

DOI <https://doi.org/10.32782/2956-333X/2025-3-15>

THEORETICAL FOUNDATIONS OF PERSONNEL MANAGEMENT IN THE CONTEXT OF DIGITALIZATION

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Summary. Modern technologies and the digital economy make the implementation of information systems in human resources management particularly important. The growing connection between IT and HR allows for more efficient use of resources invested in employees. Digitalization of human resources management is already being actively used in Russian enterprises to improve recruitment, training, performance evaluation (based on KPI), and the creation of personalized career paths. This study aims to provide an in-depth understanding and clarification of the categorical and conceptual framework related to “labor activity” and “managing labor activity in the context of digitalization”. Research materials and methods. The study was based on the study of regulatory and legal documentation, scientific literature, and methodological materials, as well as on the analysis and systematization of best practices in the field of personnel management.

The theory of personnel management is characterized by the presence of many historical schools, within which its formation and transformation of ideas about the role of an employee took place. Initially, personnel was considered as a component of the production mechanism. Subsequent evolution led to a paradigm shift: from the use of “labor resources” to “managing people”, from an economic to a humanistic approach. Modern research in the field of personnel management pays significant attention to the issues of digitalization of the economy, production processes and organizational infrastructure, as well as their impact on the transformation of workplaces. In general, labor is a purposeful human action aimed at changing the external world in order to obtain material benefits and satisfy one’s needs. The process of managing labor activities is a specific function of an organization that involves guiding human labor in order to efficiently produce material benefits. Digitalization refers to the creation of a new business model for an organization, where automation of certain processes and the use of digital technologies are integral elements.

Keywords: labor, work, personnel, personnel management, digitalization of business processes, digitalization of personnel management processes.

1. Introduction

There are many approaches to defining the category of “labor activity”, which is multifaceted and diverse. The definition of “labor activity” is presented in various aspects, including sociological, philosophical, pedagogical, psychological, and others. The Eurasian Economic Union (EAEU) also places great importance on the rapid development of information and digital technologies. The Supreme Eurasian Economic Council considers digital transformation to be more than just the introduction of new technologies; it is a profound transformation of the economy. This includes restructuring the economy, shifting the centers of profit creation to the realm of digital resources and processes (Supreme Eurasian Economic Council, 2017). It is emphasized that digital transformation should increase the competitiveness of enterprises, including through the digitalization of labor management and other aspects of economic relations.

2. Digital Transformation in Human Resource Management

During the analysis of scientific literature, it was found that individual researchers adhere to similar conceptual approaches to defining digital transformation. In particular, A. A. Shastov defines digital transformation as “the process of transforming business models, business processes, and production processes through the use of digital technologies, as well as the formation of a holistic digital ecosystem of interconnected digital interfaces, technologies, and applications” (Shastov, 2024). It is emphasized that labor productivity in the Republic of Tajikistan is of great importance. Its growth is directly related to advances in information technology and improvements in the country’s ICT infrastructure.

Digital transformations in the economy have led to a rethinking of human resources management functions at the operational and strategic levels. Therefore, the use of digital technologies in the human resources management system is a necessary condition for ensuring the future competitiveness and investment attractiveness of an organization by transforming it from traditional to technological.

In this regard, there is a need to develop a digital transformation strategy in the human resources management system, identify the main elements of this strategy, and establish the principles for its implementation. The process of digital transformation in the field of human resources management has become a priority for organizations, as the staff plays a crucial role in ensuring the competitiveness of an enterprise. The staff is considered a valuable human resource, capable of embracing digital changes and generating innovative ideas.

The field of application of digital technologies in human resources management is currently in the process of formation and development, which does not allow for an objective and in-depth analysis of the scientific definition of "HR digitalization" (digital transformation in the human resources management system). However, it is clear that digital technologies in the human resources management system can be applied to any business process, and they are particularly important for the search, hiring, adaptation, promotion, and training of employees in an organization.

In our opinion, digital transformation in the HR system can be defined as the process of introducing and applying digital technologies in the field of human resources management of an organization in order to increase labor productivity. At the same time, the increase in labor productivity is the result of the success of such processes as recruitment (search) and adaptation of employees, training and development, management and organization of activities.

"Tajikistan is at a crucial stage of its economic development, where a well-thought-out digital transformation can have a positive impact on the country's trade prospects for years to come. By prioritizing these reforms, Tajikistan is unlocking the potential for significant trade and digitalization gains, contributing to substantial economic growth, creating new high-income jobs, and strengthening its integration into the regional and global digital economy". (Kurbanova et al., 2025). The Medium-Term Digital Economy Development Program for the Republic of Tajikistan for 2021–2025 highlights the following areas:

- increasing the digital intellectual skills of the population;
- creating a basis for the formation of e-commerce;
- increasing human potential in the digital economy" (Government of the Republic of Tajikistan, 2021–2025).

3. Organizational Implementation and Strategic Partnership in Digital Transformation

The management of the OS staff performance should be carried out by making management decisions that are aimed at its adaptation to the performance of labor functions related to digital transformation.

The main task of optimizing production processes is to monitor and adapt production processes to the conditions of digitalization.

To achieve this goal, it is necessary to create both a favorable regulatory environment and a reliable digital infrastructure with effective communication channels. However, the foundation of digitalization is people: their professional skills and organizational culture. After all, it is the employees who will be responsible for completing all the tasks set.

Therefore, the development of digital competencies and the organization of continuous training are of paramount importance. Well-established communication between colleagues, clear rules of interaction, and the ability to make quick decisions are equally important.

In the context of digital transformation, the implementation of new, innovative methods and approaches based on functional analysis is a logical step in personnel management.

Skilled employees are critical for successful digitalization. As mentioned, new standards are being developed and infrastructure is being modernized, which requires financial investments and the use of modern digital HR tools. All of these changes have an impact on workforce management and the potential of each employee.

Digital transformation, initiated by senior management through the development of a strategy, business plan, and risk assessment, opens up new opportunities for line managers. “They gain the tools to accelerate decision-making, optimize business processes, and build highly effective teams. This, in turn, contributes to the increased productivity of ordinary employees, who, relying on technological support, become more autonomous and responsible for their work” (Khorovinnikova, 2021).

4. Conclusion

Digitalization requires a rethinking of human resources management. Key HR functions must be adapted to the digital environment at all levels of the organization. At the strategic level, senior management plans the human resources support for digital transformation and monitors the adaptation of staff to new technologies. At the tactical level, functional managers manage the work of employees and evaluate results in a digital context. Middle managers, using a digital competency matrix, evaluate and develop the skills of operational staff, improving their performance and motivation. Effective management is achieved through the interconnection of all levels and feedback.

Digitalization of the organization's workforce management processes ultimately enhances decision-making speed and productivity through modern digital infrastructure, tools, technologies, and communications.

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