



DECISION-MAKING IN MANAGEMENT WITHIN HUMAN RESOURCE MANAGEMENT.

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Abstract. In this article, the process of decision-making in human resource management is analyzed comprehensively. Human resource management is one of the strategic priorities for modern organizations, and the decision-making process directly influences the organization's efficiency and competitiveness. The article covers the theoretical foundations of managerial decisions, their main types (strategic, tactical, and operational), as well as the stages of decision-making (problem identification, data collection, analysis, solution development, and evaluation of results).

Additionally, based on real examples and global trends, the importance of innovative approaches—such as artificial intelligence, data-driven decisions, and automated HR systems—is discussed. It emphasizes that in modern management, decision-making based on technology and digital data can reduce the influence of human factors and lead to objective and effective outcomes.

Furthermore, the article analyzes the main problems encountered in the decision-making process, including human factors, subjective decisions, incorrect analysis, and data scarcity. Scientific and practical recommendations are developed to address these problems and ensure effective decision-making in human resource management.

The results of the article contribute to improving innovative decision-making mechanisms in human resource management and developing strategies to increase organizational effectiveness. This research is useful for HR managers, researchers, and organizational leaders, establishing the importance of utilizing modern decision-making mechanisms in human resource management.

Key words: HR Management, Strategic Planning, Personnel Policy, Employee Management, Motivation and Incentives, Personnel Selection, Performance Improvement, HR Technologies, Artificial Intelligence in HR, Data-Driven Management, Innovative HR Strategies, Work Productivity.

Introduction. Human Resource Management (HRM) is one of the strategic directions of modern organizations, playing a vital role in ensuring organizational sustainability, efficiency, and competitiveness. The main





functions of HRM include attracting qualified personnel, supporting their professional development, creating effective working conditions, and increasing labor productivity. In modern organizations, HR management differs from traditional approaches by relying on innovative technologies and digital data. Through artificial intelligence and automated management systems, processes such as employee evaluation, recruitment, and motivation strategy development contribute to improved efficiency.

Theoretical Foundations of Managerial Decision-Making. Managerial decision-making holds central importance in human resource management and plays a decisive role in achieving an organization's strategic goals. Decisions consist of the following main components: objectives, alternative options, outcome forecasting, and implementation of solutions.

Main Approaches to Decision-Making. The following approaches are applied in the process of managerial decision-making:

- **Rational Approach** – Decisions are made based on accurate data, statistical analysis, and scientifically grounded modeling. This approach enables effective and safe decision-making.

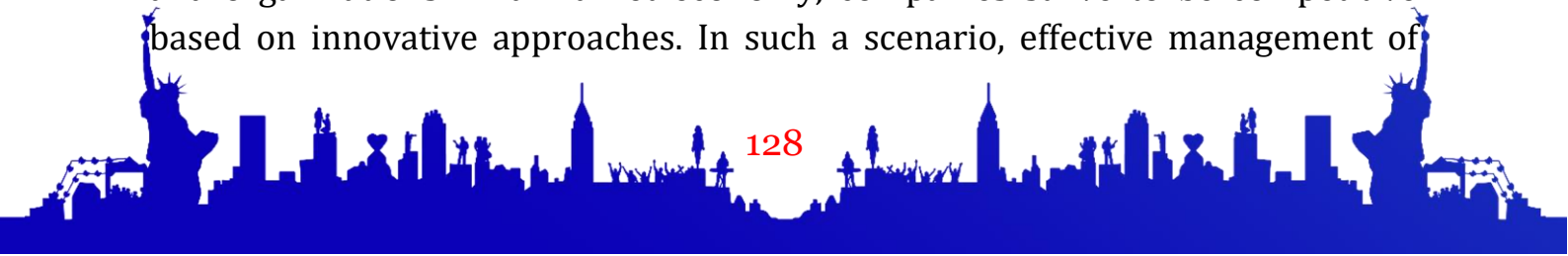
- **Intuitive Approach** – Decisions are based on the manager's experience, instincts, and psychological assumptions. This is applied in urgent situations but can sometimes lead to errors.

- **Normative and Prescriptive Approaches** – Decisions are formed based on standard rules, corporate principles, and previously accepted practices.

Stages of Decision-Making. Effective managerial decision-making includes the following stages:

1. **Problem Identification** – Analyzing existing problems and their impact on the organization.
2. **Data Collection and Analysis** – Gathering data to make decisions based on concrete facts.
3. **Development of Alternative Solutions** – Evaluating various solutions and choosing the most optimal one.
4. **Decision Implementation** – Implementing the chosen strategy.
5. **Evaluation and Adjustment of Outcomes** – Analyzing the effectiveness of the decision and making necessary changes.

In the context of the modern economy, HRM is considered one of the key factors in ensuring the effectiveness and sustainable development of companies and organizations. In a market economy, companies strive to be competitive based on innovative approaches. In such a scenario, effective management of





human capital, attracting employees, monitoring and managing their performance, and improving motivation systems have become strategic priorities for organizations. Automating the processes of data collection, analysis, and systematization in HR management has become crucial for modern organizations. Through automation, companies can enhance efficiency, better monitor employee performance, and make strategic decisions based on accurate data.

Tursunov and others (2024) analyzed innovative and modern approaches in HR management in their article. They emphasized that the use of technologies and new methods in the management process plays an important role in improving efficiency, realizing employees' full potential, and achieving organizational strategic goals.

According to the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated September 22, 2023, data and documents related to human resource management in republican and local executive authorities must be generated and maintained through the electronic platform hrm.argos.uz. This platform enables the automatic transmission of data to relevant systems, reducing paperwork and simplifying management processes.

Rustamaliyeva (2024) studied modern trends in foreign practices of HR management. She highlighted the significance of automation and data analysis in modern management systems, noting that these methods contribute to enhancing employee performance and strengthening organizational competitiveness.

HR Management Strategies of Modern Companies. Today, large international and local companies widely utilize innovative approaches and data-driven decision-making systems in human resource management. For example:

- **Google:** Uses the "People Analytics" system in employee selection and motivation. This system analyzes employee performance and enables decision-making based on objective data.

- **Amazon:** Optimizes the recruitment process and develops productivity enhancement strategies using artificial intelligence and automated systems.

- **Tesla:** Focuses on fostering employee creativity through its innovative HR policies. The company adopts decisions that encourage teamwork and initiative among employees.

Analysis of the Decision-Making Process in Organizations. HR departments make key internal decisions in companies, such as:





- **Recruitment and Selection:** Identifying required qualifications, experience, and competencies; optimizing interview processes.

- **Employee Development and Training Programs:** Decisions related to upskilling employees and designing training and certification programs.

- **Motivation and Performance Enhancement:** Determining salaries, creating bonus systems, and developing incentive mechanisms.

For example, **Microsoft** relies on data-driven analysis and competency models to make decisions regarding employee development.

Examples from Uzbekistan and International Practice

Uzbekistan Experience:

- *UzAuto Motors:* Uses technical knowledge and professional skills tests in the selection process. The company enhances productivity by continuously retraining employees.

- *TBC Bank Uzbekistan:* Has implemented online training and certification systems to improve employee performance.

International Experience:

- *Toyota:* Makes decisions on continuous employee development based on the "Kaizen" philosophy.

- *Netflix:* Introduced a system that emphasizes employee independence and performance-based evaluations.

Statistical Data and Charts. Trends in Human Resource Management (2024 statistics)

Global HR Technology Usage:

- 70% of companies use artificial intelligence in the recruitment process.
- 50% of organizations apply data-driven approaches to evaluate employee performance.

- 60% of enterprises are working on automating HR processes.

Some HR Indicators in Uzbekistan:

- 30% of the employed population works in large organizations.
- 40% of enterprises plan to use digital technologies for employee evaluation and development.

The above examples and statistics demonstrate that decision-making in human resource management is increasingly being carried out using modern technologies and data-driven approaches. While this process is still in the development stage in Uzbekistan, learning from the advanced practices of global companies can help improve efficiency.

PROBLEMS AND THEIR SOLUTIONS.





Lack of Data and Incorrect Decision-Making. Many organizations lack a sufficient data base for making HR decisions, or the available data is not properly analyzed. As a result, wrong decisions may be made regarding hiring, motivation, or termination of employees.

Solution:

- Implement data-driven management systems.
- Use HR technologies (Big Data, AI).

Mistakes in Recruitment. Due to incorrect evaluation during the hiring process, suitable candidates may not be selected. The compatibility of the candidate with the organizational culture is often overlooked.

Solution:

- Introduce competency-based recruitment systems.
- Use artificial intelligence and psychological tests in interview processes.

Low Employee Motivation. If employees are not sufficiently motivated, their productivity decreases. When the connection between performance and reward is not clearly defined, employees may feel undervalued.

Solution:

- Increase transparency in salary and bonus systems.
- Provide opportunities for career growth and skill development.

Challenges in Applying Technological Innovations. Many organizations do not invest enough in automating HR processes. AI, automated monitoring, and remote management systems are often not implemented.

Solution:

- Widely implement digital technologies for automating HR processes.
- Train employees in digital skills.

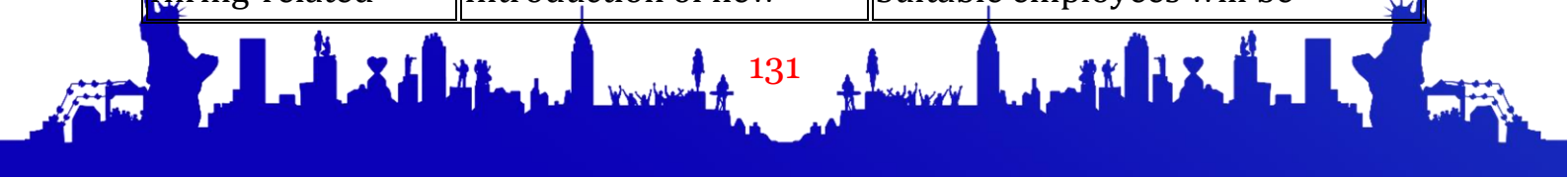
Poor Psychological Climate in the Workplace. Weak communication among employees leads to decreased productivity. The lack of openness and trust created by leadership negatively impacts the work environment.

Solution:

- Organize trainings to develop teamwork and open communication.
- Establish systems to receive employee suggestions and complaints.

Strategies to Eliminate Problems

Problem	Solution	Result
Incorrect decision-making	Data-driven approach	Objective and accurate decisions will be made
Hiring-related	Introduction of new	Suitable employees will be





Problem	Solution	Result
decisions	recruitment systems	selected, company productivity rises
Lack of motivation	Transparent reward systems	Employee loyalty and productivity increase
Technological challenges	Digital transformation	Efficiency and responsiveness improve
Weak psychological climate	Developing teamwork and openness	A positive work environment is created

These analyses show that addressing issues in HR decision-making requires the development of technological innovations, data-based decision-making, and employee motivation systems. Although modern companies are actively progressing in this area, there are still aspects that need further improvement.

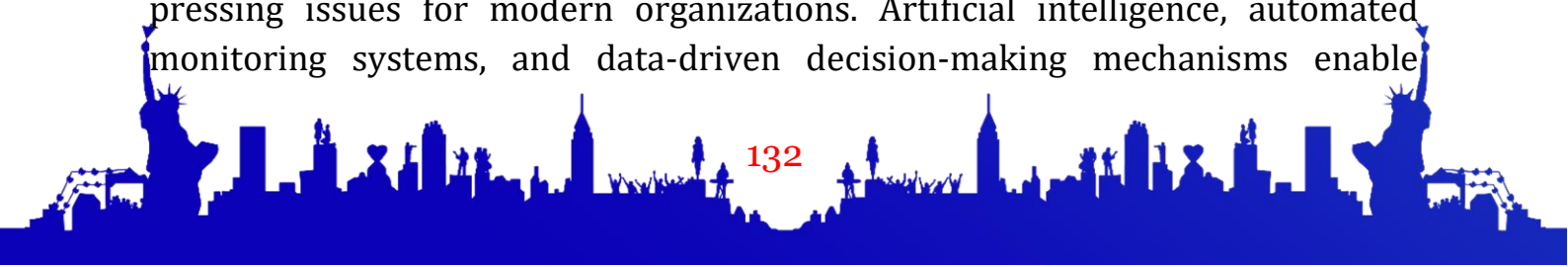
Conclusion.

Decision-making in human resource (HR) management directly impacts the success and efficiency of any organization. In today's rapidly changing work environment, the primary responsibility of HR managers is to make strategic decisions that ensure the most effective use of human capital.

According to the findings of this study, key problems and solutions in HR management processes have been identified. The recruitment and hiring process largely determines the future outcomes of the organization. Incorrect decisions by employers can lead to increased staff turnover, decreased productivity, and hinder the organization's development. Therefore, it is crucial to use competency-based assessment systems, employ modern technologies, and rely on analytical data during the selection process.

To ensure the accuracy of managerial decisions within the organization, an effective motivation and reward system must be implemented. Employees' attitudes toward their work are directly linked to how well they are motivated. A transparent bonus system, opportunities for career growth, and improved working conditions help increase their commitment. Without such conditions, employee stability and productivity tend to decline.

The integration of digital technologies into HR is also one of the most pressing issues for modern organizations. Artificial intelligence, automated monitoring systems, and data-driven decision-making mechanisms enable





organizations to predict HR-related problems in advance and develop optimal strategies.

In general, to achieve success in HR management, organizations must continuously improve their decision-making processes. Effective employee management, increased motivation, and the use of modern technologies are among the key factors that ensure long-term organizational success. For this reason, continuous reforms, innovative approaches, and strategic planning in the field of HR management must be given special attention.

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