

APPLICATION OF DIGITAL TECHNOLOGIES IN ENTERPRISE MANAGEMENT

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Abstract. This article substantiates the relevance of using digital technologies in HR management systems. It examines the prerequisites for implementing information and communication technologies in enterprise management processes. It explains the essence of the concept of "digital technologies" and highlights the advantages of using these technologies in HR management. It concludes that digital technologies contribute to improving human resource management at various levels, optimizing HR functions, accelerating the process of making and implementing management decisions, improving the quality of analytical information within the enterprise, and facilitating the development and implementation of new technological solutions. It also substantiates the need to attract, alongside highly qualified employees able in information technology, specialists who are able to formulate the enterprise's needs for information technology.

Key words: digital technologies, digitalization, information and communication technologies, enterprise management.

Uzbekistan's current stage of development is characterized by a shift in the economic development paradigm and, as a result, a shift in goals, benchmarks, and management methods. One of the most important control systems is the company's HR management system.

Today, Uzbekistan is experiencing economic changes that affect the entire sphere of social reproduction, directly impacting social and labor relations. This highlights the need to ensure greater efficiency in the formation and development

of sectors of the economy, where it should be noted that regulation of labor force flows is essential.

The system for managing the labor potential of an enterprise's employees can be considered a central issue in managing social reproduction, as it influences the filling of social reproduction with specific resources and their subsequent use for the purpose of increasing the country's gross domestic product.

Today, all specialists involved in the potential of human resources recognize the importance of finding effective forms and methods for using personnel management mechanisms to ensure sustainable economic growth.

Today, the processes of informatization and digitalization are among the most important tools for developing the existing global economy. Modern advances in computer science, computing, printing, and telecommunications have given rise to a new type of high technology: information technology. The introduction of information and communication technologies (ICT) into the economy is one of the key criteria for economic growth in any modern country. They ensure the effectiveness of economic connectivity, enable more efficient development of the socio-economic system, and also enable more visible competitive performance in the global market.

Digitalization is gradually changing the way organizations approach their employees. Motivation is evolving, and training and detailed onboarding are becoming increasingly important. To ensure the overall efficiency of the enterprise and its personnel management, information technologies are being developed and actively implemented to facilitate this process. The constantly evolving technological landscape obliges modern managers to take digital technologies into account and integrate them into organizational management.

The term "HR-Digital," or the transition from recruiting to a digital environment, is increasingly used in enterprise management systems.

This definition is a clear example of the logical development of modern management processes at an enterprise.

Digital technologies are technologies that use electronic tools to optimize and streamline an organization's activities, not only in management but also in all areas related to the organization. The goal of digital technologies in organizing management is the intelligent integration of all areas of HR management, through the lens of rapidly advancing technological progress.

This contributes to improved human resource management at various levels, optimization of HR functions, acceleration of decision-making and implementation, improvement of the quality of analytical information within the enterprise, and also facilitates the development and implementation of new technological solutions.

Currently, the main areas of digital technology implementation in Russian enterprise management include: process automation, the introduction of artificial intelligence into workflows, and the automation of recruiting processes through various surveys, tests, systems, digital programs, and so on.

The study revealed that many organizations are leveraging modern digital technologies through the use of analytical programs, the creation of online learning environments, job posting statistics, and HR scoring, which is the process of ranking candidates based on specified criteria.

More and more companies are using digital tools in the process of assessing potential candidates, using a variety of online tools. These include ECCO, Sberbank, Gazprom, Tele2, and others.

Regarding Sberbank's operations, it's worth noting that all aspects of its management are technical in nature. All functions are performed largely online using user-friendly apps that incorporate all the latest digital tools, from voice assistants to split-second feedback. And this isn't just for Sberbank clients. Sberbank employees also have specialized technical tools and installations that assist them in their work and allow them to complete their tasks much faster and more efficiently. Digital systems have significantly increased the influx of clients, and competent moderation and adaptation to the modern world have enabled

Sberbank to achieve a leading position in Russia thanks to the continuous modernization of its technical and digital processes.

The use of digital technologies in HR management facilitates process automation; facilitates client database management; organizes effective human resources management; efficiently recruits personnel; and facilitates the interconnection of multiple processes to facilitate management activities and ensure the overall competitiveness of the enterprise.

Constant updates and the relentless pace of development in the digital environment force organizations to constantly adapt to modern conditions.

As many scholars in the field of human resource management have noted, personalized approaches to the management process are different in nature. Employees are not just part of a group;

they possess unique characteristics. Management strives to apply an individual approach to each employee, focusing on their development, the implementation of ideas, and the satisfaction of needs.

According to the company's employee, digitally literate employees who possess practical skills in modern digital techniques should quickly adapt to the region's digital environment, promptly improving their skills and acquiring the necessary competencies.

Thus, to ensure competitiveness, modern organizations must attract, along with highly qualified employees capable of working with information technology, specialists who can articulate the company's IT needs.

This is because information technology requires significant financial investment, which can be lost two or three times if the ICT need is incorrectly articulated.

Furthermore, the digital skills of an enterprise's employees should be understood as a set of capabilities for using digital devices, communications applications, and networks to access and manage information.

Figure 1 shows the most in-demand digital skills of an enterprise's employees.

The study revealed that the integration of digital technologies into modern management practices has enormous potential. All global market leaders have long since adapted to digital technologies and made them their hallmark.

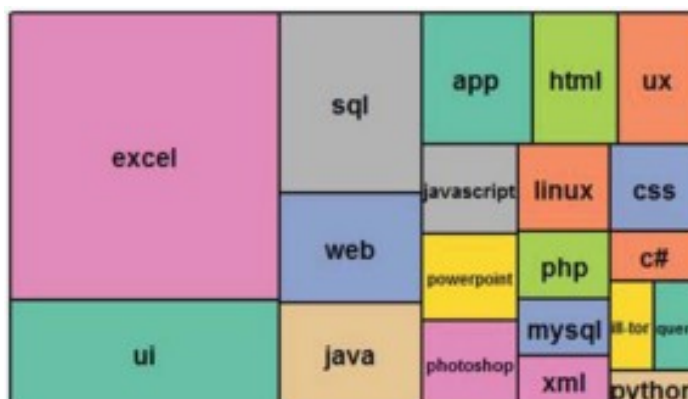


Figure 1 - The most in-demand digital skills of enterprise employees

Digital transformation can provide a boost to any organization's economic and social performance. Digital technologies enable efficient staff coordination, improve work efficiency, automate many aspects of enterprise operations, delegate all routine tasks to machines, and focus solely on creative ideas.

Digital technologies also help address the financial costs of solving important problems.

And although most digital technologies used in management were not originally designed for management purposes, the needs of modern business have placed new demands on their functionality. Today, information technology allows HR professionals to optimize and accelerate their workflow at virtually every stage of the personnel management process.

In the near future, this type of management will be the most important and convenient. Companies that haven't yet adapted will be left far behind those that

have harnessed the power of digital technology and long ago turned it into their primary weapon in the global market, constantly evolving and keeping pace with the times, each time achieving new heights.

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