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IMPROVING THE MECHANISM OF PERSONNEL MANAGEMENT IN THE CONDITIONS OF THE DIGITAL ECONOMY

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ABSTRACT

The issues of digital economy have become urgent due to qualitative changes in economy and society. New technologies and platforms allow managing enterprises and individuals to reduce transaction costs of interaction on a large scale and to make closer contact with economic objects and state structures. The result is an economy based on network services, i.e. digital or electronic. The concept of "digitalization" testifies to a new stage of improvement of management of production of goods and services and the production itself on the basis of application of modern information technologies, starting from the Internet of things and finishing with technologies of electronic government. The main reason for the expansion of the digital economy is the growth of the sector in terms of information collection costs.

KEYWORDS: *digital employment, digital economy, information and communication technologies, transformation of the labor market, "digitalization".*

DISCUSSION

Most developed countries have national strategies and programs to digitalize the economy and society. The goals and objectives are generally similar, but the approaches to implementation differ. Some of the initiatives are built into the broader scientific, technological and innovation agenda, which is currently being noted by domestic experts.

Based on foreign experience, we can safely assert that this process initiated by the President of Uzbekistan is capable of bringing all directions, including science, to a new level.

Today, the study of global trends and global opportunities in the development of digital economy (DE), as well as informative communicative technology (ICT), is becoming particularly important in the country. Further prosperity, the prospects of the state and success of large-scale reforms largely depend on the introduction of innovations.

Existing digital initiatives usually have a clear continuity and are based on the results of previous ICT strategic and policy documents. In most countries, the development of first strategies in this area dates back to the late 1990s and early 2000s. Leader countries are now moving to the next stage, which is the launch of pilot programs to introduce digital technologies into industry.

The main objectives are the digital transformation of public administration, development of information and communication infrastructure based on technology, strengthening information security, development of digital skills and competencies. Accordingly, special attention is paid to regulatory aspects related to the construction and use of broadband network infrastructure.

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Transition to digital technologies also contributes to strengthening competitiveness of national economies. Taking into account the spread of digital platforms at the international level, special attention is paid to the norms and rules that guarantee the diversity of technological solutions and equal conditions of competitive environment.

The main prerequisite for the success of the policy of digitalization specialists call the coordination of actions and continuous communication of authorities, business, scientific, educational and expert communities. Special attention is paid to monitoring and evaluation of the effectiveness and efficiency of measures taken.

It is also interesting that the dynamics of development in the digital age is provided not only by new technological companies and enterprises: in the world already more than 75 percent of the added value falls on traditional industries due to increased productivity through the use of the Internet.

Experience shows that DE is the power to accelerate global growth, create new markets and infrastructures. It also offers great opportunities for inclusive and sustainable growth. However, this development is being accelerated by those countries and alliances that are systematically building leadership frameworks and mechanisms.

The development of digital economy is widely researched and in Uzbekistan today the three-year strategy of development of electronic government is adopted, a number of projects on introduction of "smart" and "safe" cities and regions on the basis of processing of big data and introduction of the Internet of things, and also intellectual systems of supervision and monitoring in public places are realized [1].

In Uzbekistan, it is planned to increase the export volume of software products by 10 times within five years, bringing the share of the sector in GDP to 4% [4]. Development of the state program on development of information technologies and communications for the long-term perspective has started. At present, issues related to the impact of digital economy on the transformation of the labor market, especially in the sector of medium qualification, are being considered in Uzbekistan. To date, measures are being developed to improve the system of human capital development, including education and training of personnel, stimulating the interest of young people in natural sciences, creating an ecosystem favorable for the development of digital skills of the population [3].

The legal framework is also being strengthened. The President of Uzbekistan noted the important tasks. Among them the development of the program "Digital Uzbekistan-2030", which envisages renewal of all sectors of economy on the basis of digital technologies, increase of share of digital economy in GDP by at least 30 percent, due to which corruption will be reduced. It also envisages implementation of "One Million Programmers" project with foreign partners for further acceleration of works on development of science and DE and training of highly qualified specialists in this field.

The development of digital technologies, robotization and automation should become the basis for forecasting the development of the division of labor and the transformation of professions and labor content. This, in turn, is the basis for predicting the development of the labor market and employment, hence the requirements for education and competence formation. From the practical point of view, it is necessary to assess the effectiveness of the applied methods of vocational guidance and professional self-determination in terms of their compliance with the requirements of the industrial revolution, the prospects for the development of the labor market, forms of employment [1].

Career planning systems are more focused on personnel retention in the organization, rather than on the free movement of a person on the labor market, which generates contradictions of personal and professional character, hinders the development of human resources of the country. Therefore, it is necessary to develop a concept that allows to overcome these contradictions and to form a single theoretical basis for the construction of a modern promising system of career guidance and professional self-determination, integrating the efforts of different actors to achieve common goals. The scientific idea of this concept is to consider career guidance and professional self-determination as a mechanism to ensure the unity and continuity of the process of reproduction of human resources from the point of view of human choice of his trajectory of professional development, which is due to the transversal nature of changes in the technological, professional and functional division of labor under the influence of the principles of the fourth industrial revolution, digital economy and innovative character of social and labor relations.

One of the key elements of public policy should be the training and retraining of personnel. In this context, the educational system and infrastructure will need to be adapted to the new requirements of the digital age. In particular, it will be necessary to introduce fundamentally new approaches to education and ensure a high level of basic digital literacy among the population.

The personnel management system includes strategic, tactical and operational methods to ensure maximum compliance between their capabilities, on the one hand, and on the other hand the goals and conditions of the organization's development. Through the use of labor, experience and intuition of the staff, the goals of the organization are achieved.

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This is possible if the interests of the firm and the employee are coordinated, if an individual is satisfied with the work [3].

Competitiveness of the personnel is an aggregate competitiveness of individual employees or their groups. Employee competitiveness is the ability to achieve individual achievements in work that contribute to achieving organizational goals. This contribution depends on the correspondence of organizational goals to individual goals. In addition, an individual employee's competitiveness depends on the functions he or she performs. It should be emphasized that an employee's contribution to the competitiveness of an organization may be either positive or negative if the psychological climate and corporate culture of the organization are incompatible with the values of the individual. Thus, an employee may be characterized by high competitiveness within one process, one organization and low competitiveness within another.

To manage the competitiveness of employees in the digital economy requires a system of diagnostics of competencies, psychological characteristics, personal values and their compliance with corporate culture, based on formal and informal information sources. In addition, it must be dynamic and adaptive - monitor deviations in staff competitiveness from the specified parameters and offer activities in the field of professional development, career growth and development, correction of the emotional background of the personality and improvement of the psychological climate of the staff. These factors necessitate the use of machine learning in creating HR management systems and the competitiveness of employees in the digital economy.

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According to expert agencies, most modern companies on the Fortune 500 list use machine learning in various business processes - creating innovative products in Google, Microsoft, Apple, Amazon; managing user-generated content in Google, Pinterest, Yelp, NextDoor, Disqus; e-commerce in Lyst and Trunk Archive, helping users to find relevant information in Google, Rich Relevance and Edgecase. Machine learning is used by large companies for predicting consumer behavior and customer service.

Machine learning algorithms allow to optimize personnel management processes and minimize associated costs as well as the damage associated with hiring inappropriate candidates caused by human error in the recruitment process.

HR management includes the following activities [4]:

- finding the right employees;
- adaptation of new personnel in the workplace;
- personnel training and development;
- rapid personnel assessment;
- business communication management;
- personnel motivation and payment;
- labor organization;
- corporate culture management.

The main type of machine training that will be needed for recruiting tasks is precedent-based training, or inductive training, which is based on identifying common empirical patterns according to private data. Using CVs as input data, machine learning can be used both to find candidates: to narrow down the search or recognize common features of candidates, and to determine the most trustworthy candidates in the future, to determine whether the characteristics of the candidate and the team, the organization, to develop individual adaptation, correction and development programs.

Instead of forming an application and placing advertisements on job portals, interviewing potential candidates to determine whether the requirements of the vacancy correspond to their real skills, psychological, emotional and intellectual testing of candidates, the system loads a vacancy of any format. Then special algorithms process it (within a few minutes) and present several candidates, most suitable for the specified parameters of the vacancy. In addition, professional, psychological and social portraits of the candidate are formed. When using machine learning algorithms in search of potential employees, candidates are evaluated for their general intellectual abilities, leadership qualities, ability to take responsibility, as well as other personal qualities that an employee should have and professional skills. It should be noted that the number of analyzed personal qualities and psychological features of a candidate is not limited. Special algorithms allow identifying a large number of characteristics, including latent ones. A candidate is more than just the sum of knowledge, skills and abilities, and a multifaceted personality. In addition to standard parameters, machine learning algorithms allow to take into account data on personal contacts, social life, well-being, habits, hobbies, views, character and mood of the candidate. After the algorithm is developed, it is necessary to

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work on errors to prevent false alarms. In this case, a false alarm is the program rejection of the application of potential good employees and acceptance of applications of potential bad employees.

CONCLUSION

An ideal employee in the digital economy is an "information worker" who shares a system of corporate values, is able to select the necessary information and create a new one out of many existing options. The main type of machine training that will be needed to solve the tasks of recruiting personnel. is training by precedents, or inductive training. Special algorithms of complex diagnostics of competences, psychological peculiarities, personality's values and their correspondence to the corporate culture, based on formal and informal information sources, reduce time and resources costs associated with the formation, development and use of human resources. Personnel management systems based on machine learning, being dynamic and adaptive, allow to track deviations of personnel competitiveness from the set parameters and offer activities in the field of professional development, career growth and development, correction of the emotional background of the personality and improvement of the psychological climate of the staff. The competitiveness, efficiency and sustainability of the organization as a whole are improved.

Thus, deepening and the expansion of digitalization will increase the competitiveness of the national economy in the world arena, provide conditions for a gradual transition to the level of innovation and knowledge economy, as well as improve the quality and standard of living.

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