

**SCIENCE**  
**PROBLEMS.UZ**

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Actual problems of social and humanitarian sciences  
Актуальные проблемы социальных и гуманитарных наук

**Ijtimoiy-gumanitar  
fanlarning dolzarb  
muammolari**

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**2025**

# **SCIENCEPROBLEMS.UZ**

## **IJTIMOIIY-GUMANITAR FANLARNING DOLZARB MUAMMOLARI**

*№ 5/7 (5) - 2025*

## **АКТУАЛЬНЫЕ ПРОБЛЕМЫ СОЦИАЛЬНО- ГУМАНИТАРНЫХ НАУК**

**ACTUAL PROBLEMS OF HUMANITIES AND SOCIAL SCIENCES**

**TOSHKENT-2025**

## **BOSH MUHARRIR:**

Isanova Feruza Tulqinovna

## **TAHRIR HAY'ATI:**

### *07.00.00- TARIX FANLARI:*

Yuldashev Anvar Ergashevich – tarix fanlari doktori, siyosiy fanlar nomzodi, professor;

Mavlanov Uktam Maxmasabirovich – tarix fanlari doktori, professor;

Xazratkulov Abror – tarix fanlari doktori, dotsent;

Tursunov Ravshan Normuratovich – tarix fanlari doktori;

Xolikulov Axmadjon Boymahammadovich – tarix fanlari doktori;

Gabrielyan Sofya Ivanovna – tarix fanlari doktori, dotsent;

Saidov Sarvar Atabullo o'g'li – katta ilmiy xodim, Imom Termiziy xalqaro ilmiy-tadqiqot markazi, ilmiy tadqiqotlar bo'limi.

### *08.00.00- IQTISODIYOT FANLARI:*

Karlibayeva Raya Xojabayevna – iqtisodiyot fanlari doktori, professor;

Nasirxodjayeva Dilafruz Sabitxanovna – iqtisodiyot fanlari doktori, professor;

Ostonokulov Azamat Abdukarimovich – iqtisodiyot fanlari doktori, professor;

Arabov Nurali Uralovich – iqtisodiyot fanlari doktori, professor;

Xudoyqulov Sadirdin Karimovich – iqtisodiyot fanlari doktori, dotsent;

Azizov Sherzod O'ktamovich – iqtisodiyot fanlari doktori, dotsent;

Xojayev Azizxon Saidaloxonovich – iqtisodiyot fanlari doktori, dotsent

Xolov Aktam Xatamovich – iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent;

Shadiyeva Dildora Xamidovna – iqtisodiyot fanlari bo'yicha falsafa doktori (PhD), dotsent v.b.;

Shakarov Qulmat Ashirovich – iqtisodiyot fanlari nomzodi, dotsent.

### *09.00.00- FALSAFA FANLARI:*

Hakimov Nazar Hakimovich – falsafa fanlari doktori, professor;

Yaxshilikov Jo'raboy – falsafa fanlari doktori, professor;

G'aybullayev Otabek Muhammadiyevich – falsafa fanlari doktori, professor;

Saidova Kamola Uskanbayevna – falsafa fanlari doktori;

Hoshimxonov Mo'min – falsafa fanlari doktori, dotsent;

O'roqova Oysuluv Jamoliddinovna – falsafa fanlari doktori, dotsent;

Nosirxodjayeva Gulnora Abdulkaxxarovna – falsafa fanlari nomzodi, dotsent;

Turdiyev Bexruz Sobirovich – falsafa fanlari doktori (DSc), Professor.

### *10.00.00- FILOLOGIYA FANLARI:*

Axmedov Oybek Saporbayevich – filologiya fanlari doktori, professor;

Ko'chimov Shuxrat Norqizilovich – filologiya fanlari doktori, dotsent;

Hasanov Shavkat Ahadovich – filologiya fanlari doktori, professor;

Baxronova Dilrabo Keldiyorovna – filologiya fanlari doktori, professor;

Mirsanov G'aybullo Qulmurodovich – filologiya fanlari doktori, professor;

Salaxutdinova Musharraf Isamutdinovna – filologiya fanlari nomzodi, dotsent;

Kuchkarov Raxman Urmanovich – filologiya fanlari nomzodi, dotsent v/b;

Yunusov Mansur Abdullayevich – filologiya fanlari nomzodi;

Saidov Ulugbek Aripovich – filologiya fanlari nomzodi, dotsent.

### *12.00.00- YURIDIK FANLAR:*

Axmedshayeva Mavlyuda Axatovna – yuridik fanlar doktori, professor;

Muxitdinova Firyuza Abdurashidovna – yuridik fanlar doktori, professor;

Esanova Zamira Normurotovna – yuridik fanlar doktori, professor, O'zbekiston Respublikasida xizmat ko'rsatgan yurist;

Hamroqulov Bahodir Mamasharifovich – yuridik fanlar doktori, professor v.b.;

Zulfiqorov Sherzod Xurramovich – yuridik fanlar doktori, professor;

Xayitov Xushvaqt Saporbayevich – yuridik fanlar doktori, professor;

Asadov Shavkat G'aybullayevich – yuridik fanlar doktori, dotsent;

Ergashev Ikrom Abdurasulovich – yuridik fanlari doktori, professor;

Utemuratov Maxmut Ajimuratovich – yuridik fanlar nomzodi, professor;  
Saydullayev Shaxzod Alixanovich – yuridik fanlar nomzodi, professor;  
Hakimov Komil Baxtiyarovich – yuridik fanlar doktori, dotsent;  
Yusupov Sardorbek Baxodirovich – yuridik fanlar doktori, professor;  
Amirov Zafar Aktamovich – yuridik fanlar doktori (PhD);  
Jo'rayev Sherzod Yuldashevich – yuridik fanlar nomzodi, dotsent;  
Babadjanov Atabek Davronbekovich – yuridik fanlar nomzodi, professor;  
Normatov Bekzod Akrom o'g'li — yuridik fanlar bo'yicha falsafa doktori;  
Rahmatov Elyor Jumaboyevich — yuridik fanlar nomzodi;

#### *13.00.00- PEDAGOGIKA FANLARI:*

Xashimova Dildarxon Urinboyevna – pedagogika fanlari doktori, professor;  
Ibragimova Gulnora Xavazmatovna – pedagogika fanlari doktori, professor;  
Zakirova Feruza Maxmudovna – pedagogika fanlari doktori;  
Kayumova Nasiba Ashurovna – pedagogika fanlari doktori, professor;  
Taylanova Shoxida Zayniyevna – pedagogika fanlari doktori, dotsent;  
Jumaniyozova Muhayyo Tojiyevna – pedagogika fanlari doktori, dotsent;  
Ibraximov Sanjar Urunbayevich – pedagogika fanlari doktori;  
Javliyeva Shaxnoza Baxodirovna – pedagogika fanlari bo'yicha falsafa doktori (PhD);  
Bobomurotova Latofat Elmurodovna — pedagogika fanlari bo'yicha falsafa doktori (PhD).

#### *19.00.00- PSIXOLOGIYA FANLARI:*

Karimova Vasila Mamanosirovna – psixologiya fanlari doktori, professor, Nizomiy nomidagi Toshkent davlat pedagogika universiteti;  
Hayitov Oybek Eshboyevich – Jismoniy tarbiya va sport bo'yicha mutaxassislarni qayta tayyorlash va malakasini oshirish instituti, psixologiya fanlari doktori, professor  
Umarova Navbahor Shokirovna– psixologiya fanlari doktori, dotsent, Nizomiy nomidagi Toshkent davlat pedagogika universiteti, Amaliy psixologiyasi kafedrasi mudiri;  
Atabayeva Nargis Batirovna – psixologiya fanlari doktori, dotsent;  
Shamshetova Anjim Karamaddinovna – psixologiya fanlari doktori, dotsent;

Qodirov Obid Safarovich – psixologiya fanlari doktori (PhD).

#### *22.00.00- SOTSILOGIYA FANLARI:*

Latipova Nodira Muxtarjanovna – sotsiologiya fanlari doktori, professor, O'zbekiston milliy universiteti kafedra mudiri;  
Seitov Azamat Po'latovich – sotsiologiya fanlari doktori, professor, O'zbekiston milliy universiteti;  
Sodiqova Shohida Marxaboyevna – sotsiologiya fanlari doktori, professor, O'zbekiston xalqaro islom akademiyasi.

#### *23.00.00- SIYOSIY FANLAR*

Nazarov Nasriddin Ataqulovich –siyosiy fanlar doktori, falsafa fanlari doktori, professor, Toshkent arxitektura qurilish instituti;  
Bo'tayev Usmonjon Xayrullayevich –siyosiy fanlar doktori, dotsent, O'zbekiston milliy universiteti kafedra mudiri.

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## OAK Ro'yxati

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### **Tahririyat manzili:**

100070. Toshkent shahri, Yakkasaroy tumani, Kichik Beshyog'och ko'chasi, 70/10-uy. Elektron manzil: [scienceproblems.uz@gmail.com](mailto:scienceproblems.uz@gmail.com)

### **Bog'lanish uchun telefon:**

(99) 602-09-84 (telegram).

**07.00.00 – TARIX FANLARI**

*Izzatullayev Bobirjon Izzatullayevich*

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**08.00.00-IQTISODIYOT FANLARI – ECONOMICAL SCIENCES**

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*Article / Original Paper*

**HR TRANSFORMATION: COMPARATIVE ANALYSIS OF DEVELOPED AND DEVELOPING ECONOMIES CANADA AND UZBEKISTAN**

**Mannopova Elzara Toraxanovna**

PhD, Economics

CEO, Start-Up Founder “Noise-Ninja”

E-mail: [elzara2010@gmail.com](mailto:elzara2010@gmail.com)

**Abstract.** This study presents a comparative analysis of digital transformation in human resource (HR) management practices in Canada and Uzbekistan – two countries with distinct economic, technological, and sociocultural contexts. As organizations across the globe increasingly adopt digital technologies to enhance workforce management, understanding these transformations in both developed and developing economies becomes crucial. The research explores how digital tools have reshaped key HR functions, including recruitment, training and development, performance evaluation, and employee engagement. Drawing on relevant theoretical frameworks such as the Technology Acceptance Model, Resource-Based View, and Human Capital Theory, the study highlights how Canada’s mature IT infrastructure and regulatory frameworks have supported advanced HR technologies like AI-driven recruitment and employee engagement platforms. In contrast, Uzbekistan’s government-led initiatives – such as the “One Million Uzbek Coders” and “Digital Uzbekistan 2030” programs – demonstrate significant progress in public sector digitalization and workforce upskilling. By analyzing these divergent pathways, the paper offers insights into the drivers, challenges, and opportunities of HR digital transformation in different economic settings. The findings aim to inform policymakers, investors, and business leaders navigating the digital future of workforce management.

**Keywords:** Uzbekistan, Canada, HR transformation, comparative analysis, digitalization.

**HR TPAHCFORMATSIYASI: RIVOJLANGAN VA RIVOJLANAYOTGAN  
IQTISODIYOTLAR TAQQOSIY TAHLILI KANADA VA O‘ZBEKISTON MISOLIDA**

**Mannopova Elzara Toraxanovna**

PhD, Iqtisodiyot

CEO, “Noise-Ninja” Start-Up asoschisi

**Annotatsiya.** Mazkur tadqiqotda inson resurslarini boshqarish (HR) sohasidagi raqamli transformatsiyaning Kanada va O‘zbekiston misolida taqqosiy tahlili keltirilgan. Ushbu ikki davlat iqtisodiy, texnologik va madaniy jihatdan farqlanuvchi kontekstlarga ega bo‘lib, HR jarayonlarida raqamli texnologiyalarni joriy etish bo‘yicha turlicha tajribalarni namoyon etadi. Dunyo bo‘ylab tashkilotlar raqamli vositalarni joriy etib, ishchi kuchini boshqarishni takomillashtirayotgan bir paytda, ushbu jarayonlarni rivojlangan va rivojlanayotgan mamlakatlar kontekstida tahlil qilish dolzarb hisoblanadi. Tadqiqotda texnologiyalar xodimlarni yollash, o‘qitish va rivojlantrish, ishlash ko‘rsatkichlarini baholash hamda xodimlar faolligini oshirish kabi asosiy HR funksiyalarini qanday o‘zgartirgani ko‘rib chiqiladi. Texnologiyani qabul qilish modeli (TAM), resurslarga asoslangan nazariya (RBV) va inson kapitali nazariyasiga asoslanib, Kanada ilg‘or IT infratuzilmasi va me‘yoriy bazasi orqali sun‘iy intellekt asosidagi yollash tizimlari va xodimlar bilan ishlash platformalarini muvaffaqiyatli joriy etgani ko‘rsatib o‘tiladi. Boshqa tomondan, O‘zbekistonda «Bir million dasturchi» va «Raqamli O‘zbekiston – 2030» kabi hukumat tashabbuslari davlat sektorini raqamlashtirish va ishchi kuchini zamonaviylashtirishda muhim o‘rin tutmoqda. Ushbu turlicha yondashuvlar tahlili orqali maqola HR transformatsiyasining turli iqtisodiy muhitlardagi omillari,

qiyinchiliklari va imkoniyatlariga oid amaliy xulosalarni beradi. Tadqiqot natijalari raqamli HR boshqaruvi sohasida siyosatchilar, investorlar va tadbirkorlar uchun muhim ma'lumot bo'lib xizmat qiladi.

**Kalit so'zlar:** O'zbekiston, Kanada, HR transformatsiyasi, taqqosiy tahlil, raqamlashtirish.

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## Introduction

Today's digital world, rich in advanced technology, plays an important role in reshaping organizational structure and management principles. It happens all over the world, we can witness it not only in developed countries, but also this phenomenon is observed in the economies of developing countries, but in different perspectives. Integration of technological advancements into business operations totally changed the approach and the way organizations usually use to manage their workforce. To stay competitive and leverage the best of the technological offer, organizations try to select the best human brains from a pool of candidates as effectively as possible. And leveraging digital tools and technology in human resources (HR) departments has become crucial nowadays as never before.

Canada and Uzbekistan are two countries with different economic, sociocultural, geopolitical, and technological trajectories while observation of these two perspectives may provide unique insights into the impact of digital transformation on workforce management practices. The Canadian economy is well-established and has a more mature technological infrastructure, while Uzbekistan is experiencing significant economic and technological reforms. By analyzing and comparing digital transformation in workforce management in these two diverse contexts, this study aims to provide a comprehensive comparative analysis that could be helpful to understand how digitalization is performed from different perspectives.

The main purpose of this study to identify and explore how digital transformation initiatives have influenced HR management practices in Canada and Uzbekistan. Specifically, it concentrates on how technology is leveraged in the different stages of HR management and what has particularly changed in recruitment processes, employee training and development, performance management, and employee engagement as a result of digitalization and implementation of technology. Furthermore, this research aims to enrich the existing scientific research pool by contributing to fill the gap in comparative research on digital transformation of workforce management and providing some insights into economies of developed and developing countries like Canada and Uzbekistan.

Ultimately, the findings of this research can be helpful for investors and business owners to better understand the existing situation and make the right decision in today's rapidly changing world, where Canada is experiencing Trump's tariff pressure and Uzbekistan is becoming a more attractive destination for the EU.

## Literature Review

For the last decade, digital transformation has become a central discussion topic in contemporary research, particularly the application of technological advancements in workforce management has dramatically changed HR management in many ways. Thus, Shahiduzzaman (11; p.51) in his research highlights opportunities and challenges for organizations that want to stay competitive in a fast-evolving world. He emphasizes the importance of strategic investments in technology in achieving digital maturity and points out three main concepts in his research – the role of digital transformation in enhancing competitive advantage for businesses, its effect on performance management and innovation

in the organization, and the importance of an adaptive approach of HRM practices in the post-pandemic world.

Another important investigation of scholars like Lv, Zhao, Zhu, and Zhu (10; n.a.) was in identifying the influence of digital transformation on the labour structure by examining the impact of digitalization on labour allocation and business strategies in small enterprises. Research showed a significant shift towards employment of high-skilled, younger workers who perform non-routine jobs, while the tendency for low-skilled, older, routine workers has declined. The implementation of contemporary technological solutions has significantly influenced structural changes in the modern workplace.

Furthermore, the digital transformation drastically transformed HR processes themselves, which were explored in the Zhang and Chen (2023) research. Many HR functions such as employee selection, training, and performance management, were influenced by technology and put more pressure on organizations in order to survive in a competitive environment.

To better understand the mechanisms and implications of HR digital transformation, it is important to understand key theories and concepts that are widely leveraged in scientific research. One of the foundational models is the Technology Acceptance Model (TAM) developed by Davis (3, p.319-340), which explains how perceived usefulness and ease of use affect the implementation of technology at the workplace. This concept helps to understand how employees accept new technological solutions at the workplace in the form of digital platforms, tools, and applications. This theory is complemented by the Barney's theory (1, p.99-120) of Resource-Based View (RBV), which highlights the strategic role of resources in the organization, particularly technology, to achieve a sustainable competitive edge that boosts HR capabilities in talent acquisition, engagement, and performance management.

One of the most interesting theories linked to RBV is the Dynamic Capabilities Theory, introduced by Teece, Pisano, and Shuen (13; p. 509-533), where the main point is an organization's ability to adapt and reconfigure its competencies based on the requirements of changing environments. The theory highlights that the organization's success depends on the capability and capacity to continuously adapt to new technological advancements and the demands of an ever-changing workforce. The Sociotechnical Systems Theory suggests that digital transformation should go beyond technology implementation. This theory was first proposed by Trist and Bamforth (14; p.3-38) and provides another important point that emphasizes the importance of alignment of technological implementation with organizational culture, structure and operational processes.

Moreover, Becker in 1964 developed a new theory – Human Capital Theory, which provides an understanding of the importance of the investment in employee training and development (2; n.a.). It highlights the value of digital tools such as e-learning platforms in the workplace in developing personalized plans and enhancing human capital by equipping employees with the skills and knowledge necessary in a modern work environment and providing data-driven performance feedback in a comparatively short period of time.

Finally, it is very important to point out two change management models which provide practical guidance for organizations undergoing digital transformation. These models – Kotter's 8-Step Change Model (7; n.a.) and Lewin's Change Management Model (9; n.a.) – offer

structural approaches for the implementation of technology at the workplace, which may serve as a professional navigator for HR departments facing the need for digital innovation.

In summary, the literature reveals a rich and multi-dimensional understanding of digital transformation in reshaping HR practices. All the research findings and insights bring us to the point that digital transformation is inevitable in a modern society and business structures and organizations should take into consideration different structural, cultural, strategic, and human elements to succeed in the ongoing transformation.

### **Comparative Analysis of HR Digital Transformation Processes in Canada and Uzbekistan**

Digitalization and HR digital transformation have occurred differently across varied countries, experiencing the influence of technological readiness, government strategies, and workforce competencies. This comparative analysis of two countries like Canada and Uzbekistan illustrates how each country from different perspectives, has approached this transformation, reflecting unique achievements, priorities, and challenges.

In Canada, the shift toward digital HR practices started in the early 2000s, and this process was enforced by rapid technological advancements and the growing demand for more efficient HR processes. Canadian organizations were early adopters of digital tools such as Human Resource Information Systems (HRIS), Applicant Tracking System (ATS), cloud computing, and artificial intelligence (AI)-powered recruitment platforms widely used in HR management nowadays. These technologies enabled organizations to streamline their HR functions and enhance the quality of decision-making (12; n.a.). Nowadays, paper applications are barely used in the recruitment process across Canada, which puts another burden on applicants to gain the necessary skills to succeed in the job application.

In contrast, HR digital transformation started in the late 2010s as part of a broader national agenda for digitalization as part of governmental strategy. The government of the Republic of Uzbekistan initiated several ambitious programs to restructure public administration and improve the efficiency of HR practices at workplaces. One of the most notable initiatives was the “One Million Uzbek Coders” program with the aim of preparing IT professionals to boost the economy of the country (4) and adapt it to the requirements of the post-pandemic period and increasing tensions in the world economy.

Each country has achieved significant milestones in its digitalization and HR digital transformation, which highlights the influence of different conditions in its implementation. The implementation of AI-powered tools in the Canadian workplace has reshaped the talent acquisition process in HR management, allowing organizations to process applications within a short time. As a result, companies were able to reduce employee hiring costs and decrease the time-to-hire rate up to 75%, and concentrate more on the quality of personnel. By adopting employee engagement platforms at workplaces, organizations can enhance communication, recognition, and feedback mechanisms, thus improving motivation and retention in the organization. Moreover, this technological advancement is complemented by a robust legislation and regulatory framework, which helps to maintain equity, equality, fairness, and flexibility in HR practices. It is important to point out that technological advancement without proper regulatory support cannot provide the same power as with an appropriate regulatory framework. Ensuring accountability and protection for both employers and employees is vital in a Canadian multicultural society, which can be achieved only by comprehensive legislation

related to discrimination, privacy, and workplace safety. This is what makes Canada one of the leading countries in the world in HR management.

Uzbekistan, on the other hand, is on a different stage in HR digital transformation compared with Canada. In recent years, it has made considerable progress in digitalizing public administration through the development and implementation of electronic HR management systems (e-HRMS) at workplaces. In most cases, these systems have streamlined personnel management, reduced administrative burdens, and improved transparency within the public sector in an Uzbek business structure (6; n.a.). All the ongoing digital transformation mostly guided by national strategic objectives placed in the "One Million Uzbek Coders" program and "Digital Uzbekistan 2030" strategy. According to them, the objective implies to train more than 1.2 million young people, equipping them with IT skills critical for driving digital transformation across various industries by 2030 and beyond, which will serve as a turning point in digital transformation across the country. Uzbekistan considerably focuses on automating public administration, increasing transparency in HR operations, and advancing digital performance evaluation systems.

Differences between the two countries also emerge in HR practices and their areas of emphasis. In Canada, HR practices place a strong focus on employee engagement, retention and performance management where regular feedback, goal-setting, and performance reviews are supported by digital platforms to ensure alignment with organizational objectives (8; n.a.). Additionally, Canadian employers provide comprehensive compensation and benefits packages, such as health insurance, retirement plans, and paid time off benefits. All these services are efficiently managed through digital systems that also ensure compliance with labour laws.

Conversely, Uzbekistan's digital HR efforts mostly concentrated on the governmental sectors. Based on the analysis of existing problems in the public sector, the government has made substantial investments in e-government services and digital HRM systems, aiming to boost the transparency and efficiency of public administration (Khakimov, 2022). Another specific characteristic of Uzbekistan's approach to digital transformation is its strong emphasis on the development of IT skills. Nationwide training programs played an essential role in preparing a workforce that can adapt to the requirements and demands of the modern labour market.

Comparing IT workforce statistics further highlights the differences in both countries' digital readiness for digital transformation. Canada, with a population of approximately 40.13 million, employs around 288,100 IT specialists, which is approximately 7,185 IT specialists per million people. Uzbekistan, on the other hand, has a slightly smaller population of approximately 37.05 million and has over 100,000 IT specialists, which represents around 2,700 IT specialists per million people. These figures suggest that Canada has a more mature and deeply integrated IT sector, supported by advanced technological infrastructure and widespread digital adoption in HR practices. In comparison, Uzbekistan, while currently maintaining a lower density of IT professionals, is experiencing rapid growth in this area. The government's strategic vision and proactive support described in "Digital Uzbekistan 2030" strategy serve as an accelerator in digital transformation, it also positioning the country as an emerging IT hub within Central Asia.

In summary, while Canada and Uzbekistan differ significantly in their digital HR landscapes, both countries demonstrate distinct strengths in the context of digitalization. Canada represents a model of digital maturity and regulatory sophistication in the developed countries, whereas Uzbekistan showcases the transformative potential of government-led initiatives in digital progress and workforce development in developing countries, also playing a role of a model for countries with emerging economies.

### Conclusion

The comparative analysis of HR digital transformation of these two countries revealed the diverse pathways in adapting to digital transformation that countries can experience in different contexts. There is no unique pathway for everyone in the implementation of technological innovation in the economy. Countries with developed economies and mature IT infrastructure concentrate more on employee engagement, retention, and improvement of the regulatory framework to support workplaces, while countries with emerging economies focus on building IT infrastructure for further digital development. Canada's emphasis on AI-driven recruitment, employee engagement platforms, and comprehensive benefits management has positioned it as a global leader in progressive workforce management.

Although Uzbekistan started its digital transformation journey not so long ago, it has made rapid and significant strides, particularly in the public sector. Driven by strong government initiatives and strategic national programs, the country tries to establish the foundations for sustainable digital development. Uzbekistan's effort mostly focuses on public administration reform, transparency, and digital upskilling of the workforce with a promising growth and potential. Ultimately, both countries demonstrate that effective digital transformation in HR requires not only technological integration but also alignment with legal frameworks, workforce development strategies, and organizational culture. Their experiences offer valuable insights for other nations navigating the complexities of workforce digitalization in an increasingly interconnected world.

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**Tahririyat manzili:**

100070. Toshkent shahri, Yakkasaroy tumani, Kichik Beshyog‘och ko‘chasi, 70/10-uy. Elektron manzil:

[scienceproblems.uz@gmail.com](mailto:scienceproblems.uz@gmail.com)

**Bog‘lanish uchun telefon:**

(99) 602-09-84 (telegram).