

ECONOSCITECH INTEGRATION

ISSUE
6

INTERNATIONAL SCIENTIFIC
ELECTRONIC JOURNAL



**TASHKENT STATE
UNIVERSITY OF ECONOMICS**



**American University
of Technology**

Powered by Arizona State University®

ISSN: 3060-5075



**Acceptance of articles
PUBLISHED MONTHLY**



**ARTICLE CONTRIBUTORS
PROFESSORS, SCHOLARS,
SPECIALISTS, AND RESEARCHERS**



Google
Scholar

**Academic
Resource
Index**
ResearchBib

BASE

OpenAIRE

doi
Digital
Object
Identifier

OPEN ACCESS

CONTACT:



+998 94 3540880



<https://econoscitech-integration-journal.uz>



2026

**EDITOR-IN-CHIEF:**

Zufarova Nozima Gulamiddinovna
DSc., Dean of Tourism Faculty, TSUE

DEPUTY EDITOR-IN-CHIEF:

Makhmudov Nosir Makhmudovich
DSc., Prof., Academician

DEPUTY EDITOR-IN-CHIEF:

Suyunov Dilmurod Xolmurodovich
Doctor of Economics (DSc), Professor,

DEPUTY EDITOR-IN-CHIEF:

Allayarov Shamsiddin Amanullayevich
doctor of economics (DSc), professor

RESPONSIBLE SECRETARY:

Otaboyev Axmed Maxsudbek o'g'li
TSUE independent researcher

THE SCIENTIFIC-POPULAR
ELECTRONIC JOURNAL
"ECONOSCITECH-INTEGRATION"
HAS BEEN REGISTERED UNDER
THE NUMBER C-5669651 BY THE
AGENCY FOR INFORMATION AND
MASS COMMUNICATIONS (AOKA)
OF THE REPUBLIC OF UZBEKISTAN,
EFFECTIVE FROM OCTOBER 9, 2024.

In accordance with Resolution No. 384/6 dated April 10, 2026, issued by the Presidium of the Supreme Attestation Commission under the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, this journal is included in the list of recommended international scientific publications for publishing the primary research findings of doctoral dissertations in the field of Economic Sciences.

Partners: Tashkent State University of Economics / American University of Technology in Tashkent (AUT)

Electronic publication, Issue 6. 374 pages.
Approved for publication on Iyun, 2026.

Editorial Board Members:

Sharipov Kongratbay Avezimbetovich,
Doctor of Technical Sciences (DSc), Professor



Teshabayev To'liqin Zakirovich,
Doctor of Economic Sciences (DSc), Professor



Said Irandoust,
Doctor of Chemical Engineering Sciences,
Professor



Abdurakhmanova Gulnora Kalandarovna,
Doctor of Economic Sciences (DSc), Professor



Khudoykulov Sadirdin Karimovich,
Doctor of Economics, (DSc), Professor



Tokunaga Masahiro,
professor, PhD of Economics of the Faculty of
Business and Commerce



Debasis Das,
professor Department of Computer Science



Nitin Goje,
professor and Program Lead - Computer Science



Nargizakhon Shamshieva
Doctor of Economic Sciences, Professor



Rakhmonov Norim Razzakovich,
Doctor of Economic Sciences (DSc), Professor

Bayxonov Bahodirjon Tursunbayevich
Doctor of Science (DSc), Professor



Shomurodov Ravshan Tursunkulovich,
PhD, Associate Professor



Boymuratov Abduraxmat Djumayevich
Doctor of Philosophy (PhD) in Economics



Sharopova Nafosat Radjabovna
DSc, Associate Professor



Sultanova Kamila Mukhtorali Kizi
Master of Science

CONTENTS

MECHANISMS FOR IMPLEMENTING TECHNOLOGICAL AND DIGITAL INNOVATIONS.....	10
Shakirxodjayeva Zuxra Rustamxanovna	
DEVELOPMENT OF ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR IMPROVING INVESTMENT PROCESSES IN THE CONSTRUCTION INDUSTRY	16
Aliyeva Zilola Mamatvalyevna	
CURRENT STATE AND STRUCTURAL ANALYSIS OF THE DEVELOPMENT OF SERVICE SECTORS IN TASHKENT CITY.....	23
Abdikayumov Bekzod Turdiniyozovich	
GREEN BONDS VS. SUSTAINABILITYLINKED LOANS: WHICH WORKS FOR INDUSTRIAL DECARBONISATION?	29
Ataxanov Umidbek Olimovich	
ИНТЕГРИРОВАННАЯ МОДЕЛЬ УПРАВЛЕНИЯ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТЬЮ БАНКА.....	34
Маликова Дилрабо Муминовна	
ECONOMETRIC MODELLING OF FAMILY ENTREPRENEURSHIP DEVELOPMENT IN THE TOURISM SECTOR: EVIDENCE FROM UZBEKISTAN	42
Pardayeva Ozoda Mamayunusovna	
AN INTEGRAL INDEX METHODOLOGY FOR ASSESSING THE INVESTMENT POTENTIAL OF AGRICULTURAL ENTERPRISES	49
Sayyora Bakhtiyorovna Nazirova	
ГОСУДАРСТВЕННЫЕ, ПУБЛИЧНЫЕ И ОБЩЕСТВЕННЫЕ ФИНАНСЫ В УСЛОВИЯХ ЦИФРОВОЙ ТРАНСФОРМАЦИИ: ТЕРМИНОЛОГИЧЕСКИЕ ГРАНИЦЫ И ИНСТИТУЦИОНАЛЬНАЯ ЭВОЛЮЦИЯ.....	53
Срождиддинова Зарина Хайриддиновна	
BLOCKCHAIN-BASED FINANCIAL TRANSACTION MONITORING SYSTEM (SMART CONTRACTS, DECENTRALIZED DATABASE, AND AUDIT TRAILS).....	58
Olimova Mukhlisa Vohidjon qizi	
FAMILY ENTREPRENEURSHIP AS A DRIVER OF EMPLOYMENT IN THE TOURISM SECTOR: REGIONAL DISPARITIES AND INSTITUTIONAL MECHANISMS IN UZBEKISTAN.....	65
Pardayeva Ozoda Mamayunusovna	
ANALYSIS OF THE MAIN STATISTICAL INDICATORS OF LABOR RESOURCE UTILIZATION IN SURXONDARYO REGION	72
Haydarova Dinora Atamurot qizi	
ASSESSING THE ROLE OF SPECIAL ECONOMIC ZONES IN REGIONAL ECONOMIC GROWTH ACROSS THE REGIONS OF UZBEKISTAN USING INTENSITY COEFFICIENTS AND CLUSTER ANALYSIS.....	77
Anvarkhonov Abdulatifkhon Jamshidkhon ugli	
TECHNICAL, ECONOMIC, AND ENVIRONMENTAL EFFICIENCY OF IMPLEMENTING AGRIVOLTAIC SYSTEMS IN UZBEKISTAN	85
Jabborov Shaymurod Akram o'g'li	
Botirov Bozorbek Musurmon o'g'li	
Atoyeva Mohinur Amrillovna	
Avazov Jonibek Azizbek o'g'li	
МОДЕЛИРОВАНИЕ ВЛИЯНИЯ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА НА ТРАЕКТОРИЮ ЭКОНОМИЧЕСКОГО РОСТА.....	91
Хазраткулова Лола Нармуминовна	
FINANCING GREEN PROJECTS IN THE REPUBLIC OF UZBEKISTAN: STATUS, CHALLENGES AND PROSPECTS	97

Qorriyeva Shahnoza Safarbayevna

FORMULA-BASED DISTRIBUTION OF INTERGOVERNMENTAL TRANSFERS TO LOCAL BUDGETS IN UZBEKISTAN: A COMPARATIVE SIMULATION ANALYSIS BASED ON 2026 FORECAST INDICATORS.....	103
--	-----

Umidjon Pardaev**Sarvar Maxmudov**

GOVERNMENT FUNDING AND THE DEVELOPMENT OF INNOVATIVE ACTIVITIES: FINANCIAL PROMOTION MECHANISMS.....	115
---	-----

Bahriddinov Nodirbek Zamirdinovich

FORECASTING EXPORT AND IMPORT INDICATORS OF BUKHARA REGION	122
--	-----

Ergashev Mirjon Yorqin o'g'li

A CUSTOMER-ORIENTED INTEGRATIVE METHODOLOGICAL MODEL FOR IMPROVING THE EFFICIENCY OF TOURIST SERVICES IN THE TOURISM AND HOSPITALITY INDUSTRY	130
--	-----

Bakayev Ziyovuddinkhan Toshbolta ogli

A PESTLI ANALYSIS OF THE EFFICIENCY OF THE HOUSING STOCK MANAGEMENT SYSTEM.....	139
--	-----

Mamanazarov Oybek Shomurodovich

ANALYSIS OF THE DEVELOPMENT STATUS AND EXPORT ACTIVITIES OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP IN UZBEKISTAN	146
--	-----

Khikmatullayeva Nargiza Jamoliddin kizi

CHANGE MANAGEMENT DURING QUALITY ASSURANCE REFORM IN HIGHER EDUCATION INSTITUTIONS	154
---	-----

Urinov Bobur Nasilloevich

СТРАТЕГИИ УСТОЙЧИВОГО РАЗВИТИЯ ПАЛОМНИЧЕСКОГО ТУРИЗМА В УЗБЕКИСТАНЕ	162
--	-----

Каримова Дилафруз Садриддин кизи

E-COMMERCE AS A DIGITAL FORM OF ENTREPRENEURSHIP IN INCREASING HOUSEHOLD INCOMES	167
---	-----

Eshbayeva Shahnoza Fakhriddinovna

ADVANTAGES OF IMPLEMENTING AN OCCUPATIONAL AND SKILLS MAPPING SYSTEM IN UZBEKISTAN'S LABOUR MARKET	172
---	-----

S.B.Goyipnazarov**S.M.Kurbanbaeva**

ASSESSMENT OF THE EFFICIENCY OF FIXED ASSETS UTILIZATION IN RAILWAY ENTERPRISES: EVIDENCE FROM UZBEKISTAN.....	178
---	-----

Turdiyeva Irodaxon Ismoil qizi

SCIENTIFIC AND METHODOLOGICAL APPROACHES TO ASSESSING RESOURCE USE IN THE CONTEXT OF A GREEN ECONOMY.....	183
--	-----

Karimov Islombek Bekpolat o'g'li

THE IMPACT OF ECOTOURISM ON REGIONAL ECONOMIC DEVELOPMENT	
---	--

Samiev Siroj Saitovich**Ochilova Guli Rashid kizi**

THE IMPACT OF RISK ALLOCATION ON INVESTMENT EFFICIENCY IN PUBLIC- PRIVATE PARTNERSHIP (PPP) PROJECTS	197
---	-----

Khaydarova Charos Nizomiddinovna

PROSPECTS FOR CHANGING THE VOLUME OF GRAPE CULTIVATION DUE TO THE USE OF INNOVATIVE TECHNOLOGIES IN THE VITICULTURE COMPLEX.....	202
---	-----

Boltaev Nazarbek Narzullaevich

ЦИФРОВЫЕ МЕХАНИЗМЫ ОБОСНОВАНИЯ НАЧАЛЬНОЙ ЦЕНЫ В ГОСУДАРСТВЕННЫХ ЗАКУПКАХ: ПРОЗРАЧНОСТЬ, КОНКУРЕНЦИЯ	
--	--

И РАЦИОНАЛЬНОЕ ИСПОЛЬЗОВАНИЕ СРЕДСТВ.....	209
Тўхтасинов Бобомурод Исақжон ўғли	
ENHANCING FOREIGN DIRECT INVESTMENT INFLOWS IN THE POST-CRISIS ERA: AN ECONOMETRIC ANALYSIS OF UZBEKISTAN.....	215
Foziljon Rustamov Hazratkulovich	
CURRENT STATE AND DEVELOPMENT TRENDS OF THE TEXTILE INDUSTRY.....	219
Musayeva Shoirazimovna	
THE PECULIARITIES OF USING FOREIGN EXPERIENCE IN IMPROVING THE EFFICIENCY OF TOURIST AND RECREATIONAL AREAS.....	225
Makhliyo Umarova	
CHALLENGES OF ATTRACTING INVESTMENTS IN HUMAN CAPITAL AND STRATEGIES FOR THEIR RESOLUTION.....	231
Aloviddin Zayniddin Zayniddin ugli	
ANALYSIS OF THE EXPERIENCE OF SUCCESSFUL AGROTOURISM DESTINATIONS IN DIFFERENT COUNTRIES: RECOMMENDATIONS FOR UZBEKISTAN.....	237
Aktamov Olimjon Abdugani o'g'li	
ASSESSING THE EFFICIENCY OF STRATEGIC MANAGEMENT OF EDUCATIONAL SERVICES EXPORT AT THE REGIONAL LEVEL.....	247
Alimova Shamsiya Abidovna	
ECONOMIC ESSENCE OF THE EXPORT POTENTIAL OF BUSINESS ENTITIES AND CLASSIFICATION OF THE FACTORS SHAPING IT: THE CASE OF BUKHARA REGION.....	254
Djurayeva Munira Sadillovna	
THE ROLE OF INDUSTRIAL ENTERPRISES IN THE ECONOMY OF BUKHARA REGION AND THEIR DEVELOPMENT TRENDS: AN ANALYSIS OF STRUCTURAL CHANGES AND REGIONAL CONCENTRATION.....	261
Azizjon Anvarovich Kadirov	
Nigina Djurayevna Yusupova	
IMPROVING THE ECONOMIC MECHANISMS FOR THE DEVELOPMENT OF BORDER TRANSPORT SYSTEMS.....	268
Ikromov Elyor Ibodulloevich	
ПУТИ ИНТЕГРАЦИИ НАЦИОНАЛЬНЫХ И МЕЖДУНАРОДНЫХ СТАНДАРТОВ АУДИТОРСКОЙ ДЕЯТЕЛЬНОСТИ В УЗБЕКИСТАНЕ.....	273
Бобонарова Камола	
GREEN BONDS AND SOVEREIGN DEBT INSTRUMENTS FOR INFRASTRUCTURE ASSET RENEWAL: AN ANALYSIS OF FINANCIAL MECHANISMS.....	278
Suleimanov Farrukh	
ENHANCING THE COMPETITIVENESS OF HIGHER EDUCATION INSTITUTIONS: A COMPARATIVE ANALYSIS OF INTERNATIONAL AND NATIONAL EXPERIENCES.....	286
Qudratova Gulzoda Mahmudovna	
THE ROLE AND SIGNIFICANCE OF INFORMATION AND COMMUNICATION SERVICES IN THE DIGITAL ECONOMY.....	291
Munisa Abdurakhmonova	
ECONOMETRIC MODELING OF REGIONAL ECONOMIC GROWTH BASED ON THE COBBDOUGLAS PRODUCTION FUNCTION: A CASE STUDY OF SURXONDARYA REGION.....	296
Turaev Bakhtiyor Ergashevich	
GENERAL APPROACHES TO COST REDUCTION IN THE TEXTILE INDUSTRY.....	302
Kamola Saidova	

СОВРЕМЕННОЕ СОСТОЯНИЕ ПЛАНИРОВАНИЯ И ОРГАНИЗАЦИИ ВНУТРЕННЕГО АУДИТА В БЮДЖЕТНЫХ ОРГАНИЗАЦИЯХ.....	307
Саитмуратов Саитмурат Машарип угли	
A CONCEPTUAL MODEL OF THE IMPACT OF INTERMEDIATION SERVICES ON BANK PERFORMANCE AND ITS STATISTICAL RESEARCH METHODOLOGY.....	314
Miraxmedov Jasur Isroilovich	
EMPLOYER BRANDING IN UZBEKISTAN: HOW TO BECOME AN EMPLOYER OF CHOICE FOR TALENT	320
Doniyorova Fotimabonu Alisher qizi	

EMPLOYER BRANDING IN UZBEKISTAN: HOW TO BECOME AN EMPLOYER OF CHOICE FOR TALENT

Doniyorova Fotimabonu Alisher qizi
PhD, Tashkent State University of Economics

Abstract. The article examines employer branding as a strategic tool for attracting and retaining talent in Uzbekistan's rapidly transforming labour market. It clarifies the concepts of employer brand and employee value proposition (EVP) and reviews the key academic and applied frameworks in this field. Drawing on national labour-market statistics and a survey of companies operating in Uzbekistan, the study identifies the principal drivers of employer attractiveness and the main barriers faced by local organisations. On this basis, the article proposes a practical model for building an authentic employer brand and offers recommendations for companies and policymakers aimed at transforming the country's demographic dividend into a sustainable competitive advantage.

Keywords: employer branding, employee value proposition (EVP), talent attraction, talent retention, human capital, HR strategy, employer of choice, Uzbekistan.

Аннотация. В статье рассматривается HR-брендинг как стратегический инструмент привлечения и удержания талантов на быстро трансформирующемся рынке труда Узбекистана. Уточняются понятия бренда работодателя и ценностного предложения работодателя (EVP). На основе национальной статистики и опроса компаний, действующих в Узбекистане, выявлены ключевые факторы привлекательности работодателя и основные барьеры, с которыми сталкиваются местные организации. На этой основе предложена практическая модель построения HR-бренда.

Ключевые слова: HR-брендинг, ценностное предложение работодателя, привлечение талантов, удержание персонала, человеческий капитал, HR-стратегия, работодатель мечты, Узбекистан.

INTRODUCTION

In a knowledge-driven economy, an organisation's ability to attract, engage, and retain skilled employees has become at least as important as its access to capital or technology. As competition for qualified specialists intensifies, the concept of employer branding — the deliberate management of an organisation's reputation as a place to work — has moved from the margins of human resource practice to the centre of corporate strategy. For Uzbekistan, this issue is particularly relevant. The country combines one of the youngest populations in the region with a fast-growing, reform-driven economy, which makes the competition for talent both a strategic opportunity and a structural challenge.

This article aims to examine employer branding as a strategic mechanism for talent attraction and retention in Uzbekistan, identify the factors that make an employer attractive in the national context, and propose practical recommendations for organisations seeking to become employers of choice for talent.

LITERATURE REVIEW

Over the past five years, employer branding has become one of the most actively researched areas in human resource management, reflecting the intensifying global competition for skilled labour. Contemporary scholarship defines the employer brand as the deliberate management of an organisation's reputation as a place to work and conceptualises employer branding as a strategic process that includes developing a value proposition, communicating it externally to attract candidates, and reinforcing it internally to engage and retain employees [1; 2].

Digital transformation has reshaped how this process functions in practice. Research on post-Soviet and other emerging markets shows that social media has become a primary channel through which organisations project their employer image and candidates verify it. As a result, an authentic online presence and an engaging, gamified candidate experience now strongly influence applicants' intention to apply and overall recruitment performance [3; 4].

At the heart of every employer brand lies the employee value proposition (EVP), which represents the combination of economic, developmental, social, and psychological benefits an organisation offers in exchange for the skills and commitment of its employees. Both applied and academic studies regard a clear and credible EVP as the core of the employer brand and the strongest driver of employer attractiveness. At the same

time, the employer brand also includes visual identity, communication messages, and the lived experience of candidates and employees [3; 7].

Since young people now constitute a significant share of new entrants to the labour market, a growing body of research focuses on Generation Z. Existing studies show that these candidates prioritise meaningful work, learning and development opportunities, flexibility, work–life balance, and authentic, values-driven employers over salary alone [5; 6]. In the post-Soviet and Central Asian context, the academic literature remains comparatively limited, although national scholars increasingly link human capital development with the modernisation of education and digitalisation [8].

Taken together, recent studies show that a strong employer brand is based on an authentic and well-communicated EVP, is increasingly delivered through digital channels, and is adapted to the expectations of younger talent. It also produces economically significant effects, including lower employee turnover, higher engagement, and reduced recruitment costs.

RESEARCH METHODOLOGY

The study relies on a combination of general scientific and applied methods. A systemic approach is used to examine the employer brand as a set of interrelated elements, including compensation, professional development, work environment, organisational purpose, and reputation, rather than as an isolated communication activity.

Empirically, the article draws on secondary data, including official labour market statistics of Uzbekistan published by the Statistics Agency and the Ministry of Employment and Poverty Reduction, World Bank human capital indicators, and the findings of an industry survey of companies operating in the country, namely the EY Salary and Compensation Review 2024/2025, which covers 60 firms across different sectors.

Methods of comparative analysis, grouping, generalisation, and trend analysis are applied to identify the key drivers of employer attractiveness and the barriers faced by local organisations. International conceptual frameworks are then compared with the national context in order to develop practical and context-sensitive recommendations.

ANALYSIS AND RESULTS

Uzbekistan's labour market combines abundant labour supply with a persistent skills quality gap. More than 60% of the population is under the age of 30, and approximately 700,000 young people enter the labour market each year. At the same time, higher education coverage among 18–23-year-olds has increased significantly, rising from about 8.3% in 2017 to 47.7% in the 2024/2025 academic year.

Meanwhile, the official unemployment rate declined to around 4.9% in the third quarter of 2025, while informal employment is estimated at approximately 40% of the workforce. Employers consistently report a shortage not of graduates, but of “market-ready” skills. This combination — a large number of candidates alongside intense competition for genuinely skilled and digitally literate specialists — creates precisely the environment in which employer branding becomes a decisive factor (Figure 1).

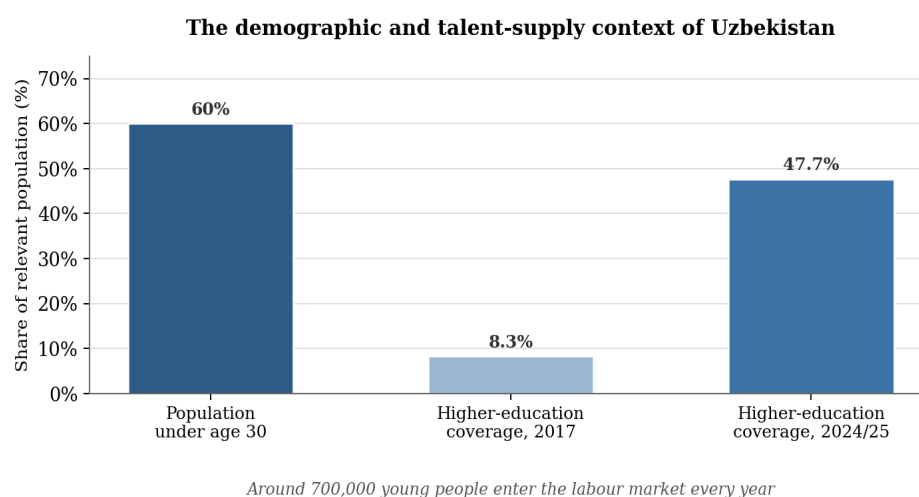


Figure 1. The demographic and talent-supply context of Uzbekistan: a large young population and rapidly expanding higher-education coverage create both opportunity and competition for skilled talent¹

¹ author's development

Survey evidence indicates that employers are responding to this pressure. According to the EY Salary and Compensation Review 2024/2025, about 66% of surveyed companies planned to expand their workforce, while overall employee turnover rose by approximately 7% year-on-year.

Importantly, the response is shifting from pay alone towards the broader employee experience. Interest in well-being programmes increased by about 46%, the use of non-financial motivation tools grew by approximately 12%, and corporate meal programmes were offered by around 66% of firms (Figure 2).

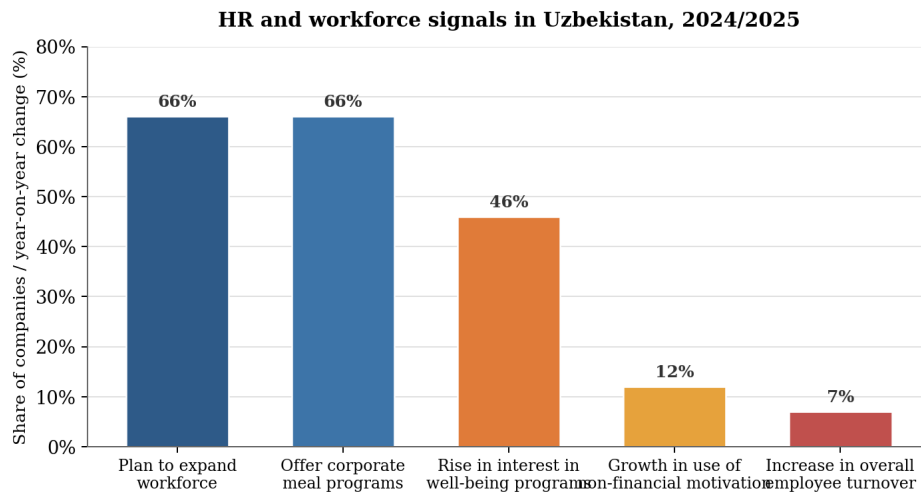


Figure 2. HR and workforce signals in Uzbekistan, 2024/2025: hiring intentions remain strong, turnover is rising, and companies are investing more heavily in well-being and non-financial motivation²

These findings confirm that, in Uzbekistan as elsewhere, talent retention increasingly depends on the non-financial elements of the employee value proposition.

Synthesising the conceptual frameworks with these national patterns, the study identifies six dimensions of the employee value proposition that determine employer attractiveness, together with the branding levers an organisation can use to influence each of them (Table 1).

Table 1

Dimensions of the employee value proposition and corresponding employer-branding levers³

EVP dimension	What talents look for	Employer-branding lever
Compensation & rewards	Fair, transparent and competitive pay	Benchmarked pay bands and a clearly communicated total-rewards story
Career & development	Learning, mobility and visible growth paths	Mentoring, upskilling academies and internal promotion programmes
Work environment	Flexibility, well-being and psychological safety	Hybrid policies, well-being programmes and a healthy culture
Purpose & values	Meaningful work and shared values	An authentic mission narrative and credible ESG commitments
Leadership & trust	Respectful, competent management	Manager training and consistent, two-way communication
Employer reputation	Positive image among peers and online	Employee advocacy, reviews management and social-media presence

² author's development

³ Author's compilation based on recent employer-branding literature (Kucherov et al., 2023; Lassleben & Hofmann, 2023) and the CIPD employer-brand framework (2023).

The central finding is that an employer brand becomes a durable advantage only when the promise communicated externally corresponds to the experience delivered internally. In other words, the employer brand must be authentic.

The results suggest that the main constraint for Uzbek employers is not a lack of candidates, but a mismatch between what organisations offer and what skilled talent now expects. As remittance-driven labour migration remains substantial and global companies enter the market, local firms compete not only with one another but also with employers abroad. A coherent employer brand helps narrow this gap by clarifying the organisation's identity, differentiating it from competitors, and reducing both the cost and time of hiring.

Three practical implications follow from these findings. First, employer branding should begin internally: the most credible ambassadors of an employer brand are its own employees; therefore, investment in organisational culture, fair pay, and professional development must precede external promotion. Second, the employee value proposition should be segmented, since the priorities of an IT specialist, a graduate trainee, and an experienced manager differ, and a single undifferentiated message rarely resonates with all target groups. Third, the employer brand must be authentic and measurable: promises that are not fulfilled increase turnover instead of reducing it, while organisations that do not track engagement, turnover, and candidate experience cannot manage their employer brand effectively.

A limitation of this study is its reliance on secondary and survey data. Future research could test these relationships through firm-level empirical analysis in the Uzbek context.

CONCLUSION AND RECOMMENDATIONS

Employer branding is no longer an optional refinement of HR practice, but a strategic response to the growing competition for talent. For Uzbekistan, whose young and growing population represents a genuine demographic dividend, the ability of employers to attract and retain skilled professionals will help determine whether this demographic potential translates into sustainable economic growth.

Becoming an employer of choice requires an authentic and clearly articulated employee value proposition, the consistent delivery of that promise across the entire employee lifecycle, and coordinated efforts among companies, educational institutions, and the state. Organisations that build such a reputation will secure not merely a stronger HR function, but a lasting competitive advantage in the economy of the twenty-first century.

REFERENCES

1. Kuchеров D., Zhiltsova E. Social Media in Employer Branding in FMCG in Russia: Millennials' Perspective // *Journal of East-West Business*. – 2021. – Vol. 27, No. 2. – P. 160–183.
2. Kuchеров D.G., Alkanova O.N., Lisovskaia A.Yu., Tsybova V.S. Employer Branding Orientation: Effects on Recruitment Performance under COVID-19 // *The International Journal of Human Resource Management*. – 2023. – Vol. 34, No. 11. – P. 2107–2135.
3. Thang N.N., Trang P.T. Employer Branding, Organization's Image and Reputation, and Intention to Apply: The Moderating Role of the Availability of Organizational Information on Social Media // *Frontiers in Sociology*. – 2024. – Vol. 9. – Art. 1256733.
4. Küpper D.M., Klein K., Völckner F. Gamifying Employer Branding: An Integrating Framework and Research Propositions for a New HRM Approach in the Digitized Economy // *Human Resource Management Review*. – 2021. – Vol. 31, No. 1. – Art. 100686.
5. Lassleben H., Hofmann L. Attracting Gen Z Talents: Do Expectations towards Employers Vary by Gender? // *Gender in Management: An International Journal*. – 2023. – Vol. 38, No. 4. – P. 545–560.
6. Deloitte. Global Gen Z and Millennial Survey 2025. – London: Deloitte, 2025.
7. CIPD. Employer Brand: Factsheet [Electronic resource]. – London: Chartered Institute of Personnel and Development, 2023. – URL: <https://www.cipd.org/> (accessed: 01.06.2026).
8. Abdurakhmonov Q.Kh., Abdurakhmanova G.Q. Inson kapitali va raqamli iqtisodiyot // *Iqtisodiyot va ta'lim*. – 2022. – No. 4. – P. 28–32.
9. EY. Salary and Compensation Review 2024/2025. – Tashkent: Ernst & Young, 2025.
10. World Bank. The Human Capital Index 2020 Update [Electronic resource]. – Washington, DC: World Bank, 2020. – URL: <https://www.worldbank.org/> (accessed: 01.06.2026).
11. Statistics Agency under the President of the Republic of Uzbekistan. Labour Market Indicators 2023–2025 [Electronic resource]. – Tashkent, 2025. – URL: <https://stat.uz> (accessed: 01.06.2026).
12. Ministry of Employment and Poverty Reduction of the Republic of Uzbekistan. Annual Employment Report. – Tashkent, 2025.

13. Strategy "Uzbekistan – 2030": Decree of the President of the Republic of Uzbekistan No. UP-158 dated September 11, 2023.
14. World Economic Forum. Future of Jobs Report 2023. – Geneva: World Economic Forum, 2023.
15. OECD. Skills Strategy for Uzbekistan: Strengthening the Workforce for Future Jobs. – Paris: OECD Publishing, 2022.
16. International Labour Organization. Youth Employment in Central Asia: Challenges and Opportunities. – Geneva: ILO, 2023.
- 17.
- 18.

Proofreader: Xondamir Ismoilov
Layout and Designer: Hasan Maqsudov

2026. № 6

© When materials are reproduced, the ECONOSCITECH-INTEGRATION journal must be cited as the source. Authors are responsible for the accuracy of the information in materials and advertisements published in the journal. Editorial opinions may not always align with those of the authors. Submitted materials will not be returned to the editorial office.

To publish articles in this journal, you may submit articles, advertisements, stories, and other creative materials through the following links. Materials and advertisements are published on a paid basis.

You may subscribe to the journal at any time using the following details. Once subscribed, please send a screenshot or photo of your payment confirmation to our Telegram page @iqtisodiyot_77. Based on this, we will send the latest issue of the journal to your address each month.

Our address: Tashkent city, Yunusobod district, 19th block, House 17.

