

Ways To Enhance The Effectiveness Of Training Highly Qualified Specialists In Uzbekistan

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Abstract: The article analyzes the tasks assigned to higher educational institutions in order to ensure the implementation of regulatory documents adopted by the government to improve the personnel potential of the higher education system. Changes taking place in the world in the training of personnel with higher education, reforms carried out by states in the development of the higher education system, and best practices in improving the level of education were studied. The results of scientists' research on the training of personnel with higher education were analyzed, and recommendations for their application in the higher education system of our republic were given. Priority tasks for the introduction of innovations into the higher education system are presented, and this process leads to the study of the personnel needs of production and service enterprises through the implementation of integration in the educational process in the training of personnel with higher education, the full fulfillment of the tasks of both parties for the higher education system and industries, ensuring compliance in the workplace and labor market in the prescribed manner. Also, according to the research results, proposals and recommendations have been developed on the mechanisms and advantages of introducing student staff in employing organizations to improve the qualifications and competitiveness of personnel trained in the higher education system in the labor market, ensure student employment, and apply the knowledge and skills acquired in the educational process.

Keywords: Higher education, labor market, development, management, training specialists, student positions, graduates, cooperation.

Introduction: In the context of the acceleration of the introduction of innovative technologies into the education system in developed countries of the world, special attention is paid to the integration of education, innovation, and the connection of practices with production in meeting the need for qualified specialists in various fields. In the system of training specialists with higher education, "In the world ranking by the level of education, Australia ranks high with an index of 0.939, Denmark - 0.923, New Zealand - 0.917, Norway - 0.916, Germany - 0.914, Ireland - 0.910, Iceland - 0.906, the USA - 0.900, the Netherlands - 0.897, Great Britain - 0.896". At the same time, countries around the world are significantly increasing their expenditures on training specialists with higher education. In particular, mandatory expenditures on higher education in the United States in 2024 amounted to about 125 billion US

dollars. Compulsory expenditures on higher education are projected to be around US\$29 billion in 2035.[1] This, in turn, means that the country's economic development and strengthening of its position in the international community can be achieved through the training of qualified specialists. In order to achieve this in the modern education system, special attention is paid to the use of advanced technologies in the educational process and improving the quality of education in higher educational institutions, improving the skills of managers and teaching staff, using digital technologies in teaching, creating favorable conditions for students to work on themselves, think creatively, receive independent education, and strengthening cooperation with personnel customers.

Under the leadership of the President of our country, strategic changes are being implemented in the reform

of the higher education system in Uzbekistan. At the same time, it is determined to characterize the important features of education at the level of the individual, the state, and society in raising the intellectual and spiritual needs of highly qualified personnel, as well as in the formation and enhancement of their business and cognitive abilities. According to this characteristic criterion, it serves the development of the country's intellectual and scientific potential, as well as increasing the spiritual wealth and legal culture of the population. Therefore, in our country, the training of qualified personnel in accordance with modern requirements, the supply of competitive specialists to sectors of the economy and the social sphere, is aimed at ensuring economic development and social well-being[2].

In order to determine the priorities of systemic reform of higher education in the Republic of Uzbekistan, to raise the process of training highly qualified personnel with modern knowledge and high spiritual and moral qualities, independent thinking, to a qualitatively new level, to modernize higher education, to develop the social sphere and sectors of the economy based on advanced educational technologies, the Decree of the President of the Republic of Uzbekistan dated October 8, 2019 No. UP-5847 "On Approving the Concept for the Development of the Higher Education System of the Republic of Uzbekistan until 2030" was adopted[3]. This decree marked the beginning of a new stage in the training of personnel with higher education. The "Uzbekistan-2030" Strategy defines the effectiveness indicators of the goals to be achieved by 2030: increasing the level of youth enrollment in higher education to at least 50%, introducing a "double degree system" based on at least 50 joint educational programs in cooperation with foreign universities included in the "TOP-500", achieving the inclusion of 10 higher education institutions in the ranking of the world's most prestigious "TOP-1000" higher education institutions, increasing the effectiveness of scientific research in higher education institutions and increasing scientific potential to 70%, strengthening applied research in the fastest-growing areas of the economy, and implementing the "enterprise - university - scientific organization" cluster system[4]. To date, more than 40 higher educational institutions have been granted academic and financial independence in achieving these targets, joint educational programs have been introduced with many prestigious higher educational institutions of the world, and educational programs are undergoing international accreditation. To achieve these indicators, a total of 209 higher educational institutions operate in the Republic of Uzbekistan, including 37 Universities, 47 Institutes, 4

Academies, 24 Branches, 1 Conservatory, 29 branches of foreign universities, and 67 non-state higher educational institutions. These higher educational institutions train about 1.5 million personnel with higher education [5]. The organization of the modern educational process and the establishment of a system for training qualified personnel, taking into account the specifics of higher education, will allow for the accelerated development of economic sectors and achieve competitiveness in the labor market.

METHODS

It should be noted that today, when economic reforms are being implemented, the principle "Personnel decides everything" has not lost its relevance and significance. Human resources are important in ensuring the stability of the economy, organizing the activities of all spheres and sectors in an integrated form, and effectively implementing the indicators and tasks defined in the Strategy "Uzbekistan-2030". Working with employees in each area requires an approach based on their personal characteristics and personality traits. That is, it is necessary to create a system for training qualified personnel based on the specifics of each sphere and industry.

In the world, scientists emphasize the role of qualified specialists in the process of studying the factors influencing the accelerated development of each industry. Because the management of digital technologies, increasing labor productivity, and introducing new innovations into practice depend on personnel who think creatively, make quick decisions, and possess modern knowledge.

Nikolai Kushchev considered regulatory issues related to improving the quality of personnel training in the field of higher education and developed proposals based on improving the classification of professional education programs. That is, he noted the need to establish a professionally oriented interdisciplinary training system for training qualified personnel based on the requirements of the labor market in the organization of the educational process (Kushchev N. et al, 2022) [6].

Lorena C.Espina-Romero et al. investigated the interest of organizations in the academic skills and professional competence of their employees. In this study, 753 publications from the Scopus database related to academic skills in the training of personnel with higher education for the period 1999-2021 were analyzed. According to the research results, it was emphasized that it is important for higher educational institutions to develop academic skills in students, work with information technologies, and create a professional development plan when working in cooperation with

employers (C Lorena. et al, 2023) [7].

In her research, E.Yu.Khilova gave her proposals and recommendations on taking into account environmental aspects in the professional activities of personnel, organizing environmental courses, and applying personnel's attitude towards the environment and ecology in production processes and work activities (E.Yu.Khilova. 2009) [8]. Indeed, in professional orientation, taking into account not only the protection of production entities, but also the environment, close connection with such disciplines as "Ecology and Environmental Protection", "Life Safety" and "Environmental Economics" in the existing areas of the education system, taking into account the environmental situation in the training of highly qualified personnel, along with their specialty, the possibility of eliminating problems is formed in each specialist.

In his research, N.Kononets pointed out that the implementation of information technologies in the agricultural education system and the use of the Internet system should possess resources that allow obtaining the necessary information online and creating a website (N.Kononets. 2015) [9].

In her research, S.Jill also highlighted the diversity of management approaches in response to changes in the organizational structure of the higher education system's specific features. She investigated the challenges in the higher education system related to decision-making, work coordination, and system management across multiple campuses and structural units, as well as issues involving faculty and staff, trustees, and community leaders (S.Jill. 2016) [10].

In his research, A.O.Ochilov proposed a multi-stage model for managing the transition to the concept of "Lifelong Learning" ("life-learning") in accordance with the management principle in the modern innovative economy and optimizing the number of disciplines in the education system, increasing management efficiency, and improving the quality of higher education (A.O.Ochilov. 2018) [11].

In his scientific research, O.S. Kahhorov studied the methodology of integral assessment of the effectiveness of the management process of economic departments, as well as the effectiveness of personnel training management and their impact on the economy. The influence of the economically active population on the gross regional product was also calculated in terms of employment of graduates of the vocational education system, admission to higher educational institutions (O.S. Kahhorov. 2017) [12].

In his research work, S.R.Adizov substantiated the proposal to create an improved mechanism for

managing the integration of science, education, and production, which allows achieving a synergistic effect based on the effective use of scientific, educational, production, and technological potential through the optimization of related higher educational institutions, as well as the creation of a "Department for Coordination of Joint Educational Programs (Joint Faculty)" in state higher educational institutions, which manages and coordinates the activities of joint educational programs organized in cooperation with foreign higher educational institutions (S.R.Adizov. 2025) [13]. For the training of qualified personnel in the higher education system, effective cooperation between representatives of all levels, that is, the employer organization, higher and scientific educational institutions, is necessary. In this case, it is possible to train qualified personnel based on the requirements of the employer.

The methodology of this research is primarily based on literature analysis and analytical examination of available statistical data. Throughout the research process, both international and local scientific sources were utilized, and the theoretical foundations and practical experiences of higher education specialist training in Uzbekistan were analyzed. Additionally, official statistical data from the Republic of Uzbekistan and reports from state bodies were employed in the study.

RESULTS AND DISCUSSION

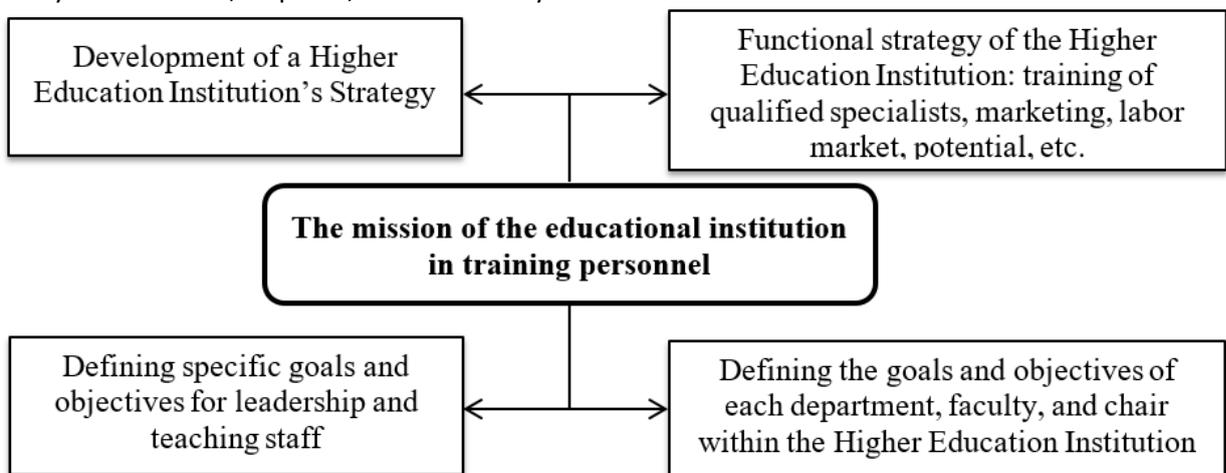
When training specialists in the higher education system who have mastered modern knowledge and are able to ensure the development of economic sectors, it is necessary to define the task of training graduates with the following abilities:

- ensuring the level of knowledge and flexible adaptation of specialists to life-problem situations, independent acquisition of necessary knowledge, skillful application of information technologies;
- independent, critical, creative thinking, the ability to foresee problems in the work process and find ways to solve them rationally using modern technologies;
- clearly know where and how to apply the acquired knowledge in the surrounding reality;
- be polite, be able to communicate in various social groups, prevent any conflict situations or skillfully get out of them;
- independent work on developing one's manners, intellect, speech culture, cultural level, etc.

It is necessary to form knowledge, skills, and experience in managing organizations (ministries, committees, agencies, companies, firms, departments, laboratories, companies, etc.) that carry out labor

activities in the system of personnel training through the introduction of innovative technologies in the higher education system, based on modern and digital technologies. It should be noted that in all sectors of the economy, there are no instructions, recommendations, or proposals that fully meet the requirements of specific standards in terms of the essence or mechanism of implementation of management methods. Because, based on the potential of personnel in the management process, it is a difficult process for the organization to operate uniformly in the application of its position and management principles. When providing the labor market with qualified personnel with higher education, it is necessary to introduce, improve, and constantly

apply the following management methods by educational institutions: firstly: the use of organizational and administrative methods based on the managerial personnel of the enterprise, organization, depending on the direction and specialty in the employment of personnel who have graduated from higher educational institutions; secondly: the introduction of economic methods based on socio-economic normalization in organizations for the material and spiritual support of personnel; thirdly: the development of socio-psychological methods used in cooperation with higher educational institutions to increase social activity for the full adaptation of personnel to the work process.



Source: developed based on the author's research

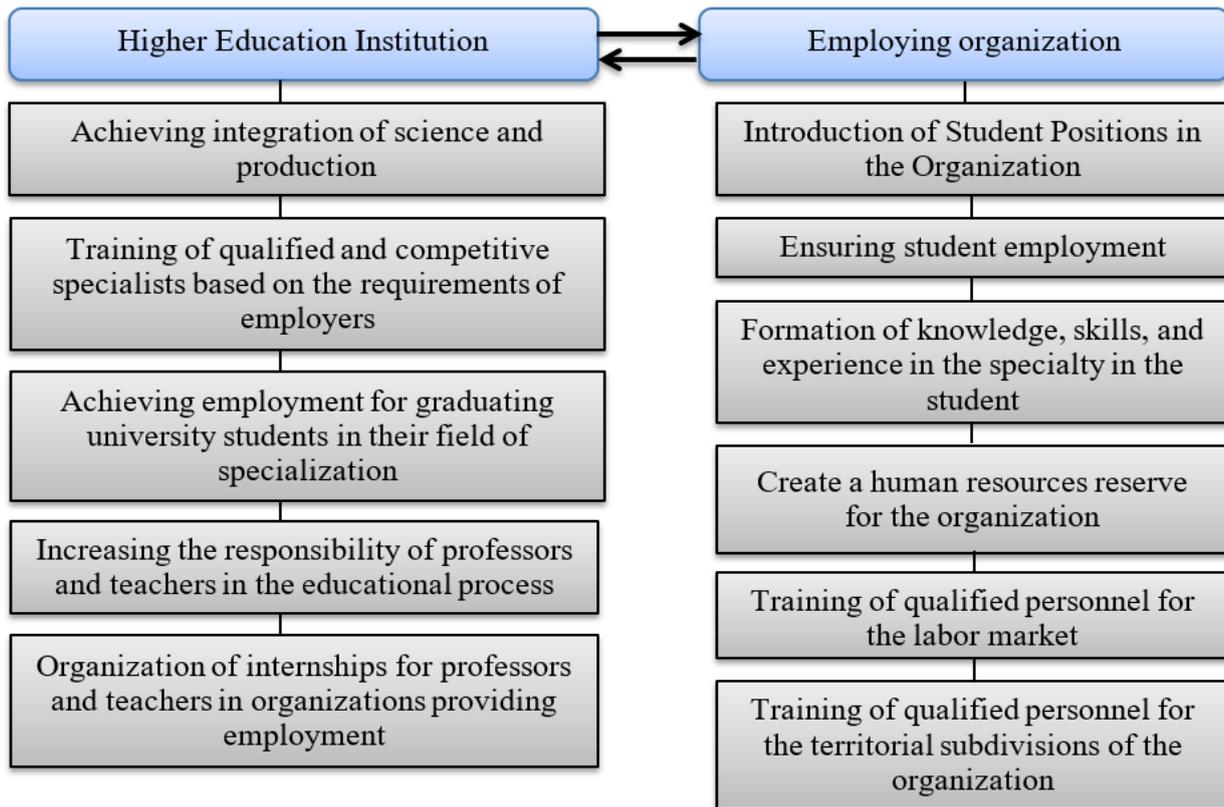
Figure 2. The Mission of the Educational Institution in Training Specialists

Among the various challenges arising in management practices between leaders and employees in the higher education system's personnel placement, the primary focus is undoubtedly on the set of issues related to the content of leadership activities and the individual qualities of the leader. Therefore, for effective organizational management, it is crucial to study employees' attitudes towards their work and pay attention to their suggestions and recommendations. In particular, it is essential for higher education institutions to choose their primary mission for personnel training while taking into account the demands of the labor market (Fig. 2).

In this case, it is necessary to employ students studying in higher educational institutions or graduating

students in internships and provide them with the necessary working conditions.

In our opinion, through the mechanism of introducing the following student staff, the labor market and the reserve of managerial personnel will serve the emergence of graduates with high spirituality and who will serve the prosperity of our country. In addition, if the process of introducing and implementing the student staff in cooperation with this university and the employer requires professors and teachers to constantly work on themselves, it will stimulate the formation of students' skills to express their opinions on acquiring modern knowledge in the educational process (Fig. 3).

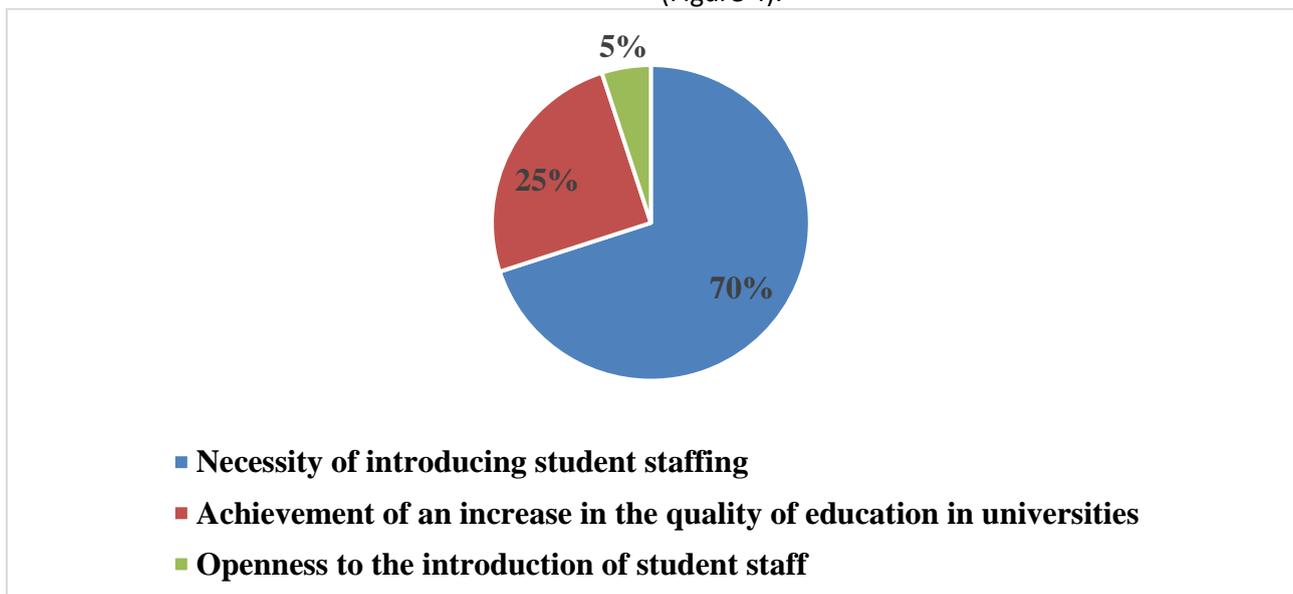


Source: developed based on the author's research.

Figure 3. Implementation Process of "Student Positions" within the Framework of University–Employer Cooperation

During our research, we conducted a survey among students and student workers at production enterprises to assess the advantages of implementing a student staff system and ensuring favorable conditions for young future personnel. The survey involved 300 respondents who highlighted the main issues they faced. Regarding the prospect of introducing and implementing a student staff system in

production enterprises, the survey results showed that 210 respondents (70%) indicated the necessity of introducing a student staff system, while 75 respondents (25%) noted that implementing a student staff system in enterprises would improve the quality of education in higher educational institutions. Additionally, 15 respondents (5%) stated that introducing a student staff system is not necessary (Figure 4).



Source: developed based on the author's research.

Figure 4. The Necessity of Introducing Student Positions Based on the Survey

In addition, we can see the following advantages of introducing student staffing in organizations in cooperation with agricultural enterprises, achieving the training of qualified, competitive personnel for the labor market of universities and organizations (Table 1).

Table 1
Advantages of introducing student positions

No	Advantages	Note
1	Reinforcement of theoretical knowledge, application of knowledge and skills in practice	Optimal solution for students to establish integration of production and education
2	Studying the actual work process and analyzing the advantages, positive and negative aspects of the chosen direction from a practical point of view	Students directly participate in the organization of the work process and ensuring the fulfillment of tasks in the organization
3	Development of teamwork skills and improvement of communication skills	The organization's managers and employees develop a culture of communication with clients
4	Experience in collaborating with an experienced professional mentor	It creates an opportunity to form a true mentor-student system and receive useful information from employees with many years of work experience
5	Early understanding of the chosen specialty and requirements for the profession, career guidance and choice of the direction of further growth	It causes them to understand early on how necessary their chosen specialty will be for our society in the future
6	Studying the labor market, identifying the required knowledge and skills, and creating opportunities to focus on specific aspects during the educational process to become a qualified specialist	In today's era of economic modernization and digitalization, an understanding is formed about the need to focus on key factors that influence the competitiveness of personnel in the labor market
7	The graduate gains experience in what to focus on to build their career and has a good chance of starting a career	Having a specific workplace and job position after completing one's education
8	Establishment of a reserve personnel training system in the employer's organization	Will lead to the formation of a reserve of qualified personnel for the organization in the future.
9	Effective establishment of scientific and production integration	Effective cooperation between universities and employers will be established.
10	Improvement of the quality of education and the effectiveness of the educational process	Higher education institutions will establish the training of qualified personnel, improvement of education quality, and effective work practices for managerial and pedagogical staff.

Source: developed based on the author's research.

Despite the fact that the introduction of student staffing and attracting students to it is a very difficult task for the organization, there are advantages for the organization in the future. It serves to educate young specialists for themselves, prepare them as qualified personnel with the requirements and specifics of the organization, adjust the curricula and programs of

universities, and on this basis, ensure mutually beneficial cooperation and the integration of science and production. A good opportunity will be created for them to skillfully apply the theoretical knowledge acquired during their studies in practical activities. ... "They will be able to quickly make decisions in problem situations that arise in the industry". ... "They present

themselves as qualified, competitive, executive, specific, and responsible for assigned tasks". Today, the problem of demand for graduates of higher educational institutions should be considered not only in terms of professional training, but also in terms of the influence on the effectiveness of production and management of the organization and the possibilities of stimulating its development.

It is also important that today's graduate be competitive in the labor market, possess professional qualities, knowledge, and the ability to work with modern office equipment. (internet, computers, fax machines, printers, scanners, etc.), driving license and driving, knowledge of foreign languages, self-management and the ability to manage people; understanding of the requirements of senior management, the ability to work in a team, responsibility and independence in solving problems.

In strengthening the economy of our republic, in the upbringing, education, and formation of qualified personnel as mature specialists in their fields, labor practice is not only important, but also an integral part of the educational process. It is in the production process that the application of theoretically acquired knowledge, the accumulation of experience, the correspondence of acquired knowledge to reality are revealed, and in reality, the concept of "what he learned" and, most importantly, "why" arises. For a student, the work process and practice at a production enterprise often become the starting point of his professional career. In this way, graduates save significant time and effort, do not make unnecessary movements after graduation, and have the opportunity to know exactly where to go.

CONCLUSION

From the foregoing, it can be concluded that the main means by which each person systematically carries out their activities is constant work, the acquisition of modern knowledge and its implementation in practice, as well as a set of continuous actions. The daily application of a system of actions based on the use of modern management and scientific achievements has a significant positive impact on the effectiveness of the organization's activities. The training of mature, competitive, and innovative-thinking specialists in the higher education system plays a crucial role in Uzbekistan's entry into the ranks of developed countries. It will be necessary to increase the effectiveness of training personnel with knowledge and skills in demand on the world labor market. In particular, the modernization of curricula, advanced training of professors and teachers, expansion of the "dual education" system with the production, service,

and business sectors, creation of startup centers and innovation laboratories in universities, expanding opportunities for students to gain experience in their field (internships at enterprises and organizations), adapting personnel training to the real needs of the economy will allow increasing the effectiveness of training personnel with higher education through the implementation of mechanisms for more effective organization of cooperation between higher educational institutions and employer organizations. To increase the effectiveness of training personnel with higher education in Uzbekistan, it is necessary to widely introduce innovations in the education system, strengthen practical skills, exchange international experience, and strengthen integration with the labor market. In this way, competitive, proactive specialists with modern knowledge will be formed.

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