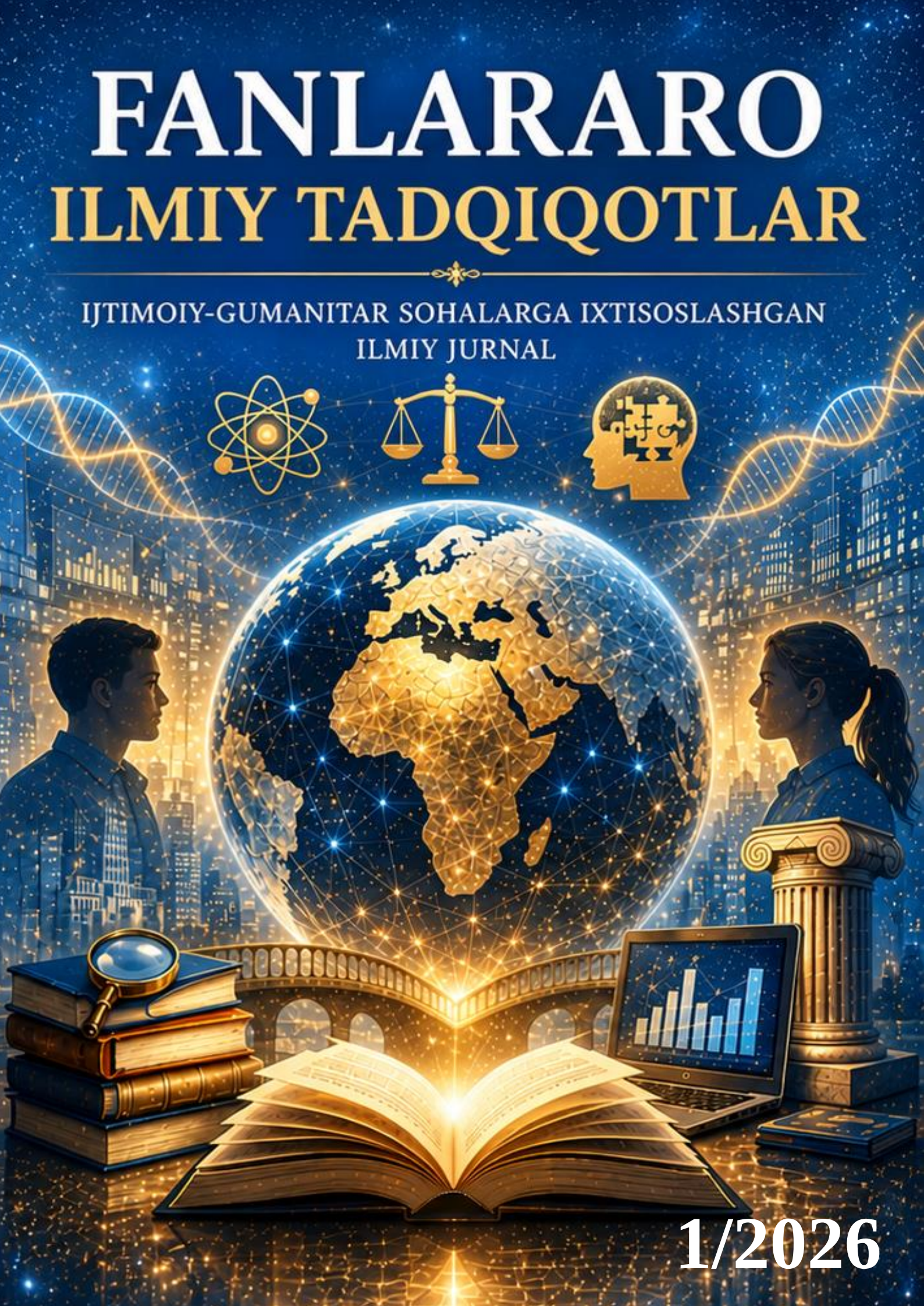
FANLARARO ILMIY TADQIQOTLAR

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SOCIAL-PSYCHOLOGICAL MECHANISMS OF DEVELOPING HR MANAGERS PROFESSIONAL COMPETENCIES IN THE CONTEXT OF DIGITAL TRANSFORMATION

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Annotatsiya. Mazkur maqolada raqamli transformatsiya sharoitida HR menejerlarning kasbiy kompetensiyalarining transformatsiyasi, ularning rivojlanishiga ta’sir ko‘rsatuvchi ijtimoiy-psixologik mexanizmlar hamda zamonaviy tashkilotlardagi HR mutaxassislarining o‘zgarib borayotgan funksional rollari tahlil qilingan. Tadqiqotda raqamli texnologiyalarni boshqaruv jarayonlariga integratsiya qilishning inson resurslarini boshqarish tizimiga ta’siri, HR menejerlarning moslashuvchanlik, kommunikativlik va strategik fikrlash kompetensiyalarini rivojlantirishdagi ahamiyati yoritilgan. Shuningdek, raqamli HR konsepsiyasi asosida kasbiy faoliyat samaradorligini oshirish omillari ilmiy jihatdan asoslab berilgan.

Kalit so‘zlar: raqamli transformatsiya, HR menejer, kasbiy kompetensiya, ijtimoiy-psixologik mexanizm, raqamli HR.

Annotation. This article analyzes the transformation of HR managers’ professional competencies in the context of digital transformation, the socio-psychological mechanisms influencing their development, and the changing functional roles of HR professionals in modern organizations. The study highlights the impact of integrating digital technologies into management processes on the human resource management system, as well as the importance of developing adaptability, communication, and strategic thinking competencies among HR managers. In addition, factors contributing to the improvement of professional performance within the framework of the digital HR concept are scientifically substantiated.

Keywords: digital transformation, HR manager, professional competence, socio-psychological mechanism, digital HR.

Аннотация. В данной статье анализируется трансформация профессиональных компетенций HR-менеджеров в условиях цифровой трансформации, социально-психологические механизмы, влияющие на их развитие, а также изменяющиеся функциональные роли HR-специалистов в современных организациях. В исследовании раскрывается влияние

интеграции цифровых технологий в управленческие процессы на систему управления человеческими ресурсами, а также значение развития адаптивности, коммуникативных и стратегических компетенций HR-менеджеров. Кроме того, научно обосновываются факторы повышения эффективности профессиональной деятельности в рамках концепции цифрового HR.

Ключевые слова: цифровая трансформация, HR-менеджер, профессиональная компетенция, социально-психологический механизм, цифровой HR.

INTRODUCTION

In the 21st century, digital transformation is exerting a profound impact on all sectors of organizations, including human resource management systems. Today, the HR function encompasses a wide range of tasks, extending from traditional personnel record-keeping to strategic decision-making. Artificial Intelligence (AI), Robotic Process Automation (RPA), algorithms, and Big Data are imposing qualitatively new demands on HR managers. However, many HR specialists remain psychologically and professionally unprepared for these changes.

According to Deloitte, 76% of large organizations will have implemented AI and automation technologies into their HR processes by 2025.

Research conducted by Gartner indicates that 58% of organizations have identified digital transformation as a strategic priority for their HR departments. At the same time, the digital environment has created a demand for new competencies in the HR field:

- Data literacy;
- AI literacy;
- Change management;
- People analytics.

This situation necessitates a re-evaluation of HR manager competencies from a socio-psychological perspective.

LITERATURE REVIEW AND RESEARCH METHODOLOGY

According to data from Mercer Research, 78% of organizations are integrating AI and analytical platforms into HR processes in 2025, yet only 37% of HR specialists are assessed as being sufficiently prepared in terms of digital competencies. Furthermore:

- 41% possess the skills required to effectively use digital technologies;
- 59% of HR employees lack sufficiently developed digital analytical thinking skills.

This situation calls for an in-depth study of the socio-psychological mechanisms involved in the development of professional competencies in the HR field. International studies reveal a significant skills gap in HR amid digital transformation.

Table 1.

Key Indicators of HR Professionals' Digital and AI Competencies in 2025

Indicator	Value	Source
Percentage of HR managers capable of effectively using AI tools	8%	According to Gartner in 2025
HR professionals noting a gap between current skills and target levels	81%	According to CompTIA in 2025
HR professionals considering technical skill assessment via certification important	97%	According to CompTIA in 2025
Digital tolerance as the lowest-rated skill among HR professionals	70%	According to AIHR Research in 2025

The development of HR managers' professional competencies is realized through the following socio-psychological mechanisms:

- Social Facilitation: enhancing collective creativity and unlocking the individual potential of employees through digital tools.
- Internalization: transforming digital values into personal work principles. A manager must perceive technology as an "opportunity" rather than a "burden."
- Reflection: continuously analyzing professional activities and managing instances of "digital burnout."

ANALYSIS AND RESULTS

Table 2.

In recent years, the concept of STARA competencies has been promoted for HR managers

Competency	Description	Psychological Mechanism
Technological Integration	Integrating various digital systems into HR processes	Cognitive flexibility
Institutional Digital Planning	Shaping the organization's digital strategy	Systems thinking
Human-AI Collaboration	Working effectively with and managing AI tools	Metacognitive monitoring
Data Literacy	Understanding and applying Big Data and analytics	Analytical thinking
Digital Tolerance	Psychological resilience to uncertainty in the digital environment	Emotional intelligence

Scientific observations confirm that using AI in HR processes reduces subjective errors (psychological attitudes) in recruitment by 20-30%. However, the involvement of a manager with a high level of socio-psychological competence remains mandatory for final decision-making.

CONCLUSION

In conclusion, in the context of digital transformation, an HR manager must serve not only as a manager of technologies but also as a "psychological bridge" between humans and technology. In the development of professional competencies, systemic training, coaching, and psychological programs aimed at enhancing emotional intelligence play a crucial role.

The following recommendations are proposed:

1. Develop continuous digital competency training programs for HR professionals.
2. Strengthen AI literacy and data analytics skills in HR education and practice.
3. Introduce psychological support and coaching programs to reduce digital burnout.
4. Promote human-centered approaches in AI-integrated HR systems.
5. Encourage organizations to enhance digital tolerance and emotional intelligence among HR employees.

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