



Article

Methodology For Analyzing And Evaluating Human Resource Development At The Enterprise

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Abstract: This article highlights the role and significance of investments in human capital within the corporate strategy of JSC "Uzbekneftgaz." The company's employees' initiative and professional competence are recognized as a key driving force of sustainable growth and development. The article analyzes the existing challenges and opportunities in the processes of recruitment, adaptation, development, and motivation of personnel. In addition, issues of improving human resource qualifications, implementing a system of continuous training without interrupting production, applying demographic indicators, as well as processes of human resource development and evaluation based on scientific and methodological approaches, are examined.

Keywords: human resources, corporate strategy, personnel management, professional development, competitiveness, social protection.

1. Introduction

In today's era of globalization and rapid information exchange, human resources are regarded as one of the most important and non-renewable assets of any organization. In the context of the modern labor market, the intensification of competition, the rapid development of technologies, and the growing demand for new knowledge further increase the role and significance of employees [1], [2]. The successful performance of enterprises and organizations primarily depends on how effectively they utilize their human capital. From this perspective, the availability of highly qualified, experienced, and motivated employees is considered one of the key factors that determine the stability, development, and competitiveness of an organization in market conditions [3].

Nowadays, human resource management in organizations is no longer limited to the traditional functions of personnel departments but has become an essential component of strategic management. The processes of recruiting employees, developing them, continuously improving their knowledge and skills, ensuring labor productivity, as well as creating favorable working conditions are indispensable requirements for the sustainable development of enterprises. In this regard, organizations with well-structured personnel policies are more likely to implement innovative processes, support new initiatives, and strengthen internal cooperation [4], [5].

JSC Uzbekneftegaz is one of the leading enterprises in our country and plays a strategic role in the energy sector. The development and effective management of human resources in this company are closely linked not only to internal needs but also to the necessity of responding to external economic and technological challenges. The personnel policy of the company is formulated in line with strategic goals and objectives, focusing

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on professional and personal development of employees, encouraging their initiative, increasing labor productivity, and actively involving them in innovative processes [6].

Furthermore, in shaping its personnel policy, JSC *Uzbekneftegaz* makes use of international experience and introduces advanced management practices. This not only contributes to the professional development of employees but also strengthens their commitment to the company's activities, ensuring motivation and productivity in the workplace [7]. Thus, the establishment of an effective human resource management system plays a vital role in the company's long-term development strategy.

2. Materials and Methods

One of the key components of the corporate strategy of JSC *Uzbekneftegaz* is investment in its most valuable asset – human capital. The initiative and high professionalism of the company's employees serve as the driving force behind its continuous growth and development.

The company's personnel policy is aimed at attracting and developing talented and motivated employees who share corporate values and are capable of effectively addressing current and future challenges within the framework of the corporate strategy's goals and objectives. The principles of JSC *Uzbekneftegaz*'s personnel policy include the following:

- The fundamental role of human capital;
- Focus on employee development;
- Effective management of employees;
- Strategic partnership with leading educational institutions of the republic of uzbekistan;
- Strategic planning of human resources;
- Competitive and equal remuneration regardless of gender;
- Creation of added value and investment attractiveness of the company for both domestic and foreign investors.

In the company, human resource issues such as selection, recruitment, adaptation and development of employees, including training, performance management, development of corporate culture, and incentive management, are overseen by the Human Resources Management Department.

In order to manage HR risks, the Training and Development Division carries out the following practices: supporting HR policies and staff turnover management; monitoring and controlling violations of labor discipline; providing relevant personnel support upon request; improving employees' qualifications; and conducting quality recruitment.

The company operates four educational institutions responsible for training and retraining personnel:

- The Tashkent branch of the Russian State University of Oil and Gas named after I.M. Gubkin;
- Bukhara College of Oil and Gas Industry Vocational Education;
- Fergana College of Oil and Gas Industry Vocational Education;
- "UNG Training" LLC.

These institutions, based on modern educational programs and advanced international experience, not only prepare qualified specialists for the oil and gas sector, but also enhance the industry's human resource capacity by improving the skills of existing employees.

3. Results and Discussion

In order for the team to reach its maximum potential and bring greater value, the company invests in their development and skills enhancement, while taking care of employees and building a strong, united, and motivated workforce [8]. Accordingly, an

analysis was conducted on the improvement of human resources qualifications within the company, see Figure 1.



Figure 1. Indicators of professional development of employees at “Uzbekneftgaz” JSC

According to the analysis, the highest number of employees who underwent professional development was recorded in 2021, while the lowest figure was observed in 2022. In particular, 10,144 employees received training in 2021, compared to 8,293 in 2022. Nevertheless, it is evident that in recent years the overall number of employees who improved their qualifications has shown an upward trend [9]. It can also be observed that the number of employees trained abroad increased steadily during the analysis period: while 98 employees underwent training abroad in 2020, this figure reached 202 by 2024, see Figure 1.

Mainly, the company’s employees undertake professional development programs at the Academy of Public Administration under the President of the Republic of Uzbekistan, the Higher School of Business and Entrepreneurship, “UNG Training” LLC, and other training centers [10], [11]. However, such programs are usually carried out with employees being detached from production, which requires significant financial resources for training and may lead to a decrease in labor productivity. Therefore, it would be more appropriate to introduce a continuous training system that does not require employees to be removed from the production process. This would allow for both theoretical and practical skills development while ensuring uninterrupted work performance [12], [13].

In addition, the company has established strategic partnerships with leading higher educational institutions of the Republic and annually invests company funds to support targeted education of students in universities, see Figure 2.

For example, during the 2020–2021 academic year, “Uzbekneftgaz” JSC financed tuition fees for only 7 students, whereas in the 2021–2022 academic year this number increased to 50. In the 2022–2023 academic year, 33 students studied at the company’s expense, while in 2023–2024 the figure again rose to 50. In recent years, namely in the 2024–2025 academic year, tuition fees were covered for 20 students, see Figure 2.

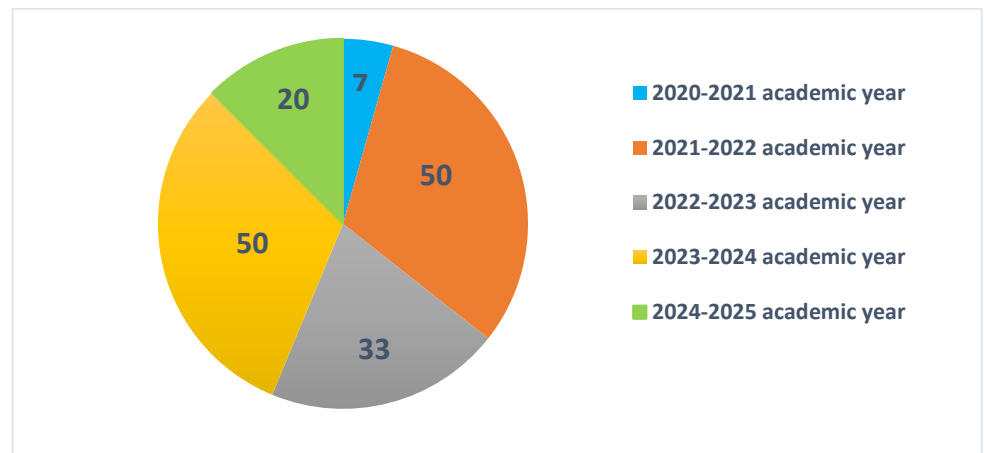


Figure 2. Number of students studying at higher education institutions funded by “Uzbekneftgaz” JSC

“Uzbekneftgaz” JSC values its employees and strives to be among the best employers in the Republic. To achieve this goal, the company continuously improves working conditions, provides incentives, and ensures equal opportunities for career advancement. The company recognizes that human resources are the key factor in the efficiency of any organization. Therefore, in its personnel policy, the company prioritizes professionalism, efficiency, responsibility, teamwork, and adherence to high corporate values [14], [15].

The company is the largest employer in the country, with a total of 34,302 employees currently working, which represents a 6.2% increase compared to 2023 (Figure 3). The decrease in the number of employees of “Uzbekneftgaz” JSC during 2021–2023 was associated with the optimization of the company’s organizational structure and the transfer of non-core assets.

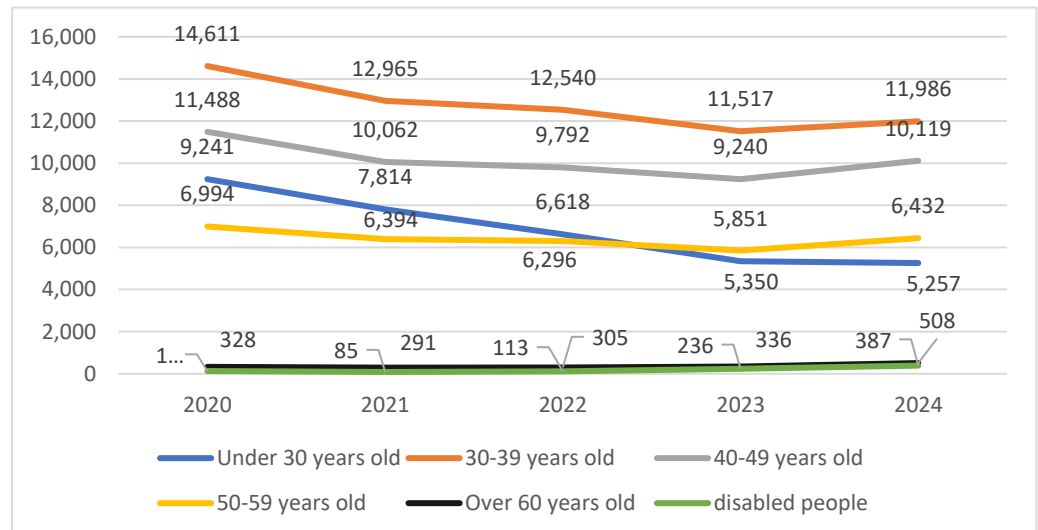


Figure 3. Age composition of employees at “Uzbekneftgaz” JSC

“Uzbekneftgaz” JSC recruits employees not on the basis of gender, but rather according to their professional experience, qualifications, and personal achievements. Therefore, the company’s workforce also includes employees with disabilities. Likewise, the amount of wages is not determined by gender.

The majority of employees are between the ages of 30 and 50, accounting for 64.4% of the total workforce, which reflects an optimal balance between young and experienced personnel. The second-largest group is employees aged 50 to 59, making up 19% of the workforce. Employees under the age of 30 represent 15% of the total. Currently, nearly

6,000 young people are employed within the system of “Uzbekneftgaz” JSC, more than 4,000 of whom are directly involved in production processes. The average age of company employees is 38.

The analysis revealed that the number of young employees (under 30) has been declining year by year, with the main reason being low wage levels. A study of employee appeals submitted to the company showed that the majority were related to wages and financial assistance issues, see Figure 4. It was found that the average starting salary of employees in the central office and production units amounts to 4,408,456 UZS and 2,282,704 UZS, respectively.

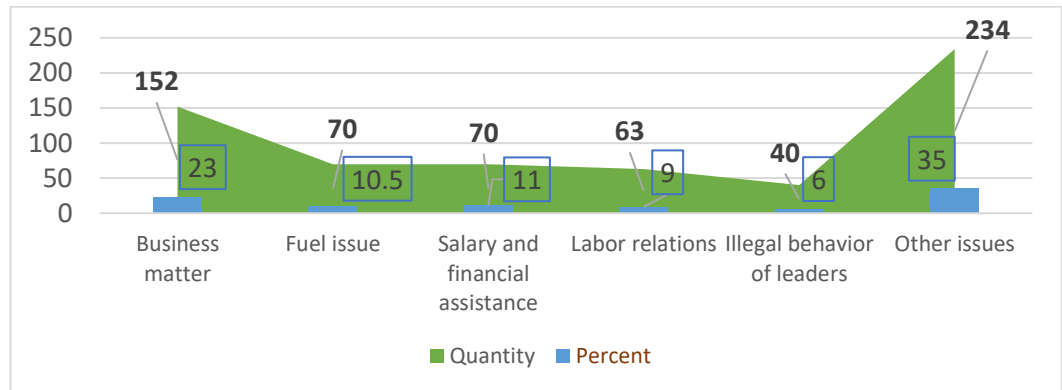


Figure 4. Employee appeals at “Uzbekneftgaz” JSC

To mitigate this issue, it would be advisable for the company to introduce a performance-based incentive pay system in addition to the basic salary. That is, if an employee fully or even exceeds the assigned tasks within the given timeframe, he or she would receive an additional bonus payment on top of the regular salary. In this way, every employee would be motivated to work diligently, contributing to the company’s development and long-term competitiveness.

The company’s recruitment and hiring policy is not based on age criteria. According to research findings cited in some foreign sources, organizations, enterprises, and firms tend to benefit from greater loyalty and commitment from female employees, while male employees are often considered to be more prone to job changes.

At “Uzbekneftgaz” JSC, the ratio of male to female employees varies, with the proportion of men being significantly higher compared to women, see Figure 5.

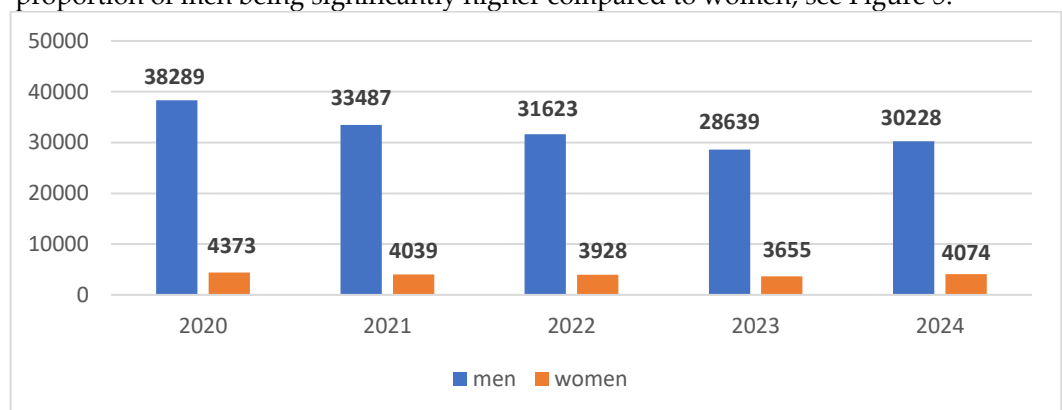


Figure 5. Ratio of male and female employees at “Uzbekneftgaz” JSC [3]

In the company, men account for 88% of the total workforce, while women make up 12%. The relatively low share of women in staff positions is explained by the specific characteristics of the oil and gas industry, which involve hazardous and strenuous working conditions, high physical activity, and work in the fields.

The company employs staff engaged in scientific research activities, including Candidates of Science (PhD) and Doctors of Science (DSc), and as shown in Figure 6, their number has increased over the years. In 2024, the rise in the number of employees pursuing their scientific research (PhD) – reaching 60 – also contributed to the overall increase in the number of employees holding academic degrees, see Figure 6.

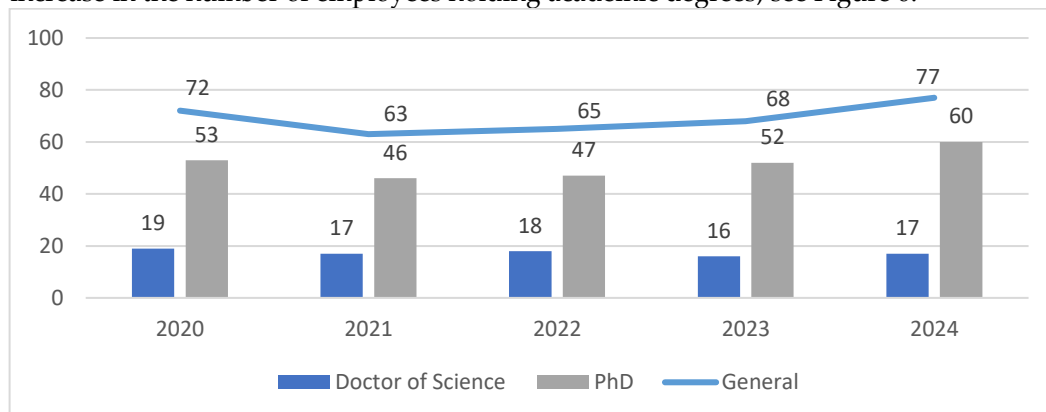


Figure 6. Composition of employees at “Uzbekneftgaz” JSC by academic degree [3]

The conducted assessment demonstrates the presence of highly qualified personnel within the company, which provides a solid foundation for the successful implementation of planned initiatives and for the company’s overall achievements. However, advanced tools of human resource management are not yet fully applied across all departments and production units. Unfortunately, practical experience shows that not all HR managers are able to properly organize work based on a quality management system. They often lack the necessary knowledge, experience, and authority. If human resource management is carried out irrationally within the enterprise, sooner or later the company will face the problem of declining efficiency in its production activities.

In addition, the analysis revealed that the company faces a number of challenges in the field of human resource management. In particular, the quality of recruitment, adaptation, development, and incentive processes determines the level of employee turnover. An increase in staff turnover leads to higher company costs. Therefore, attracting and hiring qualified employees is of vital importance for the company.

The recruitment procedure in the company is carried out as follows:

- By the 10th day of each month, announcements of competitions for vacant positions, approved by the competition commission in agreement with the management, are posted on the company’s official website. If necessary, the announcement may also be published in mass media;
- Recruitment processes and labor relations procedures in the company are carried out exclusively through the automated system “UNG HRM.” This system is designed for collecting, storing, and processing employment-related data, comprehensively automating HR processes, and ensuring all types of information cooperation with state authorities and organizations related to the HR field;
- A candidate wishing to participate in the competition must register on the company’s electronic platform and upload the following documents to the system through their personal account: a personal information sheet (CV), a copy of the diploma (or extract), a copy of their passport or identification ID card;
- The candidate is notified of the date, time, and place of the competition at least five days before the test via email or SMS through the system;
- If the candidate fails to meet the requirements set out in these rules, does not fully upload the necessary documents on time, or knowingly submits falsified documents or false information, their application will be rejected. The competition is conducted in the form of a test consisting of 30 questions in one

version, with four possible answers ("A," "B," "C," "D") for each question. Candidates are given 30 minutes to answer the test. Test results are automatically displayed in the candidate's personal account within the system. Those who correctly answer at least 21 questions are invited for an interview to assess their theoretical knowledge and professional competence. Notification is sent via email or SMS through the system. During the interview, the candidate randomly selects three questions from the system and must provide answers. Each response is evaluated on a 10-point scale. If the candidate scores 56% or higher of the total possible points, he or she is recommended for the position; otherwise, if the score is below 55%, the candidate is considered unsuccessful.

The analysis also showed that insufficient attention is paid to the adaptation of newly hired employees to their workplace. Adaptation to the work environment, colleagues, and corporate culture takes time. If this process is not effectively managed, new employees may fail to integrate into the company, leading to higher staff turnover.

Labor relations in the company are regulated by the provisions of the Labor Code of the Republic of Uzbekistan and other local normative documents. "Uzbekneftgaz" JSC assumes responsibility for ensuring compliance with labor rights, as well as granting employees the benefits and guarantees provided by labor legislation. Every employee is hired in accordance with the laws of the Republic of Uzbekistan. In line with Article 102 of the Labor Code of the Republic of Uzbekistan, in the event of technological, production, or organizational changes resulting in a reduction of staff or restructuring of work, the company must provide written notice of termination of the employment contract at least two months in advance. Moreover, when the employer initiates the termination of an employment contract, the employee must personally attend the trade union committee meeting at which the employer's proposal is considered.

The collective labor agreement of "Uzbekneftgaz" JSC covers 100 percent of the company's employees. The collective agreement, developed in accordance with the Labor Code of the Republic of Uzbekistan, is a local regulatory legal document that governs labor and socio-economic relations between the employer and employees. If amendments are made to the collective agreement, the employer must notify all employees of the changes at least 30 working days prior to its approval. Individual and collective disputes and disagreements are reviewed in accordance with the legislation of the Republic of Uzbekistan. Commissions on labor disputes have been established in all structural divisions of the company in line with the conditions set forth in the collective agreement.

The collective agreement contains a wide range of the employer's obligations and benefits concerning labor protection, employee health improvement, and social security. "Uzbekneftgaz" JSC regularly organizes various social events (competitions, celebrations), improves working conditions, provides employee training and development, helps create a favorable environment within teams, ensures delegation of authority and internal task transfer among teams, and involves employees in decision-making processes.

In accordance with the Labor Code of the Republic of Uzbekistan, every employee of "Uzbekneftgaz" JSC is granted parental leave until the child reaches the age of two, and child allowance is paid for this period in the manner prescribed by law.

Employees of the company and its subsidiaries can benefit from an extensive social package directly financed by the company and the trade union. The social package of "Uzbekneftgaz" JSC employees includes the following:

1. **Medical services.**

The company provides its employees with the following types of medical services:

- annual medical examination;
- medical services for "Uzbekneftgaz" JSC pensioners and employees' family members;

- reimbursement of the cost of medicines and medical equipment (registered in the Republic of Uzbekistan) for employees who have become disabled or sustained various injuries during their employment.

2. **Sanatorium and resort treatment.**

Every year, employees are granted preferential vouchers to sanatoriums located in Uzbekistan such as "Zomin", "Oqtosh", "Chinobod", "Turon", "Chortoq", "Chimyon", "Bo'ston", and "Umid Gulshani", as well as rest and treatment financed by the trade union budget and the social insurance budget. In addition, employees and their family members are sent for recreation to LLC "Ung Tashkent Sea Resort".

3. **New Year gifts for children.**

The trade union committee, together with the company's management, provides New Year gifts and cash bonuses to employees' children under the age of 14. Cash bonuses are determined based on the company's financial capacity.

4. **Financial assistance at childbirth.**

Upon the birth of a child, employees are provided with a one-time financial assistance equal to 1.2 times the minimum wage.

5. **Financial assistance upon marriage.**

When company employees or their children get married, a one-time financial assistance equal to 10 times the minimum wage is granted.

6. **Children's summer health camps.**

Employees' children are sent to children's health camps for recreation. In addition, children from low-income families, orphans, socially vulnerable groups, children with disabilities, and those raised in orphanages are also sent to such camps.

7. **Assistance for employees with preschool-age children.**

Female employees with children under the age of two are granted a 30-minute break every three hours, and a one-hour break for feeding the child. These breaks are included in paid working hours. Employees with disabled children are provided with a one-time financial assistance equal to the minimum wage to purchase school uniforms and study materials. Female employees with preschool-age children (aged 6–7) are granted one day of leave before the start of the school year to prepare their children for school.

8. **Payment upon retirement.**

Upon retirement, employees receive a one-time payment equal to **8% of their current monthly salary for each year of service**. Employees with 20 or more years of service are granted a one-time payment equal to **12% of their current monthly salary for each year of service**.

9. **Financial assistance for difficult living conditions and serious illness.**

The company's board and the workers' trade union jointly adopt decisions to provide additional support to socially vulnerable groups of employees.

4. **Conclusion**

In conclusion, it is worth emphasizing that the development and effective support of human resources at "Uzbekneftgaz" JSC is regarded as one of the company's strategic priorities. In recent years, the organization has undertaken a wide range of initiatives in improving employee qualifications, providing social support to staff, collaborating with educational institutions, and introducing modern management principles. These measures contribute to the company's long-term sustainable development and serve as an important factor in increasing production efficiency.

However, it should also be noted that there remain a number of urgent tasks to further improve the human resource management system, including:

- strengthening the system of material and non-material incentives for employees;
- retaining highly qualified specialists and reinforcing their loyalty to the company;
- introducing effective mechanisms for the adaptation of new employees;
- digitalizing and automating HRM processes based on advanced international practices.

Accelerating practical efforts in these areas will enhance the efficiency of the company's operations, improve labor productivity, and increase employee motivation. In particular, the development of a digital HRM system will make decision-making in the field of human resources faster, more transparent, and more effective.

Moreover, systematically updating personnel policies, expanding modern education and professional development programs, and making employee social packages more attractive will also serve the company's long-term development strategy. Placing human resources at the center of the company's progress ensures not only production stability but also strengthens the international competitiveness of "Uzbekneftgaz" JSC.

Overall, by implementing comprehensive measures for the development, retention, and effective management of human capital, "Uzbekneftgaz" JSC will be able not only to meet domestic market needs but also to further consolidate its position in the global energy market.

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