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DIRECTIONS FOR DEVELOPING EMPLOYEE COMPETENCIES IN THE DIGITAL ECONOMY

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Annotatsiya. Raqamli iqtisodiyot sharoitida xodimlar kompetensiyalarini rivojlantirishning asosiy yo'nalishlari tadqiq etilgan. Raqamli savodxonlik, texnologik ko'nikmalar, tahliliy fikrlash, moslashuvchanlik, uzluksiz ta'lim, samarali kommunikatsiya, shuningdek, sun'iy intellekt va raqamli platformalar bilan ishlash qobiliyatiga alohida e'tibor qaratilgan. Xodimlar kompetensiyalariga qo'yilayotgan zamonaviy talablarning o'zgarishi tahlil qilinib, ularni rivojlantirishning tashkiliy mexanizmlari aniqlangan. Tadqiqot natijalari tizimli o'qitish, raqamli ta'lim platformalaridan foydalanish, amaliy ko'nikmalarni rivojlantirish hamda kompetensiyalarga asoslangan inson resurslarini boshqarish xodimlar mehnat unumdorligi va tashkilotlarning raqobatbardoshligini oshirishga xizmat qilishini ko'rsatadi.

Kalit so'zlar: raqamli iqtisodiyot, xodimlar kompetensiyalari, raqamli ko'nikmalar, raqamli savodxonlik, sun'iy intellekt, kasbiy rivojlanish, inson kapitali, uzluksiz ta'lim, mehnat unumdorligi, raqamli transformatsiya.

Аннотация. Исследованы основные направления развития компетенций работников в условиях цифровой экономики. Особое внимание уделено цифровой грамотности, технологическим навыкам, аналитическому мышлению, адаптивности, непрерывному обучению, эффективной коммуникации, а также способности работать с искусственным интеллектом и цифровыми платформами. Проанализированы изменения современных требований к компетенциям работников и определены организационные механизмы их развития. Результаты исследования показывают, что систематическое обучение, использование цифровых образовательных платформ, развитие практических навыков и управление человеческими ресурсами на основе компетентного подхода способствуют повышению производительности труда работников и конкурентоспособности организаций.

Ключевые слова: цифровая экономика, компетенции работников, цифровые навыки, цифровая грамотность, искусственный интеллект, профессиональное развитие, человеческий капитал, непрерывное обучение, производительность труда, цифровая трансформация.

Abstract. The main directions for developing employee competencies in the context of the digital economy are examined. Particular attention is given to digital literacy, technological skills, analytical thinking, adaptability, continuous learning, effective communication, and the ability to work with artificial intelligence and digital platforms. Changes in contemporary requirements for employee competencies are analyzed, and organizational mechanisms for their development are identified. The findings indicate that systematic training, the use of digital learning platforms, practical skill development, and competency-based human resource management contribute to improving employee productivity and organizational competitiveness.

Keywords: digital economy, employee competencies, digital skills, digital literacy, artificial intelligence, professional development, human capital, lifelong learning, employee productivity, digital transformation.

INTRODUCTION

The rapid development of digital technologies is fundamentally changing the nature of work and the requirements imposed on employees. The widespread adoption of artificial intelligence, automation, cloud technologies, big data, digital platforms, and advanced communication systems has created new opportunities for organizations while simultaneously increasing the demand for highly adaptable and technologically competent employees.

In the digital economy, traditional professional knowledge alone may not always be sufficient to ensure effective performance. Employees increasingly need a combination of technical, analytical, communication, and digital competencies. Therefore, the development of employee competencies has become an important component of organizational competitiveness and sustainable economic growth.

The transformation of the labor market also requires organizations to reconsider their approaches to employee training and professional development. In addition to periodic training, enterprises increasingly need to establish continuous learning systems that enable employees to update their knowledge and skills in accordance with technological changes.

The purpose of this study is to identify the main directions for developing employee competencies in the digital economy and to determine organizational mechanisms that can improve the effectiveness of employee development.

LITERATURE REVIEW

The theoretical foundations of employee competency development are closely related to the concept of human capital. Schultz and Becker emphasized that investments in education, professional training, and employee development contribute to the formation of productive human capital. From this perspective, employees' knowledge and skills are considered important resources that can increase productivity and generate long-term economic benefits.

Drucker emphasized the growing importance of knowledge-based employees and the role of knowledge in creating economic value. According to this approach, employee knowledge and professional competencies should be considered strategic organizational resources. The effective development and application of these resources can improve management decisions, productivity, and organizational competitiveness.

Porter's approach also highlights the importance of human resources in achieving competitive advantage. Qualified employees can improve production processes, enhance operational efficiency, introduce innovations, and increase the quality of products and services. Therefore, employee competency development should be closely connected with the strategic objectives of an organization.

Contemporary studies increasingly emphasize the importance of digital competencies as a key component of human capital. The development of artificial intelligence, automation, cloud technologies, big data, and digital platforms has changed the requirements for employees. In addition to professional knowledge, employees need digital literacy, analytical thinking, problem-solving abilities, adaptability, communication skills, and the capacity for continuous learning.

The literature also shows that competency development should be a continuous process. Regular training, practical learning, mentoring, and digital education can help employees adapt effectively to technological and organizational changes. At the same time, organizational support, appropriate digital infrastructure, and effective motivation mechanisms are necessary for applying newly acquired competencies in practice.

Overall, the reviewed literature demonstrates that employee competency development should combine professional knowledge, digital skills, practical experience, continuous learning, and organizational support. Such an integrated approach can contribute to higher productivity, innovation, improved work quality, and sustainable competitive advantage in the digital economy.

RESEARCH METHODOLOGY

The study applies systematic, comparative, analytical, and generalization methods. A systematic approach was used to examine employee competencies as an interconnected combination of professional, digital, analytical, and interpersonal skills.

Comparative analysis was applied to identify differences between traditional and digital competency requirements. The analytical method was used to determine the main factors influencing employee competency development, while generalization was used to formulate practical directions for improving employee development systems.

The methodological framework of the study is based on the following sequence:

competency assessment → identification of skill gaps → training → practical application → performance evaluation → continuous development.

ANALYSIS AND RESULTS

The digital economy is changing the structure of employee competencies. Employees increasingly need to combine professional expertise with digital and analytical capabilities. Therefore, enterprises should develop a multidimensional competency system.

Table 1. Main Directions for Developing Employee Competencies in the Digital Economy¹

Competency direction	Main content	Expected result
Digital literacy	Digital tools, software, and online platforms	More efficient work processes

¹ Source: Developed by the author.

Data literacy	Data analysis and interpretation	Better decision-making
AI competencies	Effective and responsible use of AI tools	Higher productivity
Analytical thinking	Problem-solving and critical analysis	Improved work quality
Adaptability	Ability to respond to technological changes	Faster adaptation
Communication skills	Digital and interpersonal communication	Better teamwork
Continuous learning	Regular acquisition of new knowledge	Sustainable professional growth
Cybersecurity awareness	Safe use of digital technologies	Reduced digital risks

The table demonstrates that digital competency is not limited to the ability to use software or digital devices. Modern employees require a broader combination of technological, analytical, and interpersonal competencies.

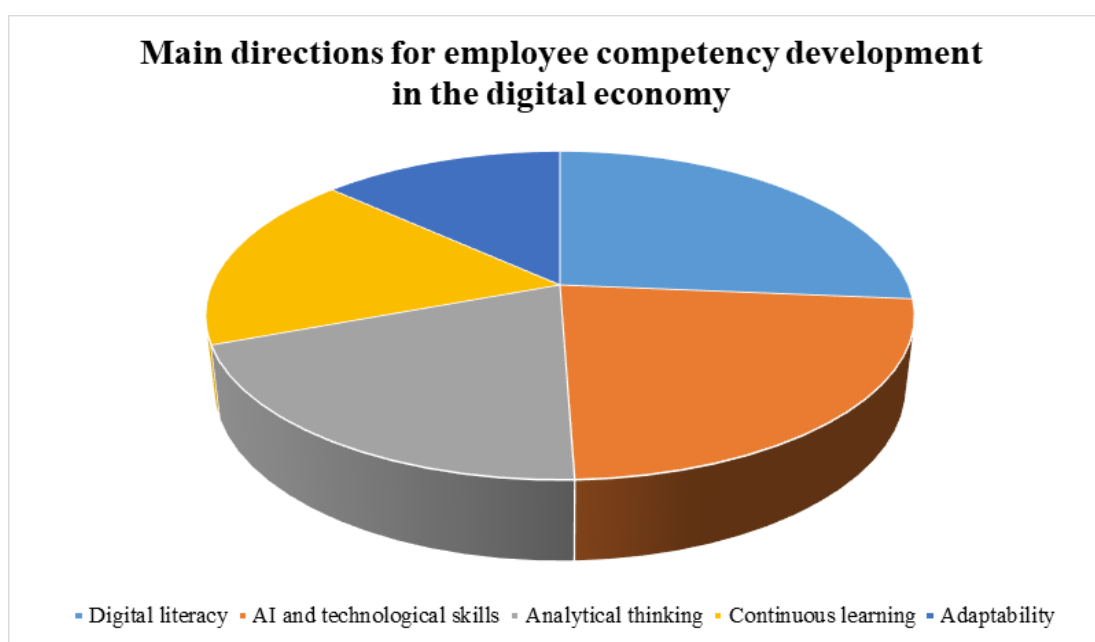


Figure 1. Main Directions for Employee Competency Development in the Digital Economy²

The analytical model demonstrates that digital literacy and technological competencies constitute the most important areas of employee development. However, analytical thinking and continuous learning are also essential because technologies and job requirements change rapidly.

One of the most important directions is the development of **digital literacy**. Employees should be able to use digital platforms, enterprise software, cloud technologies, electronic communication systems, and other technological tools required for their professional activities.

Another important direction is the development of **AI competencies**. Artificial intelligence is increasingly being integrated into business processes, including data analysis, customer service, marketing, accounting, human resource management, and decision-making. Employees therefore need to understand how to use AI tools effectively while maintaining professional judgment and responsibility.

² Source: Developed by the author.

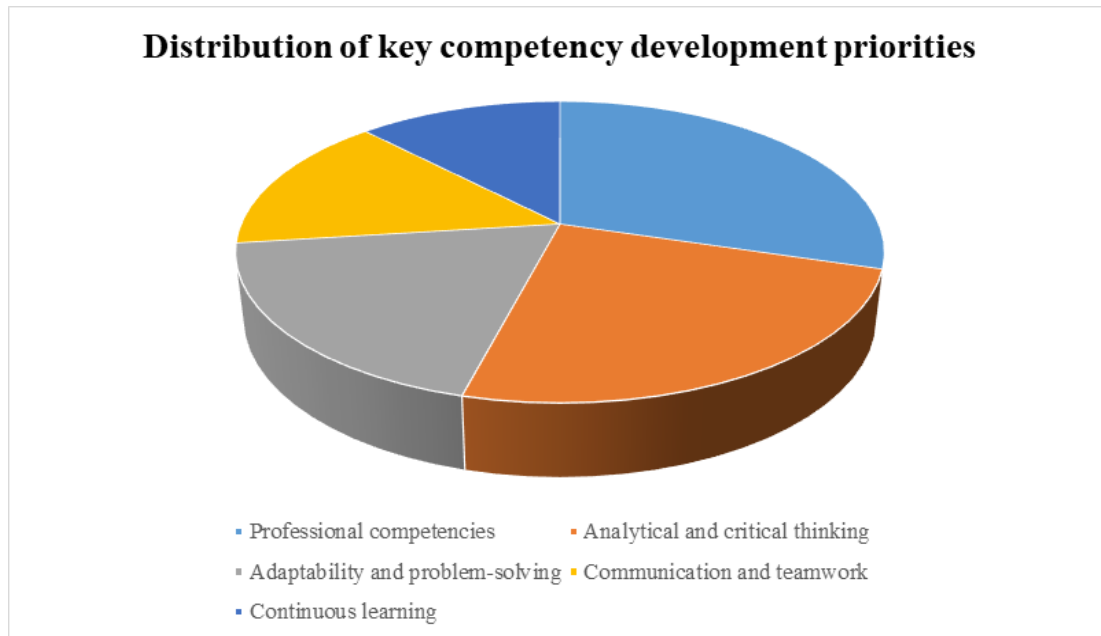


Figure 2. Distribution of Key Competency Development Priorities³

Continuous learning is another fundamental direction. In a rapidly changing technological environment, competencies acquired several years ago may require further development and updating. Enterprises should therefore create conditions for employees to participate in short-term courses, online training, practical workshops, mentoring programs, and internal knowledge-sharing activities.

An effective competency development system should also connect training with actual workplace requirements. Training programs that are closely aligned with employees' practical tasks can provide greater economic value. Therefore, enterprises should first identify competency gaps and then design targeted development programs.

The development of employee competencies can also improve economic performance. Better digital skills can reduce the time required to perform routine tasks, minimize errors, improve the quality of decisions, and increase labor productivity. At the same time, organizations can enhance process efficiency and strengthen employee qualifications.

CONCLUSION AND RECOMMENDATIONS

The study demonstrates that employee competency development has become a strategic priority in the digital economy. The transformation of business processes requires employees to possess not only professional knowledge but also digital, analytical, technological, communication, and adaptive competencies.

The following recommendations can be proposed:

1. Enterprises should regularly assess employees' digital and professional competencies.
2. Individual development plans should be created based on identified competency gaps.
3. Digital literacy and AI-related training should become an integral part of employee development programs.
4. Organizations should expand the use of online learning and digital training platforms.
5. Practical training should be combined with mentoring and workplace-based learning.
6. Employee performance evaluation should include indicators related to digital competency development.
7. Enterprises should establish a culture of continuous learning and knowledge sharing.
8. Competency development programs should be directly linked to organizational strategic objectives.

Thus, the development of employee competencies in the digital economy should be considered not as a one-time training activity but as a continuous organizational process. The combination of digital skills, professional knowledge, analytical thinking, adaptability, and lifelong learning can strengthen employee productivity and contribute to the long-term competitiveness of enterprises.

3 Source: Developed by the author.

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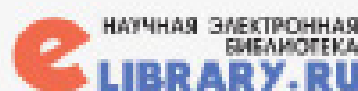
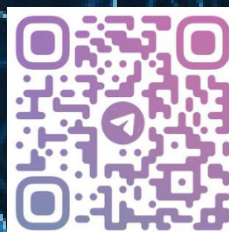
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