HUMAN CAPITAL MANAGEMENT THEORY IN THE REPUBLIC OF UZBEKISTAN

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Abstract: *This article explores the theoretical foundations, institutional mechanisms, and development prospects of human capital management in the Republic of Uzbekistan. It analyzes the role of human capital in economic development, recent reforms in the education and healthcare sectors, and changes in the labor market. The study identifies current challenges and proposes improvement directions, including the implementation of a unified competency model, digitalization, innovation-driven policy measures, and enhanced labor market forecasting. The findings provide scientific and practical recommendations aimed at increasing the overall effectiveness of human capital management in Uzbekistan.*

Keywords: *human capital, management, education quality, healthcare, labor market, innovation, competency model, digitalization, economic development, investment, employment, workforce training, strategic development, modern management approaches.*

Annotatsiya: *Ushbu maqolada O‘zbekiston Respublikasida inson kapitalini boshqarishning nazariy asoslari, amaldagi mexanizmlari va rivojlantirish istiqbollari yoritilgan. Unda inson kapitalining iqtisodiy taraqqiyotdagi o‘rni, ta’lim va sog‘liqni saqlash tizimlaridagi islohotlar, mehnat bozori bilan bog‘liq o‘zgarishlar tahlil qilinadi. Shuningdek, mavjud*

muammolar va ularni bartaraf etish bo‘yicha takomillashtirish yo‘nalishlari, xususan kompetensiya modeli, raqamlashtirish, innovatsion rivojlanish hamda mehnat bozorini prognozlash tizimlarini kuchaytirish zarurligi asoslab berilgan. Tadqiqot natijalari inson kapitali boshqaruvining samaradorligini oshirishga qaratilgan ilmiy-amaliy takliflarni o‘z ichiga oladi.

Kalit so‘zlar: *inson kapitali, boshqaruv, ta’lim sifati, sog‘liqni saqlash, mehnat bozori, innovatsiyalar, kompetensiya modeli, raqamlashtirish, iqtisodiy rivojlanish, investitsiya, bandlik, kadrlar tayyorlash, strategik rivojlanish, zamonaviy boshqaruv yondashuvlari.*

Аннотация: *В данной статье рассмотрены теоретические основы, действующие механизмы и перспективы развития управления человеческим капиталом в Республике Узбекистан. Проанализирована роль человеческого капитала в экономическом развитии, реформы в сферах образования и здравоохранения, а также изменения на рынке труда. Выявлены существующие проблемы и предложены направления их совершенствования, включая внедрение единой компетентностной модели, цифровизацию, развитие инноваций и улучшение системы прогнозирования рынка труда. Результаты исследования содержат научно-практические рекомендации, направленные на повышение эффективности управления человеческим капиталом.*

Ключевые слова: *человеческий капитал, управление, качество образования, здравоохранение, рынок труда, инновации, компетентностная модель, цифровизация, экономическое развитие, инвестиции, занятость, подготовка кадров, стратегическое развитие, современные управленческие подходы.*

The importance of human capital as a key factor of competitiveness in the global economy is increasing. In the conditions of a modern market

economy, resources such as knowledge, skills, innovative thinking, health, and social activity have become strategic factors determining the sustainable development of any state. In the Republic of Uzbekistan, the development of human capital is also considered a priority area of state policy, and consistent reforms are being implemented to form modern theoretical and practical mechanisms for its management.

Human capital refers to the stock of knowledge, skills, competencies, health, and innovative abilities possessed by individuals that contribute to economic growth and societal development. According to economists like Gary Becker and Theodore Schultz, human capital is a productive investment comparable to physical capital.

In Uzbekistan's rapidly transforming economy, human capital is regarded as a strategic driver of modernization and competitiveness. Uzbekistan's shift toward a market-oriented economy since 2017 has increased the demand for a skilled workforce. Human capital is essential for:

- ✓ industrial modernization,
- ✓ digital transformation,
- ✓ private sector growth,
- ✓ innovation and entrepreneurship.

Uzbekistan has a young population (over 60% under age 30), creating both opportunities and challenges Need for large-scale education reforms, Creation of new jobs, Development of future skills (IT, engineering, analytics).

The education system still does not fully meet labor market needs. Employers frequently report shortages of engineers, IT specialists, technical professionals and skilled manufacturing workers. Highly skilled specialists (IT, doctors, researchers) often migrate to higher-income countries.

Rural areas still lag in medical equipment, access to specialists, healthcare financing. Urban–rural differences in school quality persist due to shortage of qualified teachers, limited access to technology and outdated teaching methods in some institutions. Introduction of a national competency framework aligned with labor market requirements, digital economy needs, international accreditation standards.

Digital Human Capital Development Expansion of IT education, Online learning platforms, Coding schools and digital skills centers. Innovation and Research Development Strengthening university–industry cooperation, Supporting startup ecosystems, Increasing R&D funding.

Health-Related Human Capital Improvement Increasing investment in preventive medicine, Training medical personnel abroad, Telemedicine expansion for remote regions. Labor Market Forecasting System Digital platforms should be used to predict: future demand for professions, skill trends, regional labor needs. Human Capital Index (HCI) and Uzbekistan According to the World Bank's Human Capital Index: Uzbekistan has shown steady improvement in recent years, Education quality and child health indicators are improving, but further reforms are needed to reach OECD averages.

In sum, Human capital management is one of Uzbekistan's most important strategic priorities. With ongoing reforms in education, healthcare, and employment, the country aims to build a highly skilled, healthy, and innovative workforce capable of supporting long-term sustainable development.

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