

## THE NEED TO INCREASE HUMAN DIGITAL COMPETENCE IN THE DIGITAL ECONOMY

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### Abstract

The rapid evolution of the digital economy has fundamentally transformed the landscape of human resources. As businesses navigate an increasingly interconnected and technology-driven world, the role of HR has expanded beyond traditional functions to encompass strategic initiatives that drive innovation and competitiveness. In this new era, human resources professionals must adapt to emerging trends, leveraging digital tools and data analytics to recruit, develop, and retain talent effectively. This article explores the pivotal changes and challenges in human resources within the digital economy, highlighting the strategies and skills necessary for success in a dynamic, ever-changing environment.

**Keywords:** Human resources, digital competency, remote work, data-driven HR, Gig economy, DEI- diversity, equity and inclusion.

### Introduction

In new Uzbekistan, special attention is being paid to the issue of adapting the innovative ways of development in all areas to the most advanced, universally recognized standards developed in the world, thereby ensuring competitiveness and joining the ranks of developed countries. Today, in the conditions of competition in the international arena, it is important to effectively conduct state policy and qualitatively form human capital in solving the tasks of innovative development of the country's economy and ensuring competitiveness.

The quality of human capital is expressed through indicators such as its education, professional skills, work experience, professional knowledge, competitiveness in the labor market. In the digital economy, the demand for the quality of human capital is constantly increasing. It is necessary to develop a new meaningful and qualitative digital competence of human capital.

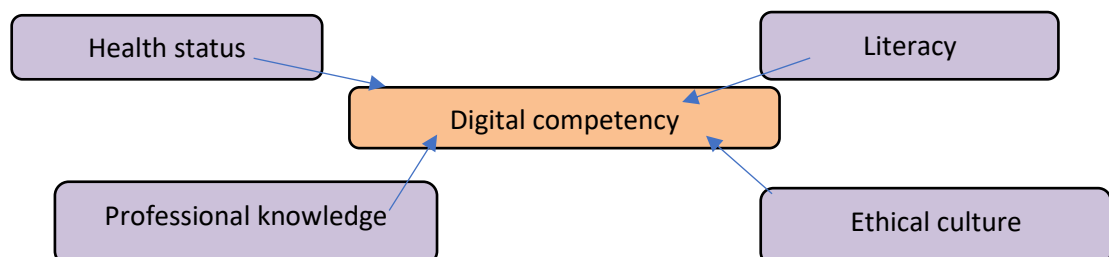


Figure 1. Elements of digital competence



The general human capital is formed and developed from the day of birth to the age of 20-25 in the course of educational activities (under the influence of the family), as well as in the course of studying in general, secondary vocational and higher educational institutions (school, technical school, university). This stage of formation is based on the investment of the population and the state in the general preparation of a person. As a result, the acquired powers are professions, specialists are in demand in most organizations. In turn, the accumulated basic capital serves as the basis for the formation of a unique component and the development of a person in the professional and social environment.

The competency model is strategic thinking and making the right decision in an uncertain, non-standard situation. Creativity competence means the application of new ideas in the production process.

Professional skills can be acquired through formal and informal training on the job. Investments can be made here both by employers' companies and by workers during their studies in specialized centers, continuous education and professional retraining. Training, continuous learning within the company forms and accumulates specific knowledge, skills and experience that are in high demand for human capital.

Based on the program of training specialists for the digital economy in Uzbekistan under the project "One million programmers", the indicators of personnel training for Fergana region are presented in the table below.

Table 1. Indicators of training digital economy personnel in Fergana region in 2020-2024

No	Indicators	Tasks to be performed
1.	Providing the digital economy with competent personnel	a) opening 30 monocenters (in cities and districts); b) training of programmers in the base of venture funds; c) training of 50,000 high-level personnel in the field of information technologies.
2.	Supporting talented schoolchildren and students in mathematics and computer science.	a) preparing 10,000 gifted students for training and grants in the fields of mathematics and informatics; b) training specialists in the field of web programming; v) Training of data analysis specialists.
3.	Increasing digital literacy and competence of the population.	a) preparing 1 million people for digital literacy in the Online program; b) Training of 200,000 employees for digital competence (in banking and finance, tax and customs fields)

Based on a systematic approach, the study includes consideration of the digital competence of human capital as a set of its structural elements, and thus includes two blocks of indicators describing the user component.



Table 2. Indicators for assessing the digital competence of human capital

Group of indicators by types of competence	Name	Unit of measurement and comments
User	Population use of the Internet	As a percentage of the total population
	Daily use of the Internet by the population	As a percentage of the total population
	The number of active subscribers connected to the broadband Internet network	From the population per 100 people at the end of the year, unit
	The number of active subscribers connected to the mobile Internet network with wide bandwidth	From the population per 100 people at the end of the year, unit
	The number of subscribers connected to mobile communication devices	From the population per 1000 people at the end of the year, unit
Specialist	Organizations using personal computers	From the total number of studied enterprises, as a percentage
	Organizations using the server	From the total number of studied enterprises, as a percentage
	Organizations using local computing networks	From the total number of studied enterprises, as a percentage
	Organizations using cloud services	From the total number of studied enterprises, as a percentage
	Organizations using the Internet	From the total number of studied enterprises, as a percentage

So, initially knowledge (competence) of human capital was explained by education, health, professional skills and motivation. Later, investing in it, a person acquired innovative knowledge and was qualitatively re-formed, that is, human capital is a talent, new knowledge, ability, creative, searching person.

Human capital in the digital economy is defined by accumulated knowledge, skills and information literacy.

Currently, digital competence is required in 85-90% of workplaces in developed countries. Ability to work during working hours, creative approach to one's profession, always working on oneself, caring for colleagues, improving professional skills, acquiring new knowledge are the basis of competence.

It can be concluded from the above points that without the formation of human capital, sustainable economic development cannot be achieved. Ignoring the investment in human capital in the formation of human capital leads to a negative impact on the development of the country's economy.

The digital economy has ushered in a new era for human resources (HR), redefining the way organizations manage their workforce. With rapid technological advancements, HR professionals must adapt to emerging trends and leverage new tools to remain competitive. This article explores the current trends and statistics in human resources within the digital economy.



## The Rise of Remote Work

One of the most significant shifts in the digital economy is the rise of remote work. The COVID-19 pandemic accelerated this trend, with many organizations adopting remote work models to maintain operations. According to a report by Gartner, 82% of company leaders plan to allow remote work at least part-time post-pandemic. This shift necessitates new HR strategies for managing remote teams, ensuring productivity, and maintaining employee engagement.

**Emphasis on Employee Experience.** The digital economy has heightened the focus on employee experience. Companies recognize that a positive employee experience can lead to increased productivity, better retention rates, and a stronger employer brand. A study by Deloitte found that organizations with a strong employee experience are 25% more profitable than those without. HR professionals are now leveraging digital tools to enhance onboarding, training, and overall employee satisfaction.

**Data-Driven HR Decisions.** Data analytics has become a cornerstone of modern HR practices. With access to vast amounts of data, HR professionals can make informed decisions about recruitment, performance management, and employee retention. According to LinkedIn's Global Talent Trends report, 73% of HR leaders believe that people analytics will be a major priority for their company over the next five years. This data-driven approach allows for more strategic workforce planning and improved organizational outcomes.

**Focus on Continuous Learning and Development.** In the digital economy, the pace of change is rapid, and the need for continuous learning and development is critical. Companies are investing in learning management systems (LMS) and other digital platforms to provide employees with ongoing training and development opportunities. A report by LinkedIn Learning highlights that 94% of employees would stay at a company longer if it invested in their career development. This trend underscores the importance of upskilling and reskilling in maintaining a competitive edge.

**Adoption of Artificial Intelligence and Automation.** Artificial intelligence (AI) and automation are transforming HR processes, making them more efficient and effective. From AI-powered recruitment tools that screen resumes to chatbots that handle employee queries, these technologies are streamlining HR operations. According to a study by Oracle, 50% of workers already use some form of AI at work, and 65% are excited about the potential for AI to impact their jobs positively. HR departments are increasingly adopting these technologies to enhance their capabilities and focus on more strategic initiatives.

**Diversity, Equity, and Inclusion (DEI).** Diversity, equity, and inclusion have become central to HR strategies in the digital economy. Companies are recognizing the value of diverse teams in driving innovation and business success. A McKinsey report found that companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average



profitability. HR professionals are implementing DEI initiatives, using digital tools to track progress and ensure accountability.

**Gig Economy and Flexible Work Arrangements.** The rise of the gig economy and the demand for flexible work arrangements are reshaping the workforce. A study by Intuit predicts that by 2023, 43% of the U.S. workforce will be freelancers. This trend requires HR departments to adapt their policies and practices to accommodate non-traditional work arrangements, including contract workers and freelancers. Companies must navigate the challenges of managing a diverse and dispersed workforce while ensuring compliance and fostering a cohesive organizational culture.

We know that in the digital economy, the need for a number of professions will disappear, and the need for professions based on modern knowledge will increase significantly. Therefore, a person should work more on himself, acquire knowledge and think critically, and most importantly, constantly evaluate his digital competence and strive to increase it.

The digital economy is transforming the field of human resources, introducing new challenges and opportunities. HR professionals must stay abreast of current trends and leverage digital tools to enhance their strategies. By focusing on remote work, employee experience, data-driven decisions, continuous learning, AI and automation, DEI, and flexible work arrangements, HR can drive organizational success in the digital age. Embracing these trends will enable companies to attract, develop, and retain top talent, ensuring they remain competitive in an ever-evolving landscape.

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