

## DIGITALIZATION OF HR ACTIVITIES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE (THE CASE OF UZBEKISTAN)

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**Abstract.** *This paper analyzes digitalization processes in Human Resource Management (HR) and their impact on organizational performance. It reviews modern digital HR tools, technology platforms, and the practical state of digitalization in Uzbekistan. Based on empirical observations, the paper outlines how HR digitalization affects labor productivity, decision-making speed, and employee motivation. Actionable recommendations for organizing digital HR effectively under national conditions are proposed.*

**Keywords:** *HR digitalization, KPI, electronic personnel records, HR platforms, labor productivity, organizational performance.*

### Introduction

In recent years, digital technologies have penetrated all spheres of society, including the labor market and Human Resource Management. To maintain competitiveness, optimize costs, and improve managerial efficiency, organizations increasingly adopt digital HR solutions.

In Uzbekistan, within the framework of the “Digital Uzbekistan – 2030” program, electronic HR databases, KPI systems, and e-recruitment platforms are being implemented. At the same time, their impact on performance and the local success factors remain underexplored.

### Theoretical Foundations and Global Trends in Digital HR

Digital HR refers to integrating digital technologies into HR processes to improve efficiency. Leading platforms such as SAP SuccessFactors, Oracle HCM, Workday, Zoho People, and BambooHR are widely used worldwide. These systems automate personnel records, recruitment, performance evaluation, learning, and motivation management.

### Practical State of HR Digitalization in Uzbekistan

HR digitalization in local organizations progresses unevenly. Several large companies (UzAuto Motors, Ucell, AloqaBank) have implemented SAP and Oracle HR platforms, while many enterprises still rely on traditional approaches. In the public sector, HR document workflow is gradually moving to electronic formats via the Unified Portal of Interactive Government Services and other systems.

According to a 2024 survey of 50 Tashkent organizations:

- 32% have a fully digital HR system;
- 44% have partially automated HR processes;
- 24% still run core processes on paper.

### Link Between HR Digitalization and Performance

HR digitalization contributes to higher productivity, lower employee turnover, and faster decision-making. For example, KPI systems enable real-time assessment of individual performance, while digital recruiting platforms reduce the hiring cycle by about 40%.

Observations indicate that organizations with mature digital HR systems:

- have roughly 17% lower turnover;
- show about 23% higher operational output;
- complete HR operations up to 50% faster.

**Conclusion and Recommendations**

HR digitalization is not only a technological upgrade but also a strategic driver of organizational effectiveness. Uzbekistan needs stronger regulatory support, enhanced HR competencies, and broader diffusion of best practices.

Recommended actions:

- 1) build a unified digital HR platform for public organizations;
- 2) introduce KPI systems across organizations, tailored to sector specifics;
- 3) launch continuous upskilling programs in digital competencies for HR professionals;
- 4) develop a national indicator system to assess digital HR effectiveness.

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