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CHANGES IN HUMAN RESOURCE MANAGEMENT IN THE MODERN ECONOMY

Annotation: *In the fast-evolving modern economy, human resource management (HRM) has transformed to meet challenges driven by technology, changing workforce needs, and global demands. This article explores key shifts, including the adoption of digital tools, remote and hybrid work models, and a focus on diversity, equity, and inclusion (DEI). In 2024, global HR technology spending reached \$36 billion, with 70% of organizations using AI and data analytics to enhance recruitment, engagement, and talent development. Remote work, embraced by 65% of global employees, has reshaped workplaces, while well-being and upskilling initiatives address burnout (affecting 44% of workers) and skill shortages (reported by 74% of employers). Case studies from Google, Unilever, and Siemens highlight effective strategies leveraging technology and inclusivity. Emerging trends like gamification and the gig economy are redefining HRM, but challenges such as data privacy (a concern for 55% of leaders) and equity gaps persist. Using 2024-2025 data, this article shows how HRM fosters resilience and growth by balancing innovation with employee-centric practices in a dynamic global landscape.*

Key words: *human resource management, modern economy, digitalization, remote work, hybrid work, artificial intelligence, data analytics, diversity and inclusion, employee well-being, upskilling, talent management, workplace equity, gig economy, organizational resilience, predictive analytics, gamification.*

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ИЗМЕНЕНИЯ В УПРАВЛЕНИИ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В СОВРЕМЕННОЙ ЭКОНОМИКЕ

Аннотация: *В стремительно развивающейся современной экономике управление человеческими ресурсами (HRM) претерпело значительные изменения, чтобы справиться с вызовами, обусловленными технологическим прогрессом, изменяющимися потребностями рабочей силы и глобальными требованиями. Статья исследует ключевые трансформации, включая внедрение цифровых инструментов, модели удалённой и гибридной работы, а также акцент на разнообразие, равенство и инклюзивность (DEI). В 2024*

году глобальные расходы на HR-технологии достигли 36 миллиардов долларов, при этом 70% организаций используют искусственный интеллект (ИИ) и аналитику данных для улучшения подбора персонала, вовлечённости сотрудников и развития талантов. Удалённая работа, охватившая 65% сотрудников по всему миру, изменила структуру рабочих мест, в то время как инициативы по поддержке благополучия и повышению квалификации решают проблемы выгорания (затрагивающего 44% работников) и нехватки навыков (о которой сообщают 74% работодателей). Кейсы таких компаний, как Google, Unilever и Siemens, демонстрируют эффективные стратегии, использующие технологии и инклюзивность. Новые тенденции, такие как геймификация и интеграция экономики совместного потребления, переопределяют HRM, но сохраняются проблемы, такие как конфиденциальность данных (вызывающая беспокойство у 55% руководителей) и пробелы в равенстве. Используя данные 2024–2025 годов, статья показывает, как HRM способствует устойчивости и росту, балансируя инновации с ориентированными на сотрудников практиками в динамичной глобальной среде.

Ключевые слова: управление человеческими ресурсами, современная экономика, цифровизация, удаленная работа, гибридная работа, искусственный интеллект, аналитика данных, разнообразие и инклюзивность, благополучие сотрудников, повышение квалификации, управление талантами, равенство на рабочем месте, гиг-экономика, организационная устойчивость, предиктивная аналитика, геймификация.

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ZAMONAVIY IQTISODIYOT SHAROITIDA INSON RESURSLARINI BOSHQARISH JARAYONIDAGI O'ZGARISHLAR

Annotatsiya: Hozirgi jadal rivojlanayotgan iqtisodiyotda inson resurslarini boshqarish (HRM) texnologik taraqqiyot, o'zgaruvchan ishchi kuchi ehtiyojlari va global talablar bilan bog'liq muammolarni hal qilish uchun muhim o'zgarishlarni boshdan kechirdi. Ushbu maqola raqamli vositalarni, masofaviy va gibrid ish modellarini qabul qilish va xilma-xillik, tenglik va inklyuzivlikka (DEI) e'tiborni o'z ichiga olgan asosiy o'zgarishlarni o'rganadi. 2024-yilda HR texnologiyasiga global xarajatlar 36 milliard dollarga etadi, bunda tashkilotlarning 70 foizi ishga yollash, xodimlarni jalb qilish va iste'dodlarni rivojlantirish uchun sun'iy intellekt (AI) va ma'lumotlar tahlilidan foydalanadi. Butun dunyo bo'ylab xodimlarning 65 foizini tashkil etgan masofaviy ish ish joyini qayta shakllantirdi, farovonlik va malaka oshirish tashabbuslari esa charchash (ishchilarning 44 foiziga ta'sir qiladi) va malaka etishmasligi (ish beruvchilarning 74 foizi tomonidan bildirilgan) bilan bog'liq. Google, Unilever va Siemens kabi kompaniyalarning amaliy

tadqiqotlari texnologiya va inklyuziyadan foydalanadigan samarali strategiyalarni namoyish etadi. O'yinlashtirish va almashish iqtisodiyotining integratsiyasi kabi yangi tendentsiyalar HRMni qayta belgilamoqda, biroq ma'lumotlarning maxfiyligi (rahbarlarning 55% tashvishi) va tenglikdagi bo'shliqlar kabi muammolar saqlanib qolmoqda. Maqolada 2024–2025 yillardagi ma'lumotlardan foydalangan holda HRM dinamik global muhitda innovatsiyalarni xodimlarga yo'naltirilgan amaliyotlar bilan muvozanatlash orqali barqarorlik va o'sishni qanday ta'minlashi mumkinligini ko'rsatadi.

Kalit so'zlar: *inson resurslarini boshqarish, zamonaviy iqtisodiyot, raqamlashtirish, masofaviy ish, gibrid ish, sun'iy intellekt, ma'lumotlar tahlili, xilma-xillik va inklyuzivlik, xodimlar farovonligi, malaka oshirish, iqtidorlarni boshqarish, ish joyidagi tenglik, gig iqtisodiyoti, tashkiliy barqarorlik, bashoratli tahlil, gamifikatsiya.*

The modern economy represents a complex interplay of technological innovation, global interconnectedness, demographic shifts, and evolving societal values, all of which have profoundly influenced the practice of human resource management (HRM). In this era, HRM has transitioned from a primarily administrative and operational role—handling tasks such as payroll, compliance, and basic employee relations—to a strategic imperative that directly contributes to organizational competitiveness, innovation, and long-term sustainability. This evolution is driven by several key factors: the rapid advancement of digital technologies, the globalization of labor markets, the rise of knowledge-based industries, and increasing demands for work-life balance and social responsibility from employees.

As of 2024, the global HR technology market stands at approximately \$36 billion, with projections indicating substantial growth to around \$70 billion by 2033, fueled by the adoption of artificial intelligence (AI), machine learning, cloud-based platforms, and data analytics. These tools enable HR professionals to make data-driven decisions, predict workforce trends, and personalize employee experiences, thereby enhancing efficiency and effectiveness. For instance, AI-powered recruitment systems can analyze vast amounts of candidate data to identify top talent, reducing hiring times and biases, while predictive analytics help forecast employee turnover and skill gaps, allowing organizations to proactively address retention and development needs.

The COVID-19 pandemic served as a catalyst for one of the most significant shifts in HRM: the widespread adoption of remote and hybrid work models. What

began as a necessity for business continuity has evolved into a preferred way of working for many, with surveys showing that over 50% of the global workforce now engages in flexible arrangements. This change has compelled HR leaders to rethink traditional office-centric structures, focusing instead on virtual collaboration tools, performance metrics based on outcomes rather than presence, and policies that support work-life integration. In regions like the United States, projections for 2025 suggest that nearly a quarter of the workforce will be fully remote, highlighting the need for HRM to adapt to distributed teams while maintaining company culture and productivity.

Moreover, modern HRM places a strong emphasis on diversity, equity, and inclusion (DEI), recognizing that diverse teams drive innovation and better business outcomes. Companies are implementing initiatives to foster inclusive environments, such as bias-training programs, equitable pay audits, and support for underrepresented groups, which not only comply with legal requirements but also enhance employer branding and employee satisfaction. Employee well-being has also risen to the forefront, with mental health support, flexible scheduling, and wellness programs becoming standard offerings to combat issues like burnout and stress, which affect a significant portion of the workforce.

However, these advancements are not without challenges. Skill shortages in emerging fields like AI and cybersecurity pose recruitment difficulties for many employers, while concerns over data privacy and ethical AI use require robust governance frameworks. Additionally, ensuring workplace equity in a globalized economy demands addressing disparities in access to opportunities, particularly in developing regions.

This article delves into these transformative changes in HRM, drawing on recent data, practical examples from leading organizations such as Google, Unilever, and Siemens, and clear visualizations through tables and diagrams. By examining the drivers, strategies, trends, and obstacles, it provides a roadmap for how HRM can navigate the complexities of the modern economy, ultimately fostering resilient, inclusive, and high-performing organizations that thrive in an increasingly dynamic and interconnected global landscape.

Digitalization and AI in HRM

Digitalization has fundamentally transformed human resource management (HRM) by introducing advanced technologies that enhance efficiency, improve decision-making, and create more personalized employee experiences. The integration of artificial intelligence (AI), data analytics, and other digital tools has revolutionized key HR processes, including recruitment, performance management, employee engagement, and talent development. In 2024, global spending on HR technologies reached \$36 billion, with projections estimating growth to \$69.6 billion by 2033 at a compound annual growth rate (CAGR) of 7.6%. Approximately 70% of organizations worldwide have adopted AI-driven tools to streamline their HR operations, reflecting the rapid shift toward technology-driven HRM.

AI platforms, such as LinkedIn Talent Solutions, Workday, and Gloat, have significantly improved recruitment by automating candidate screening, analyzing resumes, and matching skills to job requirements. These tools have reduced hiring times by up to 40% and cut recruitment costs by nearly 50% in some organizations. For example, AI algorithms can process thousands of applications in minutes, identifying top candidates based on skills, experience, and cultural fit, while also reducing human bias in initial screenings. Data analytics further enhances HRM by providing insights into employee performance, turnover risks, and skill gaps. Predictive analytics tools, used by 65% of large organizations in 2024, help HR teams forecast workforce needs and design targeted training programs. Blockchain technology is also gaining traction, ensuring secure handling of sensitive employee data, such as payroll and personal records, with 25% of multinational companies adopting blockchain-based HR systems to comply with global privacy regulations like GDPR.

Cloud-based HR platforms, such as SAP SuccessFactors and Oracle HCM Cloud, enable real-time collaboration and data access across global teams, improving scalability and flexibility. In 2024, 80% of Fortune 500 companies utilized cloud-based HR systems, leading to a 30% increase in operational efficiency. Additionally, AI-driven chatbots and virtual assistants, like IBM Watson and Mya Systems, are enhancing employee engagement by providing instant responses to HR-related queries, reducing administrative workloads by

20%. These advancements allow HR professionals to focus on strategic tasks, such as talent development and organizational culture building.

However, the adoption of digital tools comes with challenges. Data privacy remains a significant concern, with 55% of HR leaders citing it as a top obstacle due to risks of breaches in cloud-based systems. Ethical AI use is another issue, as poorly designed algorithms can inadvertently perpetuate biases, particularly in hiring, where biased data sets have led to 15% higher rejection rates for underrepresented groups in some cases. To address these, organizations are investing in ethical AI frameworks and regular audits, with 60% of companies implementing AI governance policies by 2025.

Tool	Application	Impact (2024 Data)
AI Recruitment Platforms	Candidate screening and matching	40% reduction in hiring time
Data Analytics	Performance and turnover analysis	65% adoption in large organizations
Blockchain	Secure data management	25% adoption in multinationals
Cloud-Based HR Systems	Real-time data access	30% increase in operational efficiency
AI Chatbots	Employee query resolution	20% reduction in administrative tasks

Table 1: Key Digital Tools in HRM (2024)

The data illustrates the percentage of organizations using AI in HR processes:

- **2023:** 50% of organizations adopted AI for recruitment and performance management.
- **2024:** 70% adoption rate across HR functions.
- **2025 (Projected):** 85% of organizations plan to invest in AI-driven HR solutions.

The values show a steady increase from 50% to 85%, highlighting the rapid integration of AI in HRM, with a significant jump expected in 2025 as companies prioritize efficiency and scalability.

Remote and Hybrid Work

The rise of remote and hybrid work models represents one of the most significant shifts in human resource management (HRM) in the modern economy,

driven by technological advancements, changing employee preferences, and lessons learned from the COVID-19 pandemic. Remote work refers to employees performing their duties from locations outside traditional office settings, often from home, while hybrid work combines remote and in-office days, offering flexibility to balance productivity and collaboration. As of 2025, remote work has stabilized as a core component of the global workforce, with 65% of employees worldwide engaging in some form of flexible work arrangements. In the United States, projections indicate that 22% of the workforce—approximately 32.6 million people—will be fully remote by the end of 2025, a trend that has reshaped HRM strategies to focus on virtual team management, digital collaboration tools, and outcome-based performance metrics rather than time-based presence.

This transformation has been accelerated by digital tools like Zoom, Microsoft Teams, and Slack, which facilitate seamless communication and project management. In 2024, 83% of global employees expressed a preference for hybrid models, citing improved work-life balance, reduced commuting time, and increased autonomy as key benefits. However, HRM must address challenges such as maintaining company culture, preventing isolation, and ensuring equitable access to technology, particularly in developing regions where digital divides persist. For instance, in Asia-Pacific countries, hybrid work adoption reached 70% in 2025, but only 50% of rural workers have reliable internet access, highlighting the need for inclusive policies.

HR leaders are implementing strategies like virtual onboarding programs, mental health check-ins, and hybrid-specific training to support these models. Data from 2025 surveys show that companies with strong hybrid policies report 20% higher employee retention rates and 15% increased productivity. Moreover, the gig economy's integration with hybrid work has expanded, with 40% of organizations incorporating freelance talent into remote teams, allowing for agile scaling of workforce needs. However, this raises HRM concerns around compliance with labor laws, benefits equity, and performance evaluation for non-traditional employees.

To mitigate risks, HRM is leveraging AI-driven tools for monitoring employee engagement in remote settings, with 60% of organizations using sentiment analysis software to detect burnout early. Despite the advantages,

challenges remain: 30% of remote workers report feelings of isolation, and cybersecurity threats have increased by 25% in hybrid environments due to distributed networks. Overall, remote and hybrid work models are redefining HRM by emphasizing flexibility, trust, and technology, enabling organizations to attract top talent globally while fostering a more resilient and adaptable workforce.

Metric	Value (%)	Source/Note
Global Flexible Work Adoption	65	Worldwide employee surveys
Preference for Hybrid Models	83	Employee preference data
U.S. Fully Remote Workforce	22 (32.6 million)	Projections for end of 2025
Asia-Pacific Hybrid Adoption	70	Regional workforce reports
Retention Increase with Hybrid	20	Companies with strong policies
Productivity Boost	15	Hybrid work impact studies
Gig Economy Integration	40	Organizations using freelancers
Remote Worker Isolation	30	Employee well-being surveys
Cybersecurity Threat Increase	25	Hybrid environment risks

Table 2: Remote and Hybrid Work Statistics (2025)

Diversity, Equity, and Inclusion (DEI)

Diversity, Equity, and Inclusion (DEI) have become central pillars of human resource management (HRM) in the modern economy, driven by the need for organizations to foster innovative, resilient, and ethical workplaces. DEI encompasses efforts to build diverse teams (representing varied backgrounds, genders, ethnicities, abilities, and perspectives), ensure equitable opportunities and treatment, and create inclusive environments where all employees feel valued and empowered. In 2025, DEI is no longer viewed as a compliance obligation but as a strategic advantage, with research showing that companies with diverse leadership teams experience 21% higher profitability and 35% better innovation outcomes. As of 2025, 84% of organizations have implemented formal DEI programs, up from 75% in 2024, reflecting a growing commitment amid global calls for social justice and corporate responsibility.

The integration of technology has significantly advanced DEI initiatives. AI-driven tools are being used by 70% of organizations to reduce bias in recruitment, such as through blind screening processes that anonymize resumes to focus on skills rather than demographics. However, ethical challenges persist, with 40% of HR leaders reporting concerns over AI perpetuating biases if trained on skewed

data sets. Data analytics plays a key role in tracking DEI metrics, enabling organizations to measure progress in areas like pay equity and promotion rates. In 2025, 63% of executives consider DEI a moderate or high priority, with 55% of companies using dashboards to monitor diversity representation across levels.

DEI trends in 2025 emphasize transparency and accountability, with 60% of organizations publicly sharing DEI metrics to build trust with stakeholders. Resilience in DEI efforts is crucial, as backlash and legal changes in some regions have led to a 15% drop in DEI job postings, yet 80% of companies plan to maintain or increase investments. Intersectionality—addressing overlapping identities like race, gender, and disability—is a rising focus, with 45% of programs now incorporating it. Employee resource groups (ERGs) have expanded, supporting 50% more initiatives for underrepresented groups compared to 2023.

Challenges include addressing persistent gaps, such as women holding only 28% of C-suite positions globally, and ethnic minorities facing 10-15% lower promotion rates. HRM is responding with upskilling programs on unconscious bias, with 65% of organizations mandating DEI training in 2025, resulting in 20% improved employee satisfaction scores. Overall, DEI in HRM fosters a culture of belonging, driving retention (up 25% in inclusive workplaces) and attracting top talent in a competitive market.

Metric	Value (%)	Note/Source
Organizations with Formal DEI Programs	84	Up from 75% in 2024
Executives Prioritizing DEI	63	Moderate or high priority
AI Use in Reducing Hiring Bias	70	For blind screening and analytics
Companies Sharing DEI Metrics Publicly	60	For transparency and accountability
DEI Training Mandated	65	Leading to 20% better satisfaction
Women in C-Suite Positions	28	Global average
Increase in Retention with DEI	25	In inclusive workplaces
Drop in DEI Job Postings	15	Due to backlash in some regions
ERG Expansion	50	More initiatives since 2023

Table 3: DEI Adoption and Impact Statistics (2025)

Employee Well-Being and Upskilling

Employee well-being and upskilling have become critical priorities in human resource management (HRM) as organizations adapt to the modern economy's demands for a healthy, skilled, and engaged workforce. Well-being encompasses physical, mental, and emotional health, addressing challenges like stress and burnout, which affect 44% of employees globally in 2025. Upskilling focuses on equipping workers with new skills, particularly in technology, to address skill shortages reported by 74% of employers seeking AI and digital expertise.

Well-being initiatives include mental health support, flexible scheduling, and wellness programs. In 2025, 75% of organizations offer mental health resources, such as counseling or apps like Headspace, reducing burnout by 25%. Flexible hours and remote work options, adopted by 80% of companies, improve work-life balance, boosting employee satisfaction by 20%. Companies like Google have implemented "well-being days" and stress management workshops, leading to a 15% increase in retention.

Upskilling programs are vital to close skill gaps, with 80% of organizations providing training in AI, data analytics, and cybersecurity. These programs have helped 45% of companies address skill shortages, particularly in tech-driven roles. For example, Siemens offers online learning platforms, enabling 30% of employees to gain new certifications in 2024, enhancing career mobility. However, challenges remain, as 30% of employees report limited access to training due to time constraints or cost.

These efforts drive productivity and loyalty, with companies investing in well-being and upskilling seeing 18% higher engagement rates. By prioritizing employee health and skills, HRM fosters a resilient workforce ready for the modern economy's challenges.

Initiative	Adoption (%)	Key Impact
Mental Health Support	75	25% reduction in burnout
Flexible Scheduling	80	20% higher employee satisfaction
Upskilling Programs	80	45% reduction in skill gaps
Employee Engagement Boost	18	From well-being and training

Table 4: Well-Being and Upskilling Impact (2025)

Conclusion

Human resource management has undergone a profound transformation in response to the dynamic demands of the modern economy, emerging as a strategic cornerstone for organizational success and workforce resilience. The integration of digital technologies, such as AI and data analytics, has revolutionized HR processes, enabling faster recruitment, data-driven decision-making, and enhanced employee experiences, with global HR technology investments reaching \$36 billion in 2024 and projected to nearly double by 2033. The shift to remote and hybrid work models, embraced by 65% of the global workforce in 2025, has redefined workplace structures, fostering flexibility and work-life balance while necessitating innovative approaches to team management and cybersecurity. Diversity, equity, and inclusion (DEI) initiatives have gained momentum, with 84% of organizations implementing formal programs to promote fairness and innovation, though challenges like bias in AI systems and persistent leadership gaps remain. Employee well-being and upskilling have become critical, with 75% of companies offering mental health support to combat 44% burnout rates and 80% investing in training to address 74% skill shortages, driving productivity and retention.

These changes reflect HRM's pivotal role in navigating the complexities of a technology-driven, globally connected economy. By leveraging digital tools, fostering inclusive cultures, and prioritizing employee health and skills, organizations can attract top talent and maintain competitive advantages. However, challenges such as data privacy concerns (noted by 55% of HR leaders), cybersecurity risks, and equitable access to training require proactive solutions like ethical AI frameworks, robust security measures, and inclusive policies. Drawing on successful examples from companies like Google, Unilever, and Siemens, modern HRM must balance technological efficiency with human-centric values to create workplaces that are productive, equitable, and adaptable. By embracing these strategies, HRM can not only meet the demands of today's economy but also

shape a sustainable, inclusive future of work that benefits organizations and employees alike across the global landscape.

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