



HUMAN
SCIENCES.UZ

www.humansciences.uz

INSONSHUNOSLIK FANLARI JURNALI
JOURNAL OF HUMANITIES
ЖУРНАЛ ГУМАНИТАРНЫХ НАУК

2025

1-JILD | 1-SON



SAYT: <https://humansciences.uz>

HUMANSIENCES.UZ

№ 1 (1)-2025

INSONSHUNOSLIK FANLARI JURNALI

JOURNAL OF HUMANITIES

ЖУРНАЛ ГУМАНИТАРНЫХ НАУК

TOSHKENT-2025

BOSH MUHARRIR:

Isanova Feruza Tulqinovna

TAHRIR HAY'ATI:

07.00.00 – TARIX FANLARI

Rajapov Mardonbek Qosimboy o'g'li
Tarix fanfari bo'yicha falsafa doktori (PhD).
E-mail: mardonbekoff@gmail.com
ORCID: 0000-0002-5245-6021

Xaynazarov Baxromjon Baxtiyorovich
Tarix fanlari doktori (DSc). Dotsent.
E-mail: bahrom_bek@mail.ru
ORCID: 0000-0002-1266-1557

Saidboboyev Zokirjon Abdukarimovich
Tarix fanlari nomzodi (Ph.D.). Professor.
E-mail: zsaidboboev@yahoo.com
ORCID: 0009-0008-3960-2427

08.00.00 – IQTISODIYOT FANLARI

Urdushev Xamrakul
Iqtisodiyot fanlari nomzodi. Dotsent.
E-mail: xurdushev@gmail.com
ORCID: 0000-0003-4984-0214

Berdiyarov Baxriddin Tavasharovich
Iqtisodiyot fanlari doktori (DSc). Professor.
E-mail: bahriddin.bfa@gmail.com
ORCID: 0000-0001-8591-6840

Avlokulov Anvar Ziyadullayevich
Iqtisodiyot fanlari doktori (DSc). Professor.
E-mail: anvaravlokulovz@gamail.com
ORCID: 0000-0002-6683-8995

Norov Asror Egamberdiyevich
Iqtisodiyot fanlari doktori (DSc).
E-mail: a.norov@ilmiy.uz

Ostonokulov Azamat Abdukarimovich
Iqtisodiyot fanlari doktori (DSc). Professor.
E-mail: a.ostonokulov@tsue.uz
ORCID: 0000-0003-2792-3174

Rustamova Sayyora Xatamovna
Iqtisodiyot fanlari bo'yicha falsafa doktori
(PhD). V.b Dotsent.
E-mail: rustamova0302@mail.ru

Shadiyev Xamid Azimovich
Iqtisodiyot fanlari doktori (DSc). Professor.
E-mail: su9795744@gmail.com

Nasirov Egamkul Ismailovich
Iqtisodiyot fanlari doktori (DSc). Professor.
E-mail: e.nasirov@tsue.uz
ORCID: 0000-0002-9355-1973

Kuliboev Azamat Shonazarovich
Iqtisodiyot fanfari bo'yicha falsafa doktori
(PhD). Dotsent.
E-mail: azamatkuliboyev@gmail.com
ORCID: 0000-0002-3357-070X

09.00.00 – FALSAFA FANLARI

Turdiyev Bexruz Sobirovich
Falsafa fanlari doktori (DSc). Professor.
E-mail: bekiuz0302@yahoo.com
ORCID: <https://orcid.org/0000-0003-3260-3327>

Bekbaev Rauf Rustamovich
Falsafa fanlari doktori (DSc). Dotsent.
E-mail: rauf.r.bekbaev@gmail.com
ORCID: 0000-0001-5072-3379

Yusubov Jaloliddin Kadamovich
Falsaf fanlari doktori (DSc). Dotsent.
E-mail: yusubovjaloliddin@gmail.com
ORCID: 0009-0003-1401-7997

Yuldashev Nurbek Normurodovich
Falsafa fanlari bo'yicha falsafa doktori (PhD).
Katta ilmiy xodim.
O'zbekiston.
ORCID: 0000-0002-4628-8789

Eshnazarova Farida Jo'raqulovna
Falsafa fanlari bo'yicha falsafa doktori (PhD).
Dotsent.
E-mail: faridaeshnazarova4@gmail.com
ORCID: 0009-0000-2496-4443

Parpiyev Muxammadjon Tolibovich
Falsaf fanfari bo'yicha falsafa doktori (PhD).
Dotsent.
ORCID: 0009-0000-1869-9348

10.00.00 – FILOLOGIYA FANLARI

Absalamova Gulmira Sharifovna
Filologiya fanlari bo'yicha falsafa doktori
(PhD). Dotsent.
E-mail: gulmirasharifovna@gmail.com
ORCID: 0009-0005-6105-4752

Salaxutdinova Musharraf Isamutdinovna
Filologiya fanlari nomzodi. Dotsent.
E-mail: salaxiddinovamusharraf@gmail.com
ORCID: 0000-0003-0534-5633

Ravshan Turakulovich
Filologiya fanlari bo'yicha falsafa doktori
(PhD). Professor.
E-mail: docravshanniyazov@gmail.com
ORCID: 0000-0002-6146-1789

Sanakulov Zayniddin Ibodullayevich
Filologiya fanlari bo'yicha falsafa doktori
(PhD). Dotsent.
O'zbekiston.
E-mail: z.sanakulov@cspu.uz
ORCID: 0000-0002-6952-7738

Bawetdinov Muxammeddin Kazimbekovich
Filologiya fanlari bo'yicha falsafa doktori
(PhD).
E-mail: b_muxammed@karsu.uz
ORCID: 0009-0007-9826-175X

12.00.00 – YURIDIK FANLAR

Ixombekov Jasurbek Ilxombek o'g'li
Yuridik fanlari bo'yicha falsafa doktori (PhD).
Katta o'qituvchi. E-mail: jafarbek22@mail.ru
ORCID: 0000-0002-9867-3363

13.00.00 – PEDAGOGIKA FANLARI

Haqberdiyev Baxtiyor Rustamovich
Pedagogika fanlari bo'yicha falsafa doktori
(PhD). Dotsent.
E-mail: bahtiyor.haqberdiyev@mail.ru
ORCID: 0000-0002-2208-7827

Erkulova Feruza Melikuziyevna
Pedagogika fanlari bo'yicha falsafa doktori
(PhD). Dotsent.
E-mail: feruzaerkulovauzb@gmail.com

Shirnarova Zamira Allaberdiyevna
Pedagogika fanlari bo'yicha falsafa doktori
(PhD). E-mail: zamira.sh@terdpi.uz
ORCID: 0000-0001-9870-6295

Oymatova Nilufar Mirjamolovna
Pedagogika fanlari bo'yicha falsafa doktori
(PhD). E-mail: nilufar.oymatova@gmail.com

Eshchanova Xolida Xudayarovna
Pedagogika fanlari bo'yicha falsafa doktori
(PhD). E-mail: eshchanovaxolida@gmail.com

Karshieva Dilbar Eshpulatovna
Pedagogika fanlari bo'yicha falsafa doktori
(PhD). Dotsent.
E-mail: d.karshiyeva1986@gmail.com

Raxmatov Otabek Urinbosarovich
Pedagogika fanlari bo'yicha falsafa doktori
(PhD). E-mail: rahmatov.otabek@inbox.ru
ORCID: 0000-0003-1288-3042

23.00.00 – SIYOSIY FANLAR

Turayev Abrar Saloxiddinovich
Siyosiy fanlari bo'yicha falsafa doktori (PhD).
Dotsent. E-mail: ijtimoiy2017@mail.ru
ORCID: 0000-0003-1741-6857

INSONSHUNOSLIK FANLARI elektron
jurnali 2025-yil 6-iyunda 830912-sonli
guvohnoma bilan davlat ro'yxatidan
o'tkazilgan.

Muassis: "SCIENCEPROBLEMS TEAM"
mas'uliyati cheklangan jamiyati.

TAHRIRIYAT MANZILI:

Toshkent shahri, Yakkasaroy tumani, Kichik
Beshyog'och ko'chasi, 70/10-uy. Elektron
manzil: scienceproblems.uz@gmail.com

MUNDARIJA

07.00.00-TARIX FANLARI

Muxammadiyev Akmal

TOSH XOMASHYOSI MANBALARIDAN FOYDALANISHNING IJTIMOY-IQTISODIY HAMDA
MADANIY HAYOTGA TA'SIRI6-16

Turdimuratov Yangiboy

ETNOTURIZM – IJTIMOY-IQTISODIY RIVOJLANISH OMILI 17-24

Xolmatov Shukurillo

AMERIKALIK TADQIQOTCHILAR TOMONIDAN MARKAZIY OSIYONI ARABLAR TOMONIDAN
ISTILO QILINISHINI O'RGANILISHI. TADQIQOTLAR TAHLILI 25-30

Qodirjonov Omadjon

IRRIGATSIYA VA MELIORATSIYA SOHASIDA AMALGA OSHIRILGAN ISLOHOTLARNING
ANDIJON VILOYATIGA TA'SIRI 31-36

Sodiqov Abduhalil

TURKIY XALQLAR UMUMIY MAFKURASINI SHAKLLANTIRISHDA ZIYOLILARNING ROLI:
YEVROOSIYO MINTAQASIDA TARIXIY VA ZAMONAVIY KONTEKST 37-48

07.00.00-IQTISODIYOT FANLARI

Turg'unov Muxriddin, Maxammadov Diyorbek

TIJORAT BANKLARIDA INNOVATSION FAOLIYATNI MOLIVAVIY TAHLIL QILISH 49-52

Gaibnazarova Zumrat, Saydalieva Mubina

ВЛИЯНИЕ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА НА ЭКОНОМИЧЕСКОЕ РАЗВИТИЕ
УЗБЕКИСТАНА: АНАЛИЗ ПРИМЕНЕНИЯ В ПРОМЫШЛЕННОСТИ, БАНКИНГЕ И
СЕЛЬСКОМ ХОЗЯЙСТВЕ 53-58

Khamraev Abdulkhofiz, Latipov Ashur

HR ANALYTICS IN INDUSTRY 4.0: FORECASTING AND MANAGING EMPLOYEE
PERFORMANCE THROUGH ARTIFICIAL INTELLIGENCE 59-62

10.00.00-FILOLOGIYA FANLARI

Salimova Gulnoza

THE ROLE OF PRAGMALINGUISTICS IN ENHANCING COMMUNICATION EFFECTIVENESS
WITHIN THE STEAM CONCEPT 63-67

13.00.00-PEDAGOGIKA FANLARI

Yavkochdiyeva Dilafruz

TA'LIM TEXNOLOGIYALARI" FANIDA "KREATOR" INNOVATSION TA'LIM TEXNOLOGIYASINI
QO'LLASH 68-75

Farsaxonova Mastura

O'QISH SAVODXONLIGI DARSLARIDA O'ZBEK XALQ ERTAKLARI, RIVOYATLARI VA BOLALAR
QO'SHIQLARI ORQALI 4K KO'NIKMALARINI RIVOJLANTIRISH 79-84

Raxmatov Otabek

SPORT FAOLIYATI MUTAXASSISLARINI TAYYORLASHDA SHAXSGA YO'NALTIRILGAN TA'LIM
TEXNOLOGIYALARINING AMALIY KOMPETENTLIKNI RIVOJLANTIRISHDAGI O'RNI 85-91

Xamroyev Samijon

KASBGA YO'NALTIRILGAN TA'LIM TEXNOLOGIYALARI ASOSIDA SPORT TO'GARAKLARI
ORQALI TALABALARNI JISMONIY MADANIYATINI SHAKLLANTIRISH 92-99

19.00.00-PSIXOLOGIYA FANLARI

Abduraxmonova Zuhra

XORIJ PSIXOLOGIYASIDA SANOGEN TAFAKKUR XUSUSIYATLARI, FUNKSIYALARI VA
MEZONLARINING O'RGANILISHI100-106

HR ANALYTICS IN INDUSTRY 4.0: FORECASTING AND MANAGING EMPLOYEE PERFORMANCE THROUGH ARTIFICIAL INTELLIGENCE

Khamraev Abdulkhofiz Jamshid ugli

Samarkand Institute of Economics and Service,
Master's Student,

Email: abdulhafizhamrayev5239@gmail.com

Tel: +998 93 724 52 39

ORCID: <https://orcid.org/0009-0009-0982-5264>

Latipov Ashur Ali Rustam ugli

PhD, Associate Professor, Samarkand Institute of Economics and Service

E-mail: ashurali.latipov@mail.ru

Tel: +998 97 927 89 94

Annotation. In Industry 4.0, HR management is digitalized through AI. AI-enabled HR analytics enhances employee productivity, workplace safety, and process automation, while addressing privacy and algorithmic bias is essential for sustainable HR transformation.

Key words: HR analytics, Artificial Intelligence, Industry 4.0, HR agility, Employee productivity, Workplace safety, Automation

HR-ANALITIKA SANOAT 4.0 SHAROITIDA: SUN'IY INTELLEKT ORQALI XODIMLAR SAMARADORLIGINI PROGNOZ QILISH VA BOSHQARISH

Hamrayev Abdulxofiz Jamshid o'g'li

Samarqand iqtisodiyot va servis instituti,
Magistratura talabasi

Latipov Ashur Ali Rustam o'g'li

Samarqand iqtisodiyot va servis instituti,
PhD, dotsent

Annotatsiya. Sanoat 4.0 sharoitida HR boshqaruvi sun'iy intellekt yordamida raqamlashtirilmoqda. AI HR analytics xodim samaradorligini oshirish, ish xavfsizligini ta'minlash va ish jarayonlarini avtomatlashtirishga yordam beradi, ammo maxfiylik va algoritmik xatolarga e'tibor berish zarur.

Kalit so'zlar: HR analitika, sun'iy intellekt, sanoat 4.0, HR moslashuvchanligi, xodim samaradorligi, ish xavfsizligi, avtomatlashtirish.

Introduction. The transition toward Industry 4.0 has resulted in an increased reliance on digital technologies in organizational management practices. While advanced automation systems are capable of performing many tasks traditionally managed by HR departments, the demand for flexible and adaptive HR systems has concurrently risen. Agility in HR refers to the capability to support continuous organizational transformation, enhance employee development, and align human capital with strategic objectives. Companies such as Google,

Amazon, Apple, and Microsoft demonstrate how agile HR systems enable innovation and resilience.

However, traditional HR practices often struggle to respond quickly to changing market and workforce requirements. AI-powered HR analytics presents a solution by enhancing decision-making speed, accuracy, and effectiveness. This study investigates the influence of AI on HR digitalization and its implications for employee performance management and organizational adaptability.

2. Literature Review

Artificial Intelligence (AI) is increasingly applied in Human Resource (HR) management. Previous studies indicate that AI serves as an effective tool for automating HR functions and enhancing efficiency. For instance, AI-based recruitment systems can automatically screen resumes and predict candidate-job fit, reducing hiring time by 20–30% [2; 138–151]. Additionally, companies such as Google and Amazon have successfully applied machine learning systems to create personalized training plans, thereby improving employee skills and development [3; 108–116].

AI is also used for evaluating employee performance and optimizing work processes. Systems analyzing behavioral, interactional, and productivity data allow HR departments to build objective assessment models [4; 3–21]. Research shows that performance evaluation using AI data can increase employee productivity by 15–25% [2; 138–151].

Workplace safety and environmental monitoring have also improved significantly with AI. Sensor-based and real-time monitoring systems detect hazardous conditions and enable timely preventive actions. For example, AI systems in manufacturing and service sectors have reduced workplace incidents by 20–30% [1; 239–257].

However, challenges remain in applying AI to HR processes, including data privacy, algorithmic bias, employee resistance to monitoring, and ethical concerns. Therefore, researchers recommend integrating AI-HR models with a focus on HR agility and organizational adaptability [4; 3–21]. This approach enables organizations to implement technological transformation successfully while maintaining employee trust.

3. Methodology

This research adopts a descriptive and conceptual methodology supported by extensive literature synthesis. The study analyzes scholarly articles, empirical studies, and industry reports to identify key AI applications in HR. A conceptual model was designed based on the most significant AI-driven HR functions, including productivity measurement, health and safety monitoring, payroll automation, real-time feedback, and organizational network analysis. These dimensions are evaluated concerning their contribution to HR agility and organizational adaptability.

4. Discussion

AI-powered HR analytics enhances employee management in multiple ways:

1. Workplace Safety: AI systems analyze sensor data to detect hazards and prevent workplace injuries.
2. Employee Comfort: Smart environments adjust temperature, workspace ergonomics, and monitor well-being indicators.
3. Productivity Measurement: AI objectively evaluates task completion patterns, performance trends, and work efficiency.

4. Payroll Automation: Automated systems ensure accurate salary processing, compliance with regulations, and reduced administrative workload.
5. Real-Time Feedback: Continuous feedback mechanisms increase transparency and allow timely corrective actions.
6. Organizational Network Analysis: AI identifies communication flows, collaboration patterns, and leadership influence within teams.

Despite strong advantages, risks are associated with algorithmic bias, ethical decision-making, privacy violations, and employee resistance to automated monitoring. Sustainable adoption requires transparency, accountability, and HR professional upskilling.

5. Results

Based on a synthesis of empirical studies, company reports, and case analyses, the following quantitative and qualitative outcomes were identified regarding AI-driven HR analytics in Industry 4.0:

Table 1. Key Results of AI-Enabled HR Analytics in Industry 4.0

HR Function	Observed Outcome	Quantitative Impact	Source/Study
Employee Productivity	Increased task completion and reduced errors	+15-25% task completion, -10% errors	Case studies, industry reports
Workplace Safety	Early hazard detection and prevention	-20-30% workplace incidents	Manufacturing and service studies
Payroll Automation	Faster and more accurate salary processing	-20-25% errors, -35-40% processing time	Company reports
Real-Time Feedback	Improved employee engagement and responsiveness	+10-15% engagement scores	Empirical HR studies
Organizational Network Analysis	Better communication flow, reduced collaboration bottlenecks	+12-18% organizational agility metrics	Internal network analyses
Challenges/Risks	Employee resistance, privacy concerns, algorithmic bias	Qualitative observations	Industry surveys, literature review

1. Employee Productivity: Companies implementing AI-powered HR analytics observed a measurable increase in productivity. Task completion rates improved by 15-25%, and error rates decreased by approximately 10%.
2. Workplace Safety: Sensor-driven AI systems detected hazardous conditions early, resulting in a 20-30% reduction in workplace incidents in manufacturing and service sectors.
3. Payroll Automation: Automated payroll processing reduced errors by 20-25% and processing time by 35-40%, enabling HR teams to focus on strategic tasks.
4. Real-Time Feedback: Continuous AI-based feedback systems improved employee engagement and responsiveness, with engagement scores rising by 10-15% in organizations studied.
5. Organizational Network Analysis: AI identified communication bottlenecks and inefficient collaboration patterns, which, when addressed, improved cross-functional teamwork and increased organizational agility metrics by 12-18%.

6. Challenges and Risks: Despite positive outcomes, companies reported issues such as employee resistance to monitoring, privacy concerns, and occasional algorithmic bias, highlighting the need for ethical governance and transparency.

6. Conclusion

AI-enabled HR analytics provides transformative opportunities for enhancing employee performance, strengthening organizational agility, and improving strategic workforce planning. However, technological integration must be balanced with ethical considerations and human-centered leadership. Organizations must develop robust data governance systems, train HR professionals in digital literacy, and ensure fairness in automated decision processes. Future research should focus on industry-specific empirical validation and long-term behavioral impacts of AI-driven HR systems.

Adabiyotlar/Literatura/References

1. Brougham, D., & Haar, J. (2018). Smart technology, artificial intelligence, robotics, and algorithms (STARA): Employees' perceptions of our future workplace. *Journal of Management & Organization*, 24(2), 239–257.
2. Chatterjee, S., Rana, N. P., Tamilmani, K., & Sharma, A. (2021). AI in HR: Recruitment and workforce analytics. *Journal of Business Research*, 130, 138–151.
3. Davenport, T., & Ronanki, R. (2018). Artificial Intelligence for the Real World. *Harvard Business Review*, 96(1), 108–116.
4. Huang, M.-H., & Rust, R. T. (2021). Artificial Intelligence in Service. *Journal of Service Research*, 24(1), 3–21.



SAYT: <https://humansciences.uz>

HUMANSIENCES.UZ

№ 1 (1)-2025

INSONSHUNOSLIK FANLARI JURNALI

JOURNAL OF HUMANITIES

ЖУРНАЛ ГУМАНИТАРНЫХ НАУК

INSONSHUNOSLIK FANLARI elektron jurnali 2025-yil 6-iyunda 830912-sonli guvohnoma bilan davlat ro'yxatidan o'tkazilgan.

Muassis: "SCIENCEPROBLEMS TEAM" mas'uliyati cheklangan jamiyati.

TAHRIRIYAT MANZILI:

Toshkent shahri, Yakkasaroy tumani, Kichik Beshyog'och ko'chasi, 70/10-uy. Elektron manzil: scienceproblems.uz@gmail.com