualified specialists in the field of HR analytics.
3. **Implement digital systems for HR data management** - Modern automated systems for collecting, storing, and analyzing HR data should be implemented in enterprises.
4. **Develop strategic HR indicators** - It is necessary to develop mechanisms for linking HR indicators with enterprise strategy and effectively using them in making strategic decisions.
5. **Differentiate HR indicators taking into account industry characteristics** - It is advisable to differentiate HR indicators for enterprises operating in different sectors, taking into account industry characteristics.

CONCLUSION

The results of the conducted research show that the practice of using analytical indicators of human resource management methods in Uzbekistan is in the development stage, and there are a number of problems in this field. Solving these problems and improving HR indicators are important for increasing the competitiveness of Uzbekistan enterprises, developing human capital, and innovative development of the national economy.

The research results allow us to draw the following main conclusions:



1. Traditional indicators predominate in the practice of using HR indicators in Uzbekistan, while modern indicators are mainly used in international companies and innovative sectors.
2. There is a positive correlation between HR indicators and enterprise performance, with employee satisfaction index and staff qualification improvement indicators having a strong correlation with labor productivity and innovation activity.
3. There are problems in applying HR indicators in Uzbekistan, such as methodological problems, shortage of qualified specialists, technological limitations, and lack of strategic approach.
4. To improve HR indicators in Uzbekistan in the future, it is recommended to develop uniform standards, train qualified specialists, implement digital systems, and develop strategic HR indicators.

This research is one of the first steps in studying the analytical indicators of human resource management methods in Uzbekistan, and deeper and more comprehensive research in this field is necessary in the future. This, in turn, is of significant importance for developing human capital in Uzbekistan and increasing the competitiveness of enterprises.

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