

Shakhlo T. Ergasheva¹
Gulmira Sh. Razikova
Mukaddas A. Umarova
Abbas A. Nabixodjayev
Umida A. Salikhodjaeva

Article info:

Received 04.04.2024.

Accepted 16.10.2024.

DOI – 10.24874/IJQR19.01-12



LABOR MARKET DEVELOPMENT IN THE REPUBLIC OF UZBEKISTAN: IMPLICATIONS FOR QUALITY

Abstract: *The research aims to define the latest trends in the development of the labor market in the Republic of Uzbekistan and develop recommendations for adapting HRM to these trends to enhance the quality of products of Uzbek organizations. The research was conducted using regression and trend analysis methods based on international statistics for 2023. As a result, the authors identified global regularities of labor market development from the perspective of their consequences for quality. The authors identified trends in the labor market development in the Republic of Uzbekistan in 2023 compared to 2020. The prospects for developing the labor market in the Republic of Uzbekistan were determined. The authors proposed HRM implications for the best scenario implementation in the Republic of Uzbekistan until 2030. The theoretical significance of the results lies in providing a more detailed explanation and elaboration of the contribution of HRM to the growth in the quality of products of contemporary organizations, as well as revealing the unique experience of the Republic of Uzbekistan in improving the quality of products of Uzbek organizations through HRM. The managerial significance of the applied developments of this research lies in the fact that the proposed HRM implications will make it possible to enhance HRM practices in Uzbek organizations.*

Keywords: *Labor Market Development, the Republic of Uzbekistan, Human Resource Management (HRM), Product Quality, Quality Management in Organizations*

1. Introduction

Due to its social nature, the labor market is most sensitive to changes in the macroeconomic situation within economic systems. This necessitates organizations to pay increased attention to human resource management (HRM) issues because it must address the interests of the organizations as employers and the interests of employees and society. As these interests branch out and overlap, the complexity of HRM further

increases. At the current stage of labor market development, the interests of its participants are transforming under the influence of several key shifts in this market. The first conjuncture shift in the labor market is associated with digital innovations fueled by the fourth industrial revolution. The economy's demand for personnel under conditions of digitization undergoes significant qualitative and quantitative changes. Participants in the labor market are divided into supporters and opponents of

¹ Corresponding author: Shakhlo T. Ergasheva
Email: shahloer@gmail.com, sh.ergasheva@tsue.uz

scientific and technological progress, whose interests diverge radically. The second conjuncture shift in the labor market is the increase and deepening of economic crises. Fluctuations in the volume of solvent demand for goods and services alter the degree of utilization of organizational production capacities, while changes in consumer preferences dictate the need to change the composition and content of organizational processes. This affects the labor market demand.

The third conjuncture shift in the labor market consists of changes in the global flow of labor migration. HRM practices in organizations should aim to adjust this flow as much as possible to attract the best talents to the national labor market and the organization's workforce, as well as to prevent brain drain. The fourth conjuncture shift in the labor market entails intensifying competition among organizations for their position in product and resource markets, including the labor market. Therefore, organizations must balance responsibilities towards employees, consumers, shareholders, and investors when implementing HRM.

Under the influence of the enumerated conjuncture shifts, the divergence of interests among labor market participants has become so significant that their complete compliance has ceased to be feasible. Therefore, when implementing HRM, organizations are forced to prioritize, giving preference to one interest over another. In this regard, several alternative approaches to HRM have emerged, each of which resolves the contradiction of interests among labor market participants in its own way, depending on the priority goal of approach implementation. Despite the multitude of established approaches, there has yet to be a clearly defined approach aimed at enhancing product quality. The necessity of solving this problem is explained by the fact that HRM provides insufficient support for the quality management of products in organizations, thus hindering the realization of the potential

for quality improvement. This issue is particularly relevant for dynamically developing countries, such as the Republic of Uzbekistan, which are actively entering global markets.

To enter new markets and solidify its position in them, the Republic of Uzbekistan, like other dynamically developing countries, must guarantee and enhance the quality of the products delivered because competition is most intense precisely in terms of quality. It is also worth noting that the necessity and orientation towards enhancing product quality are enshrined in the "Uzbekistan – 2030" strategy (President of the Republic of Uzbekistan, 2023). This determined the goal of this research, which is to identify the latest trends in the labor market development in the Republic of Uzbekistan and develop recommendations for adapting HRM to these trends in the interest of enhancing the quality of products of Uzbek organizations.

Subsequently, this research first identified patterns of labor market development. Then, it identified trends in the labor market development in the Republic of Uzbekistan. After that, the research determined prospects for the labor market development in the Republic of Uzbekistan and proposed HRM implications.

2. Literature Review

2.1. Existing approaches to HRM

The conceptual basis of this research is the theory of HRM, according to which HRM in organizations is in a systemic relationship with the labor market, adapting to changes occurring in the labor market and initiating these changes (Antonova & Kashevarova, 2022; Arkhangelskaya et al., 2021; Bogoviz et al., 2018; Lobova et al., 2021; Mayatskaya et al., 2021). As a result of reviewing existing literature and systematizing its scientific positions, three main approaches to HRM in organizations were identified in this

research. The author's criterion for classifying the distinguished approaches is the targeted result of HRM.

In the first approach, the targeted result of HRM is the growth of organizational and employee innovation activity. The means to achieve this goal involve attracting and developing employee talents within organizational activities through corresponding HRM practices. The number of jobs and wage conditions may vary among organizations and are not strictly regulated by this approach (Sozinova et al., 2023; Veselovsky et al., 2018).

In the second approach, the targeted result of HRM is the demonstration of corporate social responsibility (CSR) and the retention of valuable personnel for organizations. The means to achieve this goal involve maintaining and increasing the number of jobs in organizations through HRM. Talent management and labor incentives are secondary measures of HRM in this approach and vary significantly among practicing organizations and across different periods of each organization's activities (Hajduk, 2015; Osotsev et al., 2018).

In the third approach, the targeted result of HRM is the increase in labor productivity. In the conditions of the digital economy, automation plays a key role in enhancing labor productivity in organizations, while HRM complements technological modernization. The means to achieve this goal through HRM include wage increases, formal employment, and social and labor guarantees. Additionally, talent management and workforce dynamics vary among organizations without being strictly regulated by the approach under consideration (Inshakova & Solntsev, 2022; Klochko et al., 2016).

Summarizing the results of the literature review conducted, the following three main HRM tools can be identified for achieving its goals:

- Talent management (Pakhomova et al., 2020);

- Changes in the number of jobs (Galoyan et al., 2023);
- Wage conditions, formal employment, and social and labor guarantees (Shevyakova & Petrenko, 2018).

From the perspective of these identified tools, it is advisable to study contemporary HRM practices and evaluate the achievement of their goals.

2.2. The role of HRM in product quality management: Theoretical basis and practical experience of Uzbekistan

Numerous authors thoroughly examined the fundamental and applied aspects of product quality management in the existing literature. In their research, Najam et al. (2022) elucidated the broad possibilities of enhancing employer branding by applying virtual reality technologies. The scholars substantiated the significant role of E-HRM and personnel management effectiveness in improving service quality, using the hotel industry in Pakistan as an example.

Naqvi et al. (2022) justified the significant impact of electronic human resource management systems on the quality of public service delivery in public sector organizations in India. Gambi et al. (2022) demonstrated the substantial influence of HRM approaches on the effectiveness of quality management methods and labor productivity in organizations.

Based on data analysis from the construction industry, Mohamed Imhmed Abuazoom et al. (2019) proved that HRM practices enhance product quality while implementing investment and innovation projects by organizations. Salas-Vallina et al. (2023) established the significant contribution of human resource management to patient care quality and the success in combating healthcare workers' professional burnout during the COVID-19 pandemic. Aranha and Venkateswaran (2020) also substantiated the substantial influence of human resource management and quality in healthcare.

Papademetriou et al. (2023) justified the significant positive impact of sustainable HRM methods on customer satisfaction, service quality, and institutional effectiveness in the hotel business. Mohammed and Azeez (2023) demonstrated the serious influence of reliable HRM on improving employee productivity in the Total Quality Management (TQM) model, using educational organizations in Malaysia as an example.

Hui et al. (2023) demonstrated a close connection between HRM practices and the work of teachers in Chinese professional colleges in Shandong to enhance the quality of education. In turn, Sharma and Kohli (2023) proved the importance of integrating HRM with digital transformation for the sustainable development of the labor market, identifying synergy between HRM and service quality in educational institutions.

Danish and Esteves (2023) substantiated the importance of HRM in improving quality from the energy efficiency perspective. Papademetriou et al. (2022) demonstrated a strong and positive influence of HRM practices on service quality, customer satisfaction, and organizational efficiency in the urban hotel industry in Cyprus. Drawing on data from Jordan, Khmour et al. (2021) justified the close relationship between HRM practices and Total Quality Management (TQM) in insurance companies.

Farida et al. (2021) justified the necessity of human resource readiness for the successful implementation of Total Quality Management (TQM) in organizations, using the example of the manufacturing industry in Indonesia. Based on data from small and medium-sized enterprises, Pai et al. (2021) substantiated the close relationship between developing lean production systems, HRM, total quality management, and organizational effectiveness. Andalib and Mokhlis (2020) demonstrated the significant role of quality certification processes in improving HRM practices.

An analysis of the content of these publications showed that quality management is considered a distinct managerial process separate from HRM. Although HRM is interpreted as one of the factors of product quality and, accordingly, as a means of achieving quality growth, there exists a gap in scientific knowledge.

The essence of this gap lies in the fact that quality management and HRM are studied as separate managerial processes, the causal relationships between which are insufficiently explored. Contemporary experience in product quality management of organizations in Uzbekistan was examined by Sultanova and Babakhanova (2023). The HRM experience of organizations in Uzbekistan was elucidated by Vanchukhina et al. (2022). Existing publications acknowledge the potentially strong influence of HRM on product quality but fail to explain the essence of this influence, which is a gap in the literature.

This raises a research question about how applying HRM tools (i.e., talent management, changes in the number of jobs, wages, official employment, and social-labor guarantees) affects the quality of products in organizations. The economic significance of seeking an answer to the posed research question lies in determining the most effective ways to apply and combine HRM tools to maximize the quality of products in contemporary organizations.

To address the research question posed, this research examines international HRM experiences in organizations, based on which the consequences of applying HRM tools (i.e., talent management, changes in the number of jobs, wages, official employment, and social-labor guarantees) for the quality of products in contemporary organizations are determined.

3. Materials and Methods

3.1. Empirical base, sample, and study period

The empirical basis of this research consists of statistical reports from reputable international organizations containing up-to-date data on countries worldwide. An indicator such as “ISO 9001 quality/bn PPP\$ GDP” (QLT), calculated by WIPO (2023), testifies to the success of quality management in organizations and the level of their product quality. Additionally, the following indicators are considered:

- “Research talent, % in businesses” (RTL), calculated by WIPO (2023);
- “Unemployment rate (% of total labor force, ages 15+)” (UER), calculated by UN (2024);
- “Wage and salaried workers, total (% of total employment)” (WSW), calculated by the World Bank (2024).

The year 2023 was chosen for this research because it represents the most recent period for which data from the annual statistical reports of the mentioned international organizations have already been compiled. For the Republic of Uzbekistan, statistics from 2020 are also used to study the dynamics of the abovementioned indicators. Not all indicators for Uzbekistan before

2020 are available, which precludes the use of data from earlier periods.

The criterion for selecting countries for inclusion in the sample of this study was the availability of a complete set of necessary statistical data from the specified sources. The sample includes 82 countries worldwide. Although QLT and RTL are measured in points, while UER and WSW are measured in percentages, all studied indicators range from 0 to 100, ensuring their comparability. Data on the sample are presented in tabular form in the appendix to this research.

3.2. Objectives and methodology of the research

The objective outlined in this research is achieved through the systemic solution of the following three tasks. The first task is to identify the patterns of labor market development. To address this task, a regression analysis method is applied. Drawing on international experience, a regression analysis is conducted to examine the relationship between the quality of the organization’s products and the implementation of HRM tools, acting as the factor variables. The research model takes the following form:

$$QLT = a + b_{RTL} * RTL + b_{UER} * UER + b_{WSW} * WSW \quad (1)$$

The model is tested for reliability through conducting the Fisher’s F-test. The values of the regression coefficient (b) above zero indicate a positive influence of HRM-related factors on the quality of the organization’s products. The values below zero indicate a negative influence. The identified patterns make it possible to determine how to apply the three main HRM tools: whether to increase their application or limit it, and in which direction HRM efforts should be directed. Thus, the fundamental principles of a new approach to HRM aimed at improving the quality of the organization’s products are

formed.

The second task is to identify trends in the labor market development in the Republic of Uzbekistan. The trend analysis method is applied to address this task. Trends in the labor market development in the Republic of Uzbekistan in 2023 compared to 2020 are determined. Three-year trends are calculated for the quality indicator and its HRM-related factors, namely QLT, RTL, UER, and WSW. The third task is to determine the prospects for the labor market development in the Republic of Uzbekistan and propose HRM

implications. The forecasting method is applied to address this task. Based on model (1), two forecast scenarios for changes in the quality of the organization’s products depending on the labor market development in the Republic of Uzbekistan are developed. The scenarios are projected until 2030 because they are intended to demonstrate the contribution of HRM in Uzbek organizations to the practical implementation of the “Uzbekistan – 2030” strategy (President of the Republic of Uzbekistan, 2023).

The “other things being equal” scenario is developed by indexing the values of HRM indicators (RTL, UER, and WSW) at a three-year rate of change. Indexing is performed twice because there will be two three-year periods from 2023 to 2030.

The HRM optimization scenario is developed by optimizing the values of HRM indicators (RTL, UER, and WSW) in accordance with the formulated principles of the new approach to HRM aimed at improving the quality of the organization’s products, as determined in solving the first

task of this research.

Based on model (1), the consequences of each scenario for the quality of the organization’s products in the Republic of Uzbekistan (QLT) are forecasted. The scenarios are compared, and the preferable scenario for the labor market development in the Republic of Uzbekistan until 2030 is determined based on the criterion of the greatest increase in the quality of products produced by Uzbek organizations.

4. Results

4.1. Regularities of the development of the labor market

To solve the first task of this research and identify the regularities of the labor market development, the authors conducted a regression analysis of the dependence of organizations’ product quality on the use of HRM tools acting as factor variables with reference to international experience. The results of the analysis are shown in Table 1.

Table 1. Regression analysis of the dependence of organizations’ product quality on the application of HRM tools

<i>Regression statistics</i>						
Multiple R	0.3678					
R ²	0.1353					
Normalized R ²	0.1020					
Standard error	20.2510					
Observations	82					
<i>Variance analysis</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	3	5003.7634	1667.9211	4.0671	0.0097	
Residual	78	31987.9150	410.1015			
Total	81	36991.6784				
	<i>Coefficients</i>	<i>Standard error</i>	<i>t-statistics</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Y-intercept	-4.9688	8.4903	-0.5852	0.5601	-21.8717	11.9342
RTL	0.0561	0.0919	0.6111	0.5429	-0.1267	0.2390
UER	0.3972	0.4736	0.8387	0.4042	-0.5457	1.3402
WSW	0.3200	0.1224	2.6144	0.0107	0.0763	0.5636

Source: Calculated and compiled by the authors

The results from Table 1 indicate a strong dependence of the quality of the organization's products on the application of HRM tools. Differences in the quality of the organization's products among the 82 countries in the sample in 2023 are by

$$QLT-4.9688+0.0561*RTL+0.3972*UER+0.3200*WSW \quad (2)$$

Model (2) identified the following three trends in labor market development, explaining the logic of changes in the quality of the organization's products under the influence of HRM tools:

- A trend of increasing the quality of the organization's products by 0.0561 points with the increase in talent management activity in organizations by 1 point;
- A trend of increasing the quality of the organization's products by 0.3972 points with each 1% increase in unemployment;
- A trend of increasing the quality of the organization's products by 0.3200 points with each 1% increase in official employment.

The identified trends show a positive influence on the quality of the organization's products by talent management and the expansion of social labor guarantees and a negative influence by employee retention and the creation of additional jobs in organizations. The conducted Fisher's F-test successfully passed at the significance level of 0.01, indicating the reliability of model (2).

In accordance with the established trends, the following main principles of a new HRM approach aimed at improving the quality of the organization's products are formulated. The first trend is attracting new promising employees with developed creative abilities and talent development through on-the-job training and stimulation of employee innovation activity.

The second trend is abandoning the increase in the number of jobs. Instead, it is advisable to maintain or reduce the staff

36.78% explained due to disparities in the implementation of HRM practices. In research model (1), the constant and regression coefficients have been refined, resulting in the following form:

to increase competition in the workforce and stimulate employee competition, motivating them to improve the quality of products.

The third trend is increasing wages, official employment, and social labor guarantees. This is necessary to strengthen the connection between employees and organizations, ensure their greater involvement in the processes of improving the quality of their products, and employees taking on greater responsibility for the quality of the products produced.

The main difference between the developed new HRM approach and existing alternative approaches is that in the new approach, all proposed HRM tools are equally important and should be applied comprehensively. With the systemic implementation of HRM tools, a more pronounced positive effect will be ensured, associated with a more noticeable increase in the quality of the organization's products.

Thus, attracting and retaining the best personnel, their intensive competition, and significant loss of opportunity in the event of job loss due to insufficient contribution to improving product quality will motivate employees to maximize their contribution. This will balance the interests of employees (career advancement, wage growth, and long-term employment), consumers (comprehensive satisfaction of needs through consumption of the organization's products), shareholders, and investors (increased sales volume and profit) by improving the quality of organizational products).

4.2. Trends in the development of the labor market in the Republic of Uzbekistan

To address the second research task and identify trends in the development of the labor market in the Republic of

Uzbekistan, the authors identified trends in the development of the labor market in the Republic of Uzbekistan in 2023 compared to 2020. Three-year trends are calculated for the quality indicator and its HRM-related factors (i.e., QLT, RTL, UER, and WSW) and are shown in Table 2.

Table 2. Trends of labor market development in the Republic of Uzbekistan in 2023 compared to 2020

Uzbekistan	Value in 2020	Value in 2023	Three-year trend, %	Ratio of the value in 2023 to the value in 2021
ISO 9001 quality/bn PPP\$ GDP, score 0-100	1.40	3.01	114.67	2.15
Research talent (% in businesses), score 0-100	12.90	15.25	18.20	1.18
Unemployment rate (% of total labor force, ages 15+)	5.92	6.34	7.03	1.07
Wage and salaried workers, total (% of total employment)	53.39	53.84	0.85	1.01

Source: Calculated and compiled by the authors

The findings from Table 2 revealed the following trends in the Republic of Uzbekistan:

- The trend of increasing product quality – the three-year trend amounted to 114.67%. Thus, the quality of products in organizations in the Republic of Uzbekistan increased from 1.40 points in 2020 to 3.01 points in 2023, which is a 2.15-fold increase over three years;
- The trend of increasing activity in attracting and developing talents – the three-year trend amounted to 18.20%. Thus, the activity of attracting and developing talents in organizations in the Republic of Uzbekistan increased from 12.90 points in 2020 to 15.25 points in 2023, which is a 1.18-fold increase over three years;
- The trend of reducing the number of jobs – the three-year trend amounted to 7.03%. Thus, the unemployment rate in the Republic of Uzbekistan increased from 5.92% in 2020 to 6.34% in 2023, which is a 1.07-fold increase over three years;
- The trend of increasing wages, official employment, and social labor guarantees – the three-year trend

amounted to 0.85%. Thus, the share of official employment in the Republic of Uzbekistan increased from 53.39% in 2020 to 53.84% in 2023, which is a 1.01-fold increase over three years;

Thus, all current trends in the development of the labor market in the Republic of Uzbekistan favor the growth of product quality in Uzbek organizations, which also demonstrates a tendency to increase.

4.3. Prospects of Labor Market Development in the Republic of Uzbekistan and HRM implications

To address the third task, determine the prospects for developing the labor market in the Republic of Uzbekistan, and propose HRM implications, the authors developed two forecast scenarios for changes in the quality of organizational products based on Model (2). The scenarios are projected until 2030 and demonstrate the contribution of HRM in Uzbek organizations to the practical implementation of the “Uzbekistan – 2030” strategy (President of the Republic of Uzbekistan, 2023). The scenarios are presented in Table 3.

Table 3. Scenarios of labor market development in the Republic of Uzbekistan until 2030

Indicators	Baseline values in 2023	“Other things being equal” scenario		HRM optimization scenario	
		Value in 2030	Three-year trend (2030)	Value in 2030	Three-year trend (2030)
Research talent, score 0–100	15.25	21.30	39.71	100.00	555.84
Unemployment rate, %	6.34	7.26	14.55	6.34	0.00
Wage and salaried workers, total, %	53.84	54.76	1.71	100.00	85.72
ISO 9001 quality, score 0–100	3.01	4.62	53.73	7.21	139.91

Source: Calculated and compiled by the authors.

The “other things being equal” scenario is constructed by indexing the values of HRM indicators (RTL, UER, and WSW) at a three-year rate of change. Indexation is carried out twice because there will be two three-year periods from 2023 to 2030. According to this scenario, the following developments are forecasted (continuing the trends of 2020–2023):

- Increase in the activity of talent attraction and development. This activity among organizations in the Republic of Uzbekistan is projected to increase from 15.25 points in 2023 to 21.30 points by 2030 ($15.25 \times 2.15 \times 2.15$), that is, by 39.71%;
- Reduction in the number of job positions. The unemployment rate in the Republic of Uzbekistan is forecasted to increase from 6.34% in 2023 to 7.26% by 2030 ($6.34 \times 1.07 \times 1.07$), that is, by 14.55%;
- Increase in wages, official employment, and social-labor guarantees. Thus, the share of official employment in the Republic of Uzbekistan is expected to increase from 53.84% in 2023 to 54.76% by 2030 ($53.84 \times 1.01 \times 1.01$), that is, by 1.71%.

Overall, implementing these HRM measures will further enhance the quality of product outputs. According to the forecast, the quality of organizational products in the Republic of Uzbekistan is projected to increase from 3.01 points in 2023 to 4.62 points by 2030, marking a growth of

53.73%.

The scenario of HRM optimization is formulated by optimizing the values of HRM indicators (RTL, UER, and WSW) in accordance with the author’s positions formulated when solving the first research task aimed at enhancing the quality of organizational products. According to this scenario, the following is envisaged:

- A significant increase and maximization of talent attraction and development activity. This activity among organizations in the Republic of Uzbekistan is forecasted to increase from 15.25 points in 2023 to 100.00 points by 2030, representing a growth of 555.84%;
- Maintaining the current number of job positions. Since unemployment has serious social consequences, the growth in product quality cannot justify it. To avoid undesirable social consequences, this scenario entails halting the growth of unemployment and fixing it at the level of 2023 (6.34%) until 2030;
- Substantial intensification of wage growth, official employment, and social-labor guarantees. Thus, the share of official employment in the Republic of Uzbekistan is projected to increase from 53.84% in 2023 to 100.00% by 2030, representing an 85.72% increase.

The increase in indicator values recommended in accordance with the new approach to HRM serves as HRM

implications. Due to the comprehensive implementation of the listed HRM measures, it is forecasted that the quality of organizational products in the Republic of Uzbekistan will increase from 3.01 points in 2023 to 7.21 points by 2030, marking a growth of 139.91%

Thus, the forecasted consequences for the quality of organizational products in the Republic of Uzbekistan are much more favorable in the second scenario, which involves HRM optimization. This scenario provides a greater increase in the quality of Uzbek organizations' products and makes it possible to avoid undesirable social consequences in the form of unemployment growth. Therefore, this scenario is preferable for developing the labor market in the Republic of Uzbekistan until 2030.

5. Discussion

The research contributes to the literature related to HRM theory by bridging the gap

in scientific knowledge. It examines quality management and HRM as closely intertwined managerial processes and reveals previously unknown causal relationships between them. The research explains how applying HRM tools (i.e., talent management, workforce adjustment, wage, official employment, and social-labor guarantees) influences the quality of products in organizations. It also substantiates that this influence is significant.

In response to the research question posed, the authors developed a new approach to HRM aimed at enhancing the quality of the organization's products. The author's approach explains how to best apply and combine HRM tools to maximize the quality of products in organizations. The features of the developed approach are demonstrated in Table 4 in contrast to existing approaches that serve as alternatives.

Table 4. Alternative approaches to HRM

Areas of comparison of approaches	Existing approaches			Proposed new approach
HRM target result	Growth in innovation activity	CSR, staff retention	Labor productivity growth	Product quality improvement
Talent management	attracting and discovering talent (Pakhomova et al., 2020; Sozinova et al., 2023; Veselovsky et al., 2018)	variably	variably	attracting and discovering talent
Number of jobs	variably	job retention and growth (Galoyan et al., 2023; Hajduk, 2015; Osovtsev et al., 2018)	variably	unchanged or reduced number of jobs
Wage, official employment, and social and labor guarantees	variably	variably	growth of labor remuneration, official employment, and social and labor guarantees (Inshakova & Solntsev, 2022; Klochko et al., 2016; Shevyakova & Petrenko, 2018)	growth of labor remuneration, official employment, and social and labor guarantees

Source: Developed by the authors.

According to Table 4, in confirmation of Pakhomova et al. (2020), Sozinova et al. (2023), Veselovsky et al. (2018), the research proves that talent attraction and development by organizations contribute to the growth of their product quality. Therefore, this HRM measure is included in the proposed new approach.

In contrast to Galoyan et al. (2023), Hajduk (2015), and Osovtshev et al. (2018), the research justifies that maintaining and increasing the number of jobs restrains the growth of product quality and may even lead to its decline in organizations. Instead, the new HRM approach recommends maintaining or reducing the number of jobs.

In confirmation of Inshakova and Solntsev (2022), Klochko et al. (2016), and Shevyakova and Petrenko (2018), the research demonstrates that the growth of wages, official employment, and social and labor guarantees positively affect the quality of organizations' products. Consequently, this measure has been added to the author's HRM approach.

Thus, the research supports and advances the scientific discourse on product quality management (Andalib & Mokhlis, 2020; Aranha & Venkateswaran, 2020; Danish & Esteves, 2023; Farida et al., 2021; Gambi et al., 2022; Hui et al., 2023; Khdour et al., 2021; Mohamed Imhmed Abuazoom et al., 2019; Mohammed & Azeez, 2023; Najam et al., 2022; Naqvi et al., 2022; Pai et al., 2021; Papademetriou et al., 2022; Papademetriou et al., 2023; Salas-Vallina et al., 2023; Sharma & Kohli, 2023) and HRM (Antonova & Kashevarova, 2022; Arkhangelskaya et al., 2021; Bogoviz et al., 2018; Lobova et al., 2021; Mayatskaya et al., 2021), elevating this discourse to a new level where these issues are studied in a systemic correlation, enabling organizations to respond more flexibly and adapt more successfully to changes in the labor market.

6. Conclusion

Thus, the research yielded the following key findings. Firstly, the research identified patterns of labor market development – the trend of increasing organizational product quality as (1) talent management activity in organizations rises, (2) unemployment rates increase, (3) and official employment rates rise.

Second, the authors identified the following trends in the labor market of the Republic of Uzbekistan in 2023 compared to 2020: (1) the trend of increasing product quality; (2) the trend of increasing talent attraction and development activity; (3) the trend of reducing the number of jobs; (4) and the trend of wage growth, official employment, and social and labor guarantees.

Third, the authors determined the prospects for developing the labor market in the Republic of Uzbekistan. It is substantiated that under the “Other things being equal” scenario (i.e., with the maintenance of current labor market trends until 2030), the quality of products from Uzbek organizations will increase by 53.73%. Adjusting labor market trends in the Republic of Uzbekistan through HRM optimization is forecasted to significantly increase the quality of Uzbek organizations' products (by 139.91%).

To implement the best scenario in the Republic of Uzbekistan until 2030, the authors proposed the following HRM implications: (1) forced growth and maximization of talent attraction and development activity by 555.84%; (2) maintaining the current number of jobs and unemployment at the level of 2023 (6.34%); (3) significant intensification of wage growth, official employment, and social and labor guarantees by 85.72%.

The main conclusion from the research conducted is that the latest trends in the labor market of the Republic of Uzbekistan contribute to quality growth. However, for the fullest realization of the potential for

improving the quality of products from Uzbek organizations, further adaptation of HRM to these trends is necessary, for which comprehensive recommendations of an applied nature are proposed.

The theoretical significance of the obtained results and the conclusions are expressed in the detailed explanation and elaboration of HRM's contribution to the growth of organizations' product quality and the disclosure of the unique experience of the Republic of Uzbekistan in enhancing the quality of its products through HRM.

The practical significance of the compiled forecast scenarios lies in revealing the prospects for developing the labor market in the Republic of Uzbekistan. The compiled forecast scenarios demonstrated the contradiction of current trends in the labor market in the Republic of Uzbekistan. On the one hand, these trends support the qualitative growth of products produced by Uzbek organizations. On the other hand, these trends are accompanied by negative social consequences due to increased unemployment.

The compiled optimization scenario will make it possible to correct the trends in the development of the labor market in the Republic of Uzbekistan by improving HRM practices in Uzbek organizations. This will achieve a more pronounced qualitative growth of products produced by Uzbek organizations and avoid negative social consequences by halting the growth of unemployment at the 2023 level until 2030.

The managerial significance of the applied developments lies in the fact that the proposed HRM implications will enhance

the HRM practices of Uzbek organizations. This will provide advantages in terms of better adaptation of Uzbek organizations to contemporary trends in the labor market and will make it possible to comprehensively realize the potential for improving product quality in the Republic of Uzbekistan.

The significance for the state's socio-economic policy in the labor market lies in the fact that the author's recommendations support the implementation of the "Uzbekistan – 2030" strategy (President of the the Republic of Uzbekistan, 2023). It should be added that the new approach to HRM, aimed at improving the quality of organizational products, is based on international experience and, therefore, may and is recommended for practical application in the Republic of Uzbekistan and other countries, especially in dynamically developing ones striving to improve the quality of their products.

A limitation of the conducted research is that it identifies a contradiction between organizations' employment support interests and the interests of increasing the quality of their products without explaining the reasons for this contradiction, highlighting opportunities for its overcoming. In future research, it is advisable to conduct in-depth (possibly case-based) studies to clarify the reasons for the noted contradiction and focus on the scientific elaboration of ways to overcome it, including the development of specific applied solutions for adapting the developed new approach to HRM, aimed at improving the quality of organizational products, for individual countries (e.g., for the Republic of Uzbekistan).

References:

- Andalib, Y., & Mokhlis, C. E. (2020). The contribution of the quality certification process to the improvement of human resources management practices. *Periodicals of Engineering and Natural Sciences*, 8(3), 1880-1887. doi: 10.21533/pen.v8i3.1664

- Antonova, N. V., & Kashevarova, Y. N. (2022). Industry 4.0 as the basis for the transformation of social relationships in the field of labor and employment in the EEU countries. In A. O. Inshakova, & E. E. Frolova (Eds.), *The transformation of social relationships in industry 4.0: Economic security and legal prevention* (pp. 333-345). Charlotte, NC: Information Age Publishing.
- Aranha, V. P., & Venkateswaran, C. (2020). The impact of human resource and quality management in health care: A review. *International Journal of Pharmaceutical Research*, 12(4), 74-78. doi: 10.31838/ijpr/2020.12.04.016
- Arkhangelskaya, L. Yu., Prasolov, V. N., & Vachrameeva, M. V. (2021). The human capital in the conditions of digital economy (assessment problem). In E. G. Popkova, & V. N. Ostrovskaya (Eds.), *Meta-scientific study of artificial intelligence* (pp. 39-47). Charlotte, NC: Information Age Publishing.
- Bogoviz, A. V., Ragulina, Y. V., Alekseev, A. N., Anichkin, E. S., & Dobrosotsky, V. I. (2018). Transformation of the role of human in the economic system in the conditions of knowledge economy creation. *Advances in Intelligent Systems and Computing*, 622, 673-680. doi: 10.1007/978-3-319-75383-6_86
- Danish, M. S. S., & Esteves, E. G. Z. (2023). Human Resource Management to Improve the Quality of Energy Efficiency of the Enterprise. In H. Dincer, & S. Yüksel (Eds.), *Economic development and the environmental ecosystem* (pp. 141-151). Cham, Switzerland: Springer. doi: 10.1007/978-3-031-26596-9_12
- Farida, F., Prabowo, H. A., & Husnur, A. (2021). The readiness of human resources and organization in implementing total quality management (TQM) in Indonesia's manufacturing industries. *Journal of Engineering Research (Kuwait)*, 9(4A), 246-261. doi: 10.36909/jer.9903
- Galoyan, D. R., Mayilyan, F. N., Bazinyan, Y. A., Movsisyan, M. E., & Torosyan, A. A. (2023). Triple exploitation of human capital in developing countries. In E. G. Popkova, & B. S. Sergi (Eds.), *ESG management of the development of the green economy in Central Asia* (pp. 375-383). Cham, Switzerland: Springer. doi: 10.1007/978-3-031-46525-3_40
- Gambi, L. D. N., Boer, H., Jorgensen, F., Gerolamo, M. C., & Carpinetti, L. C. R. (2022). The effects of HRM approach on quality management techniques and performance. *Total Quality Management and Business Excellence*, 33(7-8), 833-861. doi: 10.1080/14783363.2021.1903308
- Hajduk, E. (2015). A problem of responsibility in media studies. In V. Kunova, & M. Dolinsky (Eds.), *Current issues of science and research in the global world: Proceedings of the international conference* (pp. 153-159). Vienna, Austria: CRC Press.
- Hui, Y., Na, L., Vijayaratham, P., Ling, A. W. P., & Lijun, Z. (2023). Correlation between human resource management practices and teachers' performance in China Shandong Vocational Colleges to improve quality of education. *Kurdish Studies*, 11(2), 2464-2470.
- Inshakova, A. O., & Solntsev, A. M. (2022). Modification of international mechanisms for protecting human rights under conditions of anthropogenic environmental impact with the intensive development of technology of the sixth technological order. In A. O. Inshakova, & E. E. Frolova (Eds.), *The transformation of social relationships in industry 4.0: Economic security and legal prevention* (pp. 267-276). Charlotte, NC: Information Age Publishing.
- Khdour, N., Al-Adwan, A. S., Alsoud, A., & Al-Douri, J. A. (2021). Human resource management practices and total quality management in insurance companies: Evidence from Jordan. *Problems and Perspectives in Management*, 19(1), 432-444.

- Klochko, E. N., Fomenko, N. M., & Nekrasova, V. V. (2016). Modeling of network mechanisms of management in the conditions of organizational development. *International Review of Management and Marketing*, 6(1), 101-106.
- Lobova, S. V., Bogoviz, A. V., & Aleksashina, T. V. (2021). The mechanism of adaptation of the educational and labor markets to the meeting of human intelligence and artificial intelligence. In E. G. Popkova, & V. N. Ostrovskaya (Eds.), *Meta-scientific study of artificial intelligence* (pp. 203-209). Charlotte, NC: Information Age Publishing.
- Mayatskaya, N. K., Gorbunova, V. V., Grazhdankina, L. Yu., Shulga, M. M., & Zhelnakova, N. Yu. (2021). Features and models of human capital reproduction in the conditions of artificial intelligence development. In E. G. Popkova, & V. N. Ostrovskaya (Eds.), *Meta-scientific study of artificial intelligence* (pp. 49-58). Charlotte, NC: Information Age Publishing.
- Mohamed Imhmed Abuazoom, M., Hanafi, H. B., & Bin Ahmad, Z. Z. (2019). Do human resource management (HRM) practices improves project quality performance? Evidence from construction industry. *Quality – Access to Success*, 20(169), 81-86.
- Mohammed, A. J., & Azeez, R. T. (2023). The Impact of solid human resources management on enhancing performance of employees under total quality management: A survey study of a sample of Maysan education employees. *Kurdish Studies*, 11(2), 319-339.
- Najam, Z., Nisar, Q. A., Hussain, K., & Nasir, S. (2022). Enhancing employer branding through virtual reality: The role of e-HRM service quality and HRM effectiveness in the hotel industry of Pakistan. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 11(2), 69-89.
- Naqvi, S. R., Sareen, P., & Sharma, T. (2022). Impact of e-HRM systems on quality of competency assessment in Indian public sector organisations. *International Journal of Public Sector Performance Management*, 10(4), 592-610. doi: 10.1504/ijpspm.2022.126410
- Osovtshev, V. A., Przhedetskaya, N. V., & Sagidullaeva, M. S. (2018). Conceptual model of adaptive management of strategic marketing: A system approach. *European Research Studies Journal*, 21(2), 666-677. doi: 10.35808/ersj/1293
- Pai, F. -Y., Yeh, T. -M., Chang, C.-W., & Cheng, Y. -H. (2021). Lean system, human resource management, total quality management and operation performance: Evidences from small and medium enterprises. *Journal of Quality*, 28(2), 71-92. doi: 10.6220/joq.202104_28(2).0001
- Pakhomova, A. I., Yalmaev, R. A., Belokurova, E. V., & Shabaltina, L. V. (2020). Scenario of hi-tech growth of innovative economy in modern Russia. *Lecture Notes in Networks and Systems*, 91, 544-551. doi: 10.1007/978-3-030-32015-7_61
- Papademetriou, C., Anastasiadou, S. D., & Konteos, G. (2022). The Effect of Human Resource Management Practices on the Quality of Service, Customer Satisfaction, and Organizational Performance in Cypriot Urban Hotel Industry. *CEUR Workshop Proceedings*, 3293, 342-352. Retrieved from <https://ceur-ws.org/Vol-3293/paper65.pdf> (Accessed 9 March 2024)
- Papademetriou, C., Anastasiadou, S., & Papalexandris, S. (2023). The effect of sustainable human resource management practices on customer satisfaction, service quality, and institutional performance in hotel businesses. *Sustainability*, 15(10), 8251. doi: 10.3390/su15108251
- President of the Republic of Uzbekistan. (2023). *Strategy “Uzbekistan – 2030”* (approved by Presidential Decree on September 11, 2023 No. UP-158). Tashkent, Uzbekistan. Retrieved from <https://lex.uz/ru/docs/6600404> (Accessed 9 March 2024)

- Salas-Vallina, A., Herrera, J., & Rofcanin, Y. (2023). Human resource management, quality of patient care and burnout during the pandemic: A job demands-resources approach. *Employee Relations*, 45(5), 1254-1274. doi: 10.1108/ER-10-2022-0485
- Sharma, R. C., & Kohli, D. (2023). Embracing digital transformation for sustainable development: The synergy between Learning Organizations, Human Resource Management, and Service Quality. *Journal of Chinese Human Resource Management*, 14(3), 3-17. doi: 10.47297/wspchrmWSP2040-800501.20231403
- Shevyakova, A., & Petrenko, E. (2018). Threats to the security of a country: Revealing negative trends in the development of human capital. *Journal of Security and Sustainability Issues*, 8(2), 155-165. doi: 10.9770/JSSI.2018.8.2(14)
- Sozinova, A. A., Denisov, I. V., Benčič, S., & Stolyarov, N. O. (2023). Intellectual economic growth in the 'knowledge economy' as the basis for the development of international trade in modern global markets. *International Journal of Trade and Global Markets*, 18(2-3), 230-241. DOI: 10.1504/IJTG.2023.135603
- Sultanova, S. M., & Babakhanova, N. U. (2023). Statistical model for determining the quality of cargo work JSC Uzbekistan Railways. *E3S Web of Conferences*, 402, 06016. doi: 10.1051/e3sconf/202340206016
- UN. (2024). *The Sustainable Development Goals Report 2023*. New York, NY: DESA. Retrieved from <https://unstats.un.org/sdgs/report/2023/> (Accessed 9 March 2024)
- Vanchukhina, L. I., Leybert, T. B., Ergasheva, S. T., Khalikova, E. A., & Khanafieva, I. R. (2022). Integration of the Higher Education Systems of Russia and the Republic of Uzbekistan in Training for the Digital Economy. *Education in the Asia-Pacific Region*, 65, 3-13. doi: 10.1007/978-981-16-9069-3_1
- Veselovsky, M. Y., Izmailova, M. A., Bogoviz, A. V., Lobova, S. V., & Alekseev, A. N. (2018). Innovative solutions for improving the quality of corporate governance in Russian companies. *Quality – Access to Success*, 19(162), 60-66.
- WIPO. (2023). *Global Innovation Index 2023: Innovation in the face of uncertainty*. Retrieved from https://www.wipo.int/global_innovation_index/en/2023/ (Accessed 9 March 2024)
- World Bank. (2024). *Wage and salaried workers, total (% of total employment) (modeled ILO estimate)*. Retrieved from <https://data.worldbank.org/indicator/SL.EMP.WORK.ZS?view=chart> (Accessed 9 March 2024)

Shakhlo T. Ergasheva

DSc in Economics, Professor of
the Department of Accounting,
Tashkent State University of
Economics, Tashkent,
Uzbekistan
shahloer@gmail.com;
sh.ergasheva@tsue.uz
ORCID 0000-0001-9896-3953

Gulmira Sh. Razikova

Senior lecturer of the
Department of Statistics,
Tashkent State University of
Economics, Tashkent,
Uzbekistan
gulmirarazikova1975@mail.ru
ORCID 0000-0002-2186-6044

Mukaddas A. Umarova

Doctor of Economics, Associate
Professor, Tashkent State
University of Economics,
Tashkent, Uzbekistan
m.umarova@tsue.uz
ORCID 0009-0004-0523-2780

Abbas A. Nabixodjayev

Tashkent State University of
Economics, Candidate of
Economic sciences, associate
professor
a.nabikhodjaev@tsue.uz
ORCID 0009-0004-5347-9104

Umida A. Salikhodjaeva

Ph.D., Senior Lecturer, Tashkent
State University of Economics,
Faculty of Digital Economics,
Tashkent, Uzbekistan
u.salihodjaeva@tsue.uz
ORCID 0000-0001-6370-0184
