

Abstract: This article covers the theoretical and practical aspects of human resource development in a modern management system. Human capital development is analyzed as one of the main factors in increasing management efficiency and ensuring the competitiveness of organizations. Within the framework of the research, modern methods and technologies of human resource development are deeply studied, and innovative management mechanisms are proposed based on international best practices. Existing problems in human resource development are systematically analyzed, and scientific and practical recommendations are developed to eliminate them.

Keywords: modern management, human resources, human capital, innovative management, personnel potential, management efficiency, international experience, competitiveness.

The relevance of the topic of human resource development in the modern management system is associated with the intensification of globalization processes, the widespread use of digitalization and the transition of economies to a knowledge-based model. According to recent reports of the World Bank, the role of human capital in economic development is increasingly stronger than that of traditional material resources. Investments in human capital are defined as the main condition for long-term economic growth and sustainable development of countries and companies [1].

The Human Capital Index report published by the World Economic Forum notes that effective human resource management is one of the most important factors of economic efficiency and competitiveness. The report notes that the level of human resource development is one of the main criteria determining the position of countries and organizations in the global market [2].

In the Republic of Uzbekistan, the issue of human capital development is also recognized as an important direction of state policy. New resolutions and decrees adopted in this regard, including the Decree of the President of the Republic of Uzbekistan No. PF-227 dated October 5, 2022 "On measures to develop human capital and introduce modern management systems", were an important step towards improving human resource management in the country and bringing it into line with international standards [3].

An analysis of international experience shows that innovative technologies, artificial intelligence and digital platforms are widely used in human resource development in developed countries. This, in turn, is an effective tool for increasing the efficiency of employees, developing their professional competencies and increasing labor productivity. The European Union's "Human Resources Development Strategy – 2025" also emphasizes digitalization and innovation, and emphasizes investment in human capital as a key condition for economic stability [4].

Thus, human resource development is an important component of modern management systems, and through its development, organizations can achieve their strategic goals faster.

Using the example of Namangan region and all its districts, a five-year dynamics of indicators in the direction of human resource development is analyzed in depth. These analyzes allow us to assess the level of development of human capital at the regional level and identify future development directions. Also, based on existing trends, strategic recommendations and practical measures to be implemented in the future are developed.

Table 1.

Dynamics of the number of employees who have undergone advanced training in Namangan region and all its districts (persons)

Regions	2020	2021	2022	2023	2024	2025 (forecast)
Namangan city	350	410	480	530	590	650
Chust district	210	245	290	330	375	420
Pop district	190	220	265	310	355	400
Uychi district	180	210	255	300	345	390
Kosonsoy district	170	200	240	285	330	375
Turakurgan district	200	230	270	320	370	420
Noryn district	160	190	230	270	310	350
Mingbulaq district	150	175	210	245	280	315

Source: Namangan regional administration, 2025 reports.

The dynamics of the number of employees who have undergone advanced training in the Namangan region and its districts between 2020 and 2025 has increased significantly. In particular, in the city of Namangan and the Chust district, this growth rate is much higher, and is projected to reach 650 and 420 people, respectively, by 2025. In these districts, the need for qualified personnel is increasing due to high economic activity and the opening of new enterprises. Stable development has also been observed in Pop and Uychi districts, where the number of employees who have undergone advanced training by 2025 will be 400 and 390 people. In Kosonsoy, Turakurgan and Naryn districts, the indicators have almost doubled compared to 2020. This indicates that an active policy is being pursued to attract investments in human capital in these districts of the region. Mingbulak district has also maintained stable growth rates over the past five years, which is due to positive changes in the district's economy.

Table 2.

Dynamics of employment rate in Namangan region (%)

Regions	2020	2021	2022	2023	2024	2025 (forecast)
Namangan city	89,0	90,5	91,7	92,8	93,5	94,2
Chust district	86,2	87,8	89,0	89,9	90,7	91,5
Pop district	85,0	86,5	87,8	88,7	89,5	90,3

Uychi district	84,5	85,7	86,9	87,8	88,6	89,4
Kosonsoy district	83,7	85,2	86,4	87,3	88,1	88,9
Turakurgan district	84,9	86,3	87,5	88,4	89,2	90,0
Noryn district	82,8	84,2	85,4	86,3	87,1	88,0
Mingbulaq district	82,0	83,5	84,7	85,6	86,4	87,3

Source: Ministry of Employment and Labor Relations of the Republic of Uzbekistan, 2025 statistics.

The employment rate in Namangan region is characterized by significant growth in the period from 2020 to 2025. The city of Namangan achieved the highest results, with the employment rate increasing from 89.0 percent in 2020 to 94.2 percent in 2025. This is due to the diversification of the city's economy, the creation of new jobs, and innovations in human resources management. The steady growth and high indicators in the employment rate in Chust and Pop districts are the result of economic and industrial development in these regions. In particular, in Chust district, this indicator is projected to reach 91.5 percent by 2025. The growth rates of the employment rate in Uychi, Kosonsoy, Turakurgan, and Naryn districts also show good results, which indicates that the overall economic policy of the region is being implemented effectively. The employment rate in Mingbulak district is also steadily increasing, which indicates the gradual development of the district's economy.

In general, the activities carried out in the Namangan region on the development of human resources are highly effective, and there are opportunities to achieve even higher results in this area in the future.

According to the results of the study, human resources development has proven itself as an important strategic factor in increasing the efficiency of modern management systems. In particular, the analysis conducted on the example of Namangan region showed that there is a direct relationship between the development of human capital at the regional level and the level of employment. Based on this, the following recommendations are made:

Further expansion and constant updating of human resources development programs in the regions;

Increasing management efficiency through the widespread use of innovative technologies and international experience;

Organizing systematic and continuous training courses to improve the professional skills of employees;

Strengthening monitoring of human capital through the introduction of digital management systems;

Ensuring the competitiveness of organizations through the development and implementation of new management models and technologies adapted to local conditions.

The implementation of these recommendations will allow for the sustainable development of the regional economy and the successful operation of organizations in the international market.

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