

Labour relations in Kyrgyzstan and mechanisms for improving the environment in the training of qualified personnel

Niiazbek Pazylov*

PhD in Law, Associate Professor
Osh State University
723500, 331 Lenin Str., Osh, Kyrgyz Republic
<https://orcid.org/0000-0002-6180-9634>

Gulzat Omorova

Graduate Student, Lecturer
Osh State University
723500, 331 Lenin Str., Osh, Kyrgyz Republic
<https://orcid.org/0000-0002-4679-5932>

Shailoobek Paraidin uulu

PhD in Law, Associate Professor
Osh State University
723500, 331 Lenin Str., Osh, Kyrgyz Republic
<https://orcid.org/0006-0009-8349-7674>

Ravil Mazitov

PhD in Law, Associate Professor
Osh State University
723500, 331 Lenin Str., Osh, Kyrgyz Republic
<https://orcid.org/0009-0005-8743-3283>

Abstract. The relevance of this study is due to the problems of migration of the population of the Kyrgyz Republic due to unfavourable labour market conditions. In accordance with this, the purpose of the study is to find out the features of the current environment in the training of qualified personnel. Methods of logical analysis, synthesis, comparative-legal, formal-legal, and legal hermeneutics are used in the study to fulfil the tasks set. In the course of the study conducted, statistical data on the state of the labour market in the Kyrgyz Republic as of September 2023, by regions and years, are examined. According to this analysis, it is noted that in the context of years, the unemployment rate decreased by 4.5%, which indicates the effectiveness of the measures taken. The risks that exist in the implementation of state programmes to reduce unemployment were examined. These included limited budgetary resources of state bodies and the potential of employees of state bodies and local self-government bodies, increased migration due to the lack of jobs in Kyrgyzstan that provide more favourable conditions. A comparative legal analysis of the experience of the USA and Japan was conducted. This allowed identifying a number of features, namely: the active development of communication between management and staff, the introduction of human resource management structures, productivity improvement, effective staff selection, management, productivity incentives and employee certification, loyalty programmes for employees etc. The practical value of the results obtained consists in providing recommendations that will allow government agencies to eliminate current problems, reduce unemployment and increase labour productivity in Kyrgyzstan

Keywords: employee; labour market; digitalisation; foreign experience; investment policy; human capital

Suggested Citation

Article's History: Received: 16.08.2023 Revised: 21.11.2023 Accepted: 23.12.2023

Pazylov, N., Omorova, G., Paraidin, Sh., & Mazitov, R. (2023). Labour relations in Kyrgyzstan and mechanisms for improving the environment in the training of qualified personnel. *Social & Legal Studios*, 6(4), 164-173. doi: 10.32518/sals4.2023.164.

Corresponding author



Introduction

Digitalisation of the economy is a process of development and implementation of innovative technologies in economic activity. This is accompanied by the creation of certain legal, organisational, socio-economic, and other conditions, which has a positive impact on many aspects of public life and is a key factor in economic development. This process covers a much wider range of areas than exclusively economic, and leads to changes in the labour market. At the moment, there are a number of problems in the Kyrgyz Republic that are associated with population migration and rising unemployment. In accordance with this, quite an urgent issue is the training of qualified workers, which will be able to improve the field of labour relations in the conditions of digitalisation.

Notably, the scientific doctrine identifies both positive and negative consequences of digitalisation for the labour market. In the studies of K.I. Ismanaliev *et al.* (2021), considerable attention is paid to the interrelationships between labour and technology, employment, and investment activity in the context of explaining economic dynamics. The authors raised the question of the possible risks of the spread of technological unemployment in connection with the new industrial revolution, which was accompanied by the expansion of machine production. The possibilities of economical use of labour may outpace the development of new ways of its application in accordance with the position of R.D. Kalbaeva and D. Seydakmatova (2020). Currently, the key determinants of the technological transformation of production and the labour market are digital and information and communication technologies, which represent the fourth wave of the industrial revolution, as described by S.M. Kasymova *et al.* (2021). The authors point out that in addition to the potentially positive impact of new technologies on economic growth, it is important to consider their potential negative impact on the labour market, especially in the short term. Technological breakthroughs and automation can replace labour with capital, depriving workers of earnings or forcing them to retrain for work in other fields.

U.B. Islamova and A.A. Nishanova (2022) highlight remote employment as a source of growth in this economy, which is becoming preferable for an increasing number of workers as an alternative to standard full-time employment. However, this new level of “flexibility” is often accompanied by unstable working conditions, which can undermine the achieved legal and social guarantees for employees. In analysing the segment of the digital labour market, including issues of labour rights and social security, M.V. Khalilova and J.V. Guseva (2022) draw analogies with the early industrial revolution, when such issues did not exist.

Analysing the positive aspects of digitalisation, it should be noted the acceleration of economic growth, increased labour productivity and global competitiveness, increased competition in the digital sector, e-commerce and network business, and the expansion of opportunities for creating additional value. In addition, it is worth mentioning the improvement of the welfare and quality of life of the population and the reduction of public spending in the social field due to the spread of telemedicine and online education. However, some researchers express concerns about the negative impact of digitalisation, which is largely due to changes in the labour market and in the nature of labour relations. Advances in machine learning, robotics, and artificial intelligence inevitably lead to automation, changes in the demand for

labour, and the redistribution of jobs. However, automation will not be limited to physical labour, dangerous production operations, or monotonous tasks. It also poses a threat to workers performing intellectual, cognitive, or analytical activities. At this stage, there is a need to identify and assess the possible risks faced by the subjects of labour relations and to develop mechanisms to reduce them through actions both on the market and on the part of state regulation. The implementation of the analysis of the behaviour of labour market participants is an effective tool for assessing the prospects and consequences of the impact of digitalisation. An increase in risks for subjects of labour relations in the short term, including both employees and employers accompanies the increase in the scale of digitalisation of the economy. This includes an increase in the costs of opportunism, the level of social insecurity of workers, the growth of income inequality, and other aspects. In the long term, digitalisation can help to increase the efficiency of interactions and stabilise the labour market at the equilibrium level by reducing the costs associated with the formality of labour relations.

Based on the above, the purpose of this study is to identify possible risks that may arise in the subjects of labour relations during the training of qualified personnel due to the digitalisation process. In accordance with this, it is necessary to perform a range of tasks, namely, to examine the current problematic aspects of state regulation of labour relations in Kyrgyzstan, highlight the features of training qualified personnel and develop recommendations for the system of state regulation of the labour market.

Materials and methods

This study was conducted using various types of analysis methods. The functional analysis method was applied to analyse the labour market and its requirements for qualified personnel to determine what skills and competencies are necessary for successful employment and assess the training needs among the workforce. This method allowed determining the key functions and role of training qualified personnel in labour relations and the modern process of digitalisation in the Kyrgyz Republic. The method of logical analysis was used to examine the current state of the labour market in the Kyrgyz Republic. It allowed examining various factors that can affect the state of the labour market, identifying problems and risks faced by employees and employers. The method of statistical analysis provided an opportunity to examine data on the state of the labour market in the Kyrgyz Republic. Thus, the indicators of the unemployment rate in the context of years, employment, and unemployment indicators as of September 2023 and by region were examined.

The formal legal method was applied to examine the provisions of the Law of the Kyrgyz Republic No. 214 “On Promoting Employment of the Population” (2015). This allowed identifying its basic norms, the definition of the rights and obligations of citizens, employers, and state bodies in the field of employment promotion, and analysing its impact on employment practices and socio-economic development in the Kyrgyz Republic. The method of legal hermeneutics helped to interpret the legal text more reasonably in the context of changing circumstances and social changes. The dogmatic method allowed for a more detailed linguistic analysis of the text, including the meaning of words, phrases, and expressions used in legal documents to identify which legal

terms and concepts have a specific meaning in the context of the branch of law under study. The comparative legal method was introduced to analyse the experience of such states as the USA, Japan, and the Kyrgyz Republic. In accordance with this, this method helped to identify the characteristic features of ensuring the legal mechanism of labour relations and the training of qualified personnel in the countries under consideration, highlighting similarities and differences in this context. The analogy method provided an opportunity to determine the role of digital technologies and digitalisation in general in terms of the impact on the modern labour market in the Kyrgyz Republic. The method of abstraction allowed focusing on a separate aspect of the study – the mechanism of training qualified personnel. This concept, its inherent features and principles, the current state in the modern process of digitalisation were described in more detail.

The deduction method provided an opportunity to identify key aspects of the labour market in Kyrgyzstan based on practical implementation. The induction method, in turn, based on the provided statistical data and problems, allowed assessing the current state of labour relations in the state. The synthesis method was used to develop recommendations based on the results of the analysis for the authorities to improve the state of the labour market, support employment, and improve the effectiveness of the training of appropriately qualified workers.

Results

The state of labour relations in the Kyrgyz Republic

The current stage of development of the world economy is characterised by the introduction of digital technologies and computer information into an increasingly wide range of human activities. This changes the image of socio-economic relations, opens up new employment opportunities, and pro-

vides public and private services via the Internet. The formation of the digital economy is not only the result of natural evolution and scientific-technological progress but also the consistent implementation of the “digital programme” by leading countries in the field of economic development. This covers all aspects of public administration, from the creation of information and communication infrastructure to training support programmes. The labour market is becoming an institution that, in the conditions of universal digitalisation, determines the requirements for the quantitative and qualitative composition of the labour force, regulates the supply and demand for workers with the appropriate skills. Therewith, it excludes those who are unable to adapt to modern conditions.

The main reason for digital changes is the substantial development of information technologies in modern society, including both hardware and software capable of performing a wide range of tasks. On the one hand, this is a positive trend, as it contributes to increasing production efficiency, reducing operating costs, and improving the quality of products and services. This can lead to an increase in entrepreneurial activity, the development of new methods of training and employment, and an increase in labour mobility and activity of the studying-age population. On the other hand, it causes a number of problems, both economic and social. Among the negative consequences, it is worth highlighting the growth of unemployment, the increase in the costs of retraining and relocation of workers, and the need to develop and finance programmes to promote employment, stimulate entrepreneurial activity, and provide social assistance and support to citizens. The labour market is an economic system in which many participants take part, including the state, employers, employees, trade unions, and other structures. It is worth considering statistical data to assess the modern labour market in Kyrgyzstan (Table 1).

Table 1. Statistical data of the modern labour market

Criteria	Indicator
Economically active population	2,712,700 people
Employed population	2,581,100 people
Number of unemployed	131,600 people
General unemployment rate	4.9%
Official unemployment rate (as of September 2023)	2.7%
The number of unemployed who are registered with the employment service	96,000 people
Number of officially registered unemployed	72,000 people

Source: Ministry of Labour, Social Security and Migration of the Kyrgyz Republic (2023a)

As of September 1, 2023, 16,480 vacancies were announced to the employment services, mainly in the field of working specialities. However, there were 5,876 unclaimed jobs, and for every vacancy, there were 16 people. The number of citizens who applied to employment services by September 1, 2023, amounted to 107,253 people. Of these, 75,266 people received consultations on labour and employment legislation, vocational training, retraining opportunities, and choosing a profession. During this period, 122 unemployed citizens were assigned unemployment benefits. One of the main goals of the employment service is to assist in finding employment, and during the reporting period, they were able to help employ 11,239 unemployed citizens. In addition, assistance in employment is implemented through active measures in the labour market. With an increase in the unemployment

rate and a shortage of jobs, the main area becomes the training of unemployed citizens. The employment services sent 4,376 unemployed citizens for vocational training to increase their competitiveness in the labour market, considering the need for labour in various professions. This training was focused on professions in demand in the labour market, such as gas welder, hairdresser, computer operator, accountant with 1C skills, cook, seamstress, tailor, office manager, electrician, and driver. In addition, 8,801 unemployed citizens were sent to paid community service as part of temporary employment. Active measures in the labour market, such as education and vocational training, included 13,177 unemployed citizens. Therewith, 82 unemployed citizens receive unemployment benefits. Quite remarkable is the consideration of statistical data on employment by region (Table 2).

Table 2. Statistical data by region as of October 1, 2023

Region	Registered	Received consultations	Employed	Referred to vocational training	Employed after training	Referred to public services	Registered, total	Registered as officially unemployed
Kyrgyz Republic	29,643	58,736	6,949	3,817	1,456	7,892	100,566	75,211
Bishkek	3,615	4,954	2,129	1,075	659	552	7,456	6,642
Osh	875	1,158	313	147	11	885	6,054	3,200
Osh region	7,537	11,478	409	615	66	1,453	21,525	17,049
Chui region	2,379	8,661	1,096	285	191	920	6,587	5,956
Issyk-Kul region	1,882	7,364	790	535	213	1,154	5,351	4,229
Jalal-Abad region	7,030	11,098	1,063	563	149	774	29,352	20,492
Naryn region	969	6,328	295	123	91	307	3,666	2,761
Batken region	4,002	4,182	415	207	31	1,179	15,485	11,637
Talas region	1,354	3,153	439	267	45	668	5,090	3,245

Source: Ministry of Labour, Social Security and Migration of the Kyrgyz Republic (2023b)

Notably, the Government adopted Law of the Kyrgyz Republic No. 214 “On Promoting Employment of the Population” (2015), which establishes the legal, economic, and organisational foundations of the national policy of promoting employment, including state guarantees to ensure the constitutional rights of citizens to work and social protection from unemployment. Nevertheless, today, there are several key problems: an insufficient number of jobs with an appropriate salary level, an imbalance in the economic development of regions, which affects internal migration, limited involvement of local state administrations and local self-government bodies in the implementation of measures to promote employment, the discrepancy between the level of vocational education needs labour market, low level of social guarantees for employees, and unorganised external labour migration. According to the data of the National Statistical Committee of the Kyrgyz Republic, the unemployment rate in % ratio in the context of years is shown in Figure 1.

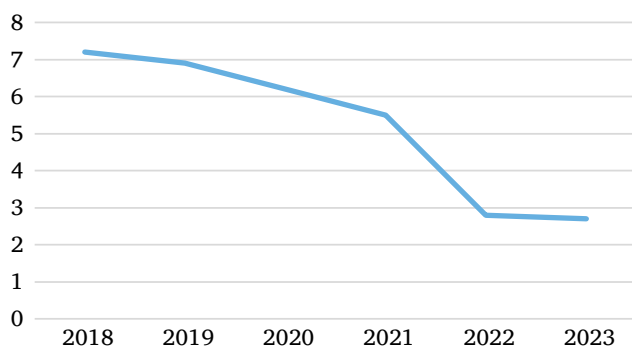


Figure 1. Unemployment rate in the Kyrgyz Republic, %
Source: Unemployment rate in Kyrgyzstan (2023)

The data provided allow concluding that in the context of years, the unemployment rate decreased by 4.5%, which indicates the effectiveness of the measures taken. Therewith, as in all fields, there are risks when implementing state programmes to reduce unemployment. Among the risks of an economic nature, limited budgetary resources of state bodies are notable, organisational – the limited potential of employees of state bodies and local self-government bodies,

socio-economic - an increase in migration due to the lack of jobs in Kyrgyzstan that provide more favourable conditions (wages, labour safety, social package, etc.). Notably, the education system directly affects the employment situation in the country. In the near future, it is likely that this education system will not be able to serve as a platform for creating competitive advantages for the Kyrgyz economy. The solution of these complex problems of the national labour market is possible only with a consistent national policy in the fields of migration policy, education, healthcare, and regional development.

Thus, in the current economic context, it is necessary to take a number of measures. First of all, develop projects to maximise the use of skilled labour, identifying promising industries and retraining workers for them; it is important to stimulate the creation of small and medium-sized enterprises, including the provision of preferential loans to support the development of entrepreneurship; to develop a set of measures to ensure the stability and dynamic development of rural areas, paying special attention to the development of rural to determine the main areas of organisational activities aimed at supporting the increase in labour productivity and ensuring economic growth. The proposed measures will provide an opportunity to increase the level of employment of the population, train highly qualified workers, and reduce unemployment rates in Kyrgyzstan.

US experience in regulating labour relations

It is necessary to consider the world experience in increasing the social motivation of labour relations. In social development, the importance of motivation and its roots acquire a diverse meaning and meaning. It is especially worth highlighting the social value of work-related motives that have become a priority. Motivation in the workplace plays an important role in determining the reasons for interaction between employees. In the USA, Japan, and Western Europe, there is a growing interest in the study of issues of increasing labour productivity. Labour law and these legal relations in the United States have developed differently in comparison with other developed countries in Europe. The main reason is that the relationship between employers and employees in America is very different from the class and social struggle

in other countries (Ozkeser, 2019). American workers are struggling not only to improve their social status and career advancement but also to improve working conditions, access to quality medical care and higher pensions. In the US, there is little social inequality between business owners and employees. The main difference between employees and employers is not in social status but in the difference in income and the right to dispose of them. This historical feature of America has also influenced relations in production. For a long time, there has been a shortage of skilled labour in the United States. Many industrial crises arose due to the lack of trained personnel, according to which skilled workers were always in demand. Since employers competed for labour, workers were given the opportunity to demand higher wages and better working conditions (Murtiningsih, 2020).

It is worth mentioning such a phenomenon as “golden parachutes”, which have been used since the 1980s as a corporate governance tool in response to the turbulent time of corporate takeovers. At that time in the USA, the legal regulation of labour relations was based on the Anglo-Saxon tradition and included regulations protecting the rights of workers. However, at the time of the introduction of the “golden parachutes”, this was based on the principle of “hiring at will”. This meant that it was not the laws but rather the beliefs of researchers and judges that confirmed the right of both the employee and the employer to terminate the employment relationship at any time without the need to comply with any formal procedures and obligations unless a written agreement between them settled it. In accordance with general practice, the dismissal of an employee in the United States did not provide compensation, which meant that top managers dismissed in connection with corporate takeovers lost their jobs, income, career prospects, and status.

In the USA, “golden parachutes” perform such functions as: provide guaranteed employment to the head in the event of a takeover of the company; serve as a means of protection against unfriendly takeovers since information about “golden parachutes” is usually available to competitors; help resolve conflicts of interest between management personnel and shareholders before the takeover, encouraging the head to complete this process successfully; they are used as a means to attract the best personnel, especially in the case of firms in a difficult financial situation and interested in the possibility of a takeover instead of liquidation or bankruptcy. The direct dependence of the “golden parachute” on the net profit of the organisation is provided in the case when such conditions are determined by the employment contract. If there is no such connection, and the dismissal of the head occurred by the decision of the owner of the company and is not related to any actions or guilt of the head, then it turns out that the court has neither grounds nor authority to review the owner’s decision.

Notably, the legislation of Kyrgyzstan does not provide effective means that would allow to correctly resolve disputes in this area, which led to inconsistent judicial practice and, as a result, violation of the rights of employees to additional payments. In this regard, it should be mentioned that it is necessary to amend the Labour Code to cover these payments with the general term “compensation to an employee for early termination of an employment relationship through no fault of his own” and to define the procedure for establishing such payments to protect the interests of the employee. In the absence of legislative grounds, the courts should

provide clear explanations regarding the legal nature and purpose of payments in case of early termination of employment relations. This also applies to additional guarantees, and the courts should approve the assumption of good faith in the actions of the employee and the obligation to fulfil the terms of the employment contract on the part of the employer in resolving labour disputes. The authorities should point out the need for a detailed analysis of the circumstances related to the conclusion of an agreement on payments for early termination of employment relations, including the reasons for its conclusion and specific obligations set out in the employment contract.

It is quite important to provide the courts with a method for assessing the amount of payments for early termination of employment relations based on international experience. Therewith, one should consider the position of the employee, their business reputation, the circumstances that accompanied the hiring (especially if they are related to the conclusion of an agreement on compensation for early termination of employment relations), the duration of the employment contract, and the amount and structure of remuneration that the employee could receive while remaining in an employment relationship with the employer. If the payment is related to the takeover of the organisation, the court must also take this factor into account in favour of the employee. The courts must consider the presence or absence of direct restrictions on payments established by the constituent documents or local regulations of the employer to assess the terms of the employment contract regarding the right to payment in the event of early termination of employment relations. The absence of such restrictions should be interpreted in favour of the employee since the owner or the board of directors, when making a decision on early termination of the employment relationship, assumes the obligation to pay appropriate compensation to the manager. This will provide an opportunity to regulate certain aspects of labour relations and protect the interests of employees.

Features of Japan’s experience in increasing labour productivity

The main focus in Japan was the analysis of the relationship between the characteristics of technology and the problems of labour productivity. Based on this, the Japanese “Kaisen” system was created, which was a form of labour organisation (Kalleberg, 2020). The main feature of this system was that the company considered working conditions and wages in Japan and each of its employees on an equal footing, paying attention to the studying environment and the corresponding conditions. The motivational factors that define this concept and stimulate high labour productivity include such aspects as the provision of jobs and the possibility of career advancement, wages, working conditions, job content, and the internal working atmosphere and relations between management and employees. One of the key elements of this system is the selection, training, and education of employees so that they show loyalty to the company and constantly improve their skills. This ensures continuous education and development of the workforce. Japanese workers rarely take vacations and study regularly, which leads to a very low level of work absences (0.8-1.6%) compared to other countries (Khang *et al.*, 2023). This is largely due to the benefits for both the company and the production. In addition to ensuring the permanent employment of a Japanese employee

within the company, the contract also determines the improvement of their standard of living, the development of intellectual abilities and the education of children. That is, the company and the employee are considered as interrelated components of a single system, the contract is based on the mutual consent of both parties and the employee's free choice of profession. In this case, the company undertakes to provide the employee with the established rights and freedoms. For example, the basic principle of SONY Corporation is to treat its employees as family members; the same labour practice applies in Sweden.

A rather necessary aspect is the liberation of the labour market from excessive demand for labour, which in turn leads to a decrease in the unemployment rate. The implementation of agreements corresponding to the demographic situation in the country will create a system of continuous employment for each employee. Notably, another motivating factor for the labour activity of Japanese workers is the length of service and the corresponding payment. Older people receive higher salaries regardless of the quality of their work or abilities. This process is considered a special form of motivation in all developed countries. This encourages employees to work more productively and increases their confidence in the future. That is why it serves as a motivating factor for young workers, encouraging them to stay in the same workplace. Moving to another company means the loss of seniority since work experience is considered only within one firm or company. However, regardless of age and work experience, modern Japanese companies are now also paying attention to matching professional skills. This is an essential requirement in the modern world. Such a system can reduce the wage fund but increases the contribution of individual work. The income distribution system is also rapidly expanding, where the amount of remuneration depends on the profit of the enterprise. A feature of modern personnel management is the creation of a system for enriching the content of labour and employee involvement in management. One of the main ways of involvement is the formation of self-government groups. These groups make up 90% of Japan's workforce (Ainsworth & Knox, 2022). Initially, such quality clubs were created to control the quality of goods in stores. Currently, they are considered as a means of building confidence in the company and a way to increase its responsibility in its activities. Through these small groups, Japanese managers delegate their authority to the workshop level, increasing the responsibility of the masters for successful production. There are other methods that help to stimulate the initiative of employees, namely, such as notebooks for opinions and suggestions.

The quality of management is related to the purpose of the enterprise and its position in the market. In the Kyrgyz Republic, activities have been implemented to improve the level of social protection. For example, due to state measures of social support, the state has its own characteristics and advantages in comparison with other countries of the post-Soviet space. It should be mentioned that the social protection policy in the country should include the following components: a policy to prevent poverty, that is, to guarantee a decent level of income for workers; a policy aimed at comprehensive support for disabled people; employment policy, including the activities of the labour exchange, which promotes the employment of persons who have lost their jobs. The implementation of this policy considers specific services

provided by the Ministries of Labour, Social Protection, and Finance, including pensions, social security, the activities of the labour exchange, and the creation of a favourable working environment in the team. As noted from the analysis, various forms of communication between management and staff are actively developing in Japan, such as official meetings, morning rallies, seminars, and other events. A special aspect is the introduction of human resource management structures, as in the experience of Japan and the United States, from which common features can be distinguished. In the two countries, the main goal remains to increase productivity. Japanese corporations can use the methods of American personnel selection, management, productivity incentives, and employee certification to achieve this. However, there are differences. For example, Japanese firms and corporations strongly emphasise the promotion of loyalty to the company.

The above allows concluding that the key task of improving the level of training of qualified workers, increasing employment rates and eliminating unemployment is the introduction of completely new approaches both in the activities of state structures and private enterprises. This will provide an opportunity to improve the efficiency of the labour relations segment substantially.

Discussion

The duality of the modern economy manifests itself in two opposite areas of its development: pervasive digitalisation and simultaneous social orientation. On the one hand, this is due to the psychological aspects of the interaction of the individual in the context of "man – machine", and on the other – the possibility of transition to the individualisation of each individual in the conditions of digital transformation, as noted by R. Fenech *et al.* (2019). It should be added to the position of the authors that the need to consider all factors affecting the motivation of people's actions at various stages of life, their psychological characteristics and needs, is becoming one of the main areas in economic theory and practice. In this context, the key characteristics of an individual necessarily include an analysis of his professional activity aimed at the effective self-development of the individual in a modern digital society. There is a wide range of scientific aspects of the labour process that determine the role of a person as an integral element in production and economic activity. One of the main concepts in this field is the concept of "cadres", despite its relatively new origin. In the beginning, it was used to denote the permanent composition of military units, and in the modern economy, it refers to a set of specialists with the necessary training, education, skills, and experience in the relevant field of activity (Duggan *et al.*, 2020).

G. Anwar and N.N. Abdullah (2021) write that one of the stable phraseological phrases associated with the concept of "cadres" is "personnel training". Based on this position of the authors, the word "preparation" primarily means preventive activities and is considered in the context of preliminary measures or the learning process. That is, "personnel training" means the formation of a quantitative and qualitative composition of employees within a certain economic system to ensure its effective functioning. Therewith, in accordance with the principle of synergy of scientific concepts, in the digital economy, the term "personnel training" has a deeper meaning, which is explained both by the evolution of scientific ideas about the labour economy and the complex internal content of this concept.

Digitalisation, as mentioned by M.T. Alshurideh *et al.* (2023), had a substantial impact on all aspects of the labour process. It is necessary to agree with this statement, and the special characteristics of modern relations in the field of production and labour include changes in the structure of employment in various sectors of the economy, an increase in the number of jobs in the managerial and technical fields, an increase in the gap between highly and low-skilled professionals, changes in motivation and the process of hiring labour, and the development of flexible forms of employment and intellectual-creative activity. Considering these changes, the personnel training system should also undergo transformation both from the outside, providing the labour market with specialists with digital competence, and from the inside, modernising the training process itself using innovative digital technologies.

The COVID-19 pandemic had a special impact on accelerating the digitalisation of the training system, as stated by D. Vrontis *et al.* (2022). In the conditions of mass closure of enterprises and institutions, employees faced the need to master knowledge, skills, and abilities in the field of information and communication technologies or their updating. The need for appropriate educational programmes, retraining and advanced training, including online training, has increased markedly. All participants in relations in the field of production and labour, including government agencies and individual employees, have shown interest in the development of the digital educational services market. However, the personnel training system was not ready for such a sharp increase in demand for specialists for the digital economy, partly due to the lack of an extensive theoretical and methodological base necessary to determine the quantitative and qualitative characteristics of digital industrial and labour relations.

The relatively short stage of the digital transformation of the economy, which began in the 90s of the twentieth century, has not yet allowed developing a systematic approach to the use of terminology in the process of personnel training in new production conditions, according to M. Thite (2020). In connection with this position, it is advisable to mention that the digital economy has a number of characteristic features, such as the use of digital technologies, electronic goods and services, network business, and digital assets that form a new socio-cultural reality. However, these signs do not cover the essence of industrial and labour relations that arise in digitalisation and support the functioning of digital economy institutions. This means that the labour economy should develop appropriate terms for the digital economy in general and for the main characteristics of its components, including the personnel training process.

In modern economic literature, the concept of “personnel training” is considered from two main points of view: as a long-term process and as a resource element of economic activity. From the first standpoint, this includes measures and means aimed at ensuring the normal functioning of the labour market, the implementation of plans, programmes and projects, maintaining a stable balance in quantitative and qualitative terms in the field of labour, preventing violations in compliance with regulations and contracts in the field of personnel management, as indicated by J.Y. Yong *et al.* (2020). From the second standpoint, it is a synonym for the concept of “staffing” and is a key resource describing staffing and its quality, which is an important element in the resource support of production and determines the

characteristics of the functioning of the enterprise, according to M.A. Kareem and I.J. Hussein (2019). Based on these positions, an integral task in managing both the formation of the staff and working with it is to influence the training process for a specific purpose. The main purpose of this impact is to create an organisation’s workforce that meets its needs both quantitatively and qualitatively. This approach to staffing prevails in many studies, mainly aimed at solving the problems of the functioning of individual enterprises and organisations and not at regional or sectoral economic systems.

Despite the widespread use of the second standpoint among researchers, it is more appropriate to use the term “staffing” in this context. R. Peccei and K. van de Voorde (2019) write that this formulation allows including in the field of research both personnel support for the functioning of individual enterprises and socio-psychological aspects of motivation and improvement of working conditions of employees. That is, based on this position, the process of forming a personnel training system does not begin at the stage of hiring specialists but also at the stage of their training in institutions of secondary and higher professional education and continues until the end of their working life. A balanced organisational and economic mechanism of interaction between the education system and various participants in the commodity market, including executive authorities, manufacturers and infrastructure facilities in the industrial and social fields, is required to ensure the effective operation of such a system. The theoretical basis for assessing the quantitative and qualitative aspects of the personnel training system is human resources, human capital, personal potentials, and their structural components. They form the incoming physical and intellectual flows of this system, and the output is a set of individuals with certain professional competencies (knowledge, skills, abilities) and a certain level of their application (qualifications). In the conditions of the digital economy, the process of personnel training takes on a new dimension – intellectual and personnel support, as indicated by K. Stachová *et al.* (2019). It is worth agreeing with this, which is due to the constant expansion of functions and tasks performed by employees. In this context, various organisational, economic, and legal components are being formed, and measures that are implemented by the management of the enterprise and are aimed at achieving the goals of the economic entity, creating and effectively using human resources and their intellectual capabilities to strengthen business processes and increase the competitiveness of the enterprise.

Thus, the process of personnel training should be understood as the process of formation and effective management of human capital aimed at achieving balance in quantitative and qualitative terms in the labour market and its participants. In this context, the main characteristics of the personnel training process include educational, sectoral, and regional components. Education as a separate system and branch of the economy not only takes part in the formation of personnel at the stage of obtaining basic professional knowledge and skills but also provides an increase in the personnel potential of employees throughout their entire working life. The ways of such interaction may vary, including advanced training courses, internships, and obtaining additional or second professional education. Personnel training is a complex and multidimensional concept that was formed and developed under the influence of various theoretical concepts

in the field of economics. Modern conditions of digitalisation not only change the usual mechanisms of labour activity and industrial and labour relations but also impose completely new requirements on the intellectual abilities of the individual. Notably, even considering the substantial development of medicine and psychology, there are limitations in the intellectual capabilities of a person at the present stage. These limitations should be considered both in the practical work of institutional labour market participants and in the development of methodological approaches to the examination of the personnel training process in the digital economy.

Conclusions

This study was conducted to examine the current state of the labour market in the Kyrgyz Republic and identify the features of the mechanism for training qualified personnel. It was noted that despite the range of measures taken by state structures, today there are several main problems: insufficient number of jobs with decent wages, an imbalance in the economic development of various regions, which affects internal migration, limited involvement of local state administrations, and local governments in the implementation of measures to promote employment.

Based on the analysis of statistical data, it was concluded that from 2018 to September 2023, the unemployment rate decreased by 4.5%. This indicates the effectiveness of the measures taken by state bodies. The risks that arise during the implementation of state programmes to reduce unemployment were also considered. Among the economic risks, limited budgetary resources of state bodies were noted, organisational – limited potential of employees of state bodies and local self-government bodies, socio-economic – increased migration due to the lack of jobs on the territory of the Kyrgyz Republic that provide more favourable

conditions. It was identified that the education system has a direct impact on the situation of the labour market in the country. In the near future, it is possible that the national education system will not be able to create competitive advantages for the Kyrgyz economy. The solution to these complex problems of the national labour market is possible only with a consistent national policy in the areas of migration policy, education, healthcare, and regional development. A set of measures was proposed to resolve the above problematic aspects and eliminate risks. An analysis of the experience of the USA and Japan was also conducted. This led to the conclusion that various forms of interaction between management and employees are actively developing in Japan, such as official meetings, morning rallies, seminars, and other events. One of the important aspects is the introduction of human resource management structures, which is common to the experience of Japan and the USA. It was noted that in the two countries, the main goal remains to increase productivity. Methods of personnel selection, management, performance stimulation, and employee certification can be used to achieve this goal.

Based on the above, it was concluded that the key task for improving the level of training of skilled workers, increasing employment, and eliminating unemployment is the introduction of new approaches both in the activities of state structures and in private enterprises. Subsequent studies will be aimed at conducting a comparative legal analysis of the labour market in post-Soviet countries.

Acknowledgements

None.

Conflict of interest

None.

References

- [1] Ainsworth, S., & Knox, A. (2022). "A bridge too far?" Ideas, employment relations and policy-making about the future of work. *Industrial Relations*, 61(1), 68-89. doi: [10.1111/irel.12295](https://doi.org/10.1111/irel.12295).
- [2] Alshurideh, M.T., Al Kurdi, B., Alzoubi, H.M., Ghazal, T.M., Said, R.A., AlHamad, A.Q., Hamadneh, A., Sahawneh, N., & Alkasssem, A.H. (2023). Fuzzy assisted human resource management for supply chain management issues. *Annals of Operations Research*, 326(1), 137-138. doi: [10.1007/s10479-021-04472-8](https://doi.org/10.1007/s10479-021-04472-8).
- [3] Anwar, G., & Abdullah, N.N. (2021). The impact of human resource management practice on organizational performance. *International Journal of Engineering, Business and Management*, 5(1), 35-47. doi: [10.22161/ijebm.5.1.4](https://doi.org/10.22161/ijebm.5.1.4).
- [4] Duggan, J., Sherman, U., Carbery, R., & McDonnell, A. (2020). Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*, 30(1), 114-132. doi: [10.1111/1748-8583.12258](https://doi.org/10.1111/1748-8583.12258).
- [5] Fenech, R., Bagnost, P., & Ivanov, D. (2019). [The changing role of human resource management in an era of digital transformation](https://doi.org/10.1080/10439862.2019.166175). *Journal of Management Information & Decision Sciences*, 22(2), 166-175.
- [6] Islamova, U., & Nishanova, A. (2022). [Some problems of social policy implementation in Kyrgyzstan](https://doi.org/10.26907/2541-7703.2022.1.83-88). *Journal of Osh State University. Economics*, 1(1), 83-88.
- [7] Ismanaliev, K.I., Tokosheva, Zh.A., & Osorbekova, T. (2021). [Digitalization and its impact on the labor market and labor relations](https://doi.org/10.26907/2541-7703.2021.1.25-31). *InterConf*, 51, 25-31.
- [8] Kalbaeva, R.D., & Seydakmatova, D. (2020). Research on development trends in the labor market in Kyrgyzstan. *Herald of International University Named After K.Sh. Toktomamatov*, 1, 73-78.
- [9] Kalleberg, A.L. (2020). Labor market uncertainties and youth labor force experiences: Lessons learned. *The ANNALS of the American Academy of Political and Social Science*, 688(1), 258-270. doi: [10.1177/0002716220913861](https://doi.org/10.1177/0002716220913861).
- [10] Kareem, M.A., & Hussein, I.J. (2019). The impact of human resource development on employee performance and organizational effectiveness. *Management Dynamics in the Knowledge Economy*, 7(3), 307-322. doi: [10.25019/MDKE/7.3.02](https://doi.org/10.25019/MDKE/7.3.02).
- [11] Kasymova, S.M., Azimov, I.N., & Zhoroeva, A.G. (2021). [Main directions and ways to improve employment in the Kyrgyz Republic](https://doi.org/10.26907/2541-7703.2021.4.338-345). *Topical Issues of the Modern Economy*, 4, 338-345.
- [12] Khalilova, M.V., & Guseva, J.V. (2022). [Human capital in the reindustrialization of Kyrgyzstan](https://doi.org/10.26907/2541-7703.2022.2.729-734). *The Herald of Kyrgyz State University of Construction, Transportation and Architecture*, 76(2), 729-734.

- [13] Khang, A., Jadhav, B., & Birajdar, S. (2023). Industry revolution 4.0: Workforce competency models and designs. In A. Khang, S. Rani, R. Gujrati, H. Uygun & S. Gupta (Eds.), *Designing workforce management systems for industry 4.0: Data-centric and ai-enabled approaches* (pp. 11-34). Boca Raton: CRC Press. doi: [10.1201/9781003357070-2](https://doi.org/10.1201/9781003357070-2).
- [14] Law of the Kyrgyz Republic No. 214 “On Promoting Employment of the Population”. (2015, August). Retrieved from <http://cbd.minjust.gov.kg/act/view/ru-ru/111258>.
- [15] Ministry of Labour, Social Security and Migration of the Kyrgyz Republic. (2023a). *Labor market of the Kyrgyz Republic as of September 1, 2023*. Retrieved from <https://zanyatost.kg/Page/PageShow/1016>.
- [16] Ministry of Labour, Social Security and Migration of the Kyrgyz Republic. (2023b). *Statistics as of 10/01/2023*. Retrieved from <https://zanyatost.kg/Home/Statistics>.
- [17] Murtiningsih, R.S. (2020). The impact of compensation, training & development, and organizational culture on job satisfaction and employee retention. *Indonesian Management and Accounting Research*, 19(1), 33-50. doi: [10.25105/jmar.v19i1.6969](https://doi.org/10.25105/jmar.v19i1.6969).
- [18] Ozkeser, B. (2019). Impact of training on employee motivation in human resources management. *Procedia Computer Science*, 158, 802-810. doi: [10.1016/j.procs.2019.09.117](https://doi.org/10.1016/j.procs.2019.09.117).
- [19] Peccei, R., & dan de Voorde, K. (2019). Human resource management – well-being – performance research revisited: Past, present, and future. *Human Resource Management Journal*, 29(4), 539-563. doi: [10.1111/1748-8583.12254](https://doi.org/10.1111/1748-8583.12254).
- [20] Stachová, K., Papula, J., Stacho, Z., & Kohnová, L. (2019). External partnerships in employee education and development as the key to facing industry 4.0 challenges. *Sustainability*, 11(2), article number 345. doi: [10.3390/su11020345](https://doi.org/10.3390/su11020345).
- [21] Thite, M. (2020). Digital human resource development: Where are we? Where should we go and how do we go there? *Human Resource Development International*, 25(1), 87-103. doi: [10.1080/13678868.2020.1842982](https://doi.org/10.1080/13678868.2020.1842982).
- [22] Unemployment rate in Kyrgyzstan. (2023). Retrieved from <https://take-profit.org/statistics/unemployment-rate/kyrgyzstan>.
- [23] Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2022). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *The International Journal of Human Resource Management*, 33(6), 1237-1266. doi: [10.1080/09585192.2020.1871398](https://doi.org/10.1080/09585192.2020.1871398).
- [24] Yong, J.Y., Yusliza, M.Y., Ramayah, T., Chiappetta Jabbour, C.J., Sehnem, S., & Venkatesh, M. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228. doi: [10.1002/bse.2359](https://doi.org/10.1002/bse.2359).

Трудові відносини в Киргизстані та механізми поліпшення середовища підготовки кваліфікованих кадрів

Ніязбек Пазілов

Кандидат юридичних наук, доцент
Ошський державний університет
723500, вул. Леніна, 331, м. Ош, Киргизька Республіка
<https://orcid.org/0000-0002-6180-9634>

Гулзат Оморова

Аспірант, викладач
Ошський державний університет
723500, вул. Леніна, 331, м. Ош, Киргизька Республіка
<https://orcid.org/0000-0002-4679-5932>

Шайлообек Парайдін уулу

Кандидат юридичних наук, доцент
Ошський державний університет
723500, вул. Леніна, 331, м. Ош, Киргизька Республіка
<https://orcid.org/0006-0009-8349-7674>

Равіль Мазітов

Кандидат юридичних наук, доцент
Ошський державний університет
723500, вул. Леніна, 331, м. Ош, Киргизька Республіка
<https://orcid.org/0009-0005-8743-3283>

Анотація. Актуальність дослідження зумовлено проблемами міграції населення Киргизької Республіки через несприятливу кон'юнктуру ринку праці. Відповідно до цього мета дослідження – вивчити особливості сучасних умов підготовки кваліфікованих кадрів. Для того щоб виконати поставлені завдання, у дослідженні використано методи логічного аналізу, синтезу, порівняльно-правової, формально-юридичної та юридичної герменевтики. У процесі проведеного дослідження вивчено статистичні дані про стан ринку праці в Киргизькій Республіці станом на вересень 2023 року в розрізі регіонів і років. Відповідно до цього аналізу зазначено, що рівень безробіття знизився на 4,5%, що свідчить про ефективність заходів, яких ужила держава. Розглянуто ризики, які існують під час реалізації державних програм щодо зниження безробіття: обмеженість бюджетних ресурсів державних органів та потенціалу працівників державних органів та органів місцевого самоврядування, посилення міграції через відсутність у Киргизстані робочих місць із достатньо сприятливими умовами. Проведено порівняльно-правовий аналіз досвіду США та Японії. Це дало змогу виявити низку особливостей, а саме: активний розвиток комунікації між керівництвом і персоналом, впровадження структур управління персоналом, підвищення продуктивності праці, ефективний підбір персоналу, управління, стимулювання продуктивності та атестація працівників, програми лояльності для працівників тощо. Практична цінність отриманих результатів полягає в тому, що надано рекомендації, дотримавшись яких державні органи матимуть змогу усунути наявні проблеми, знизити рівень безробіття та підвищити продуктивність праці в Киргизстані

Ключові слова: працівник; ринок праці; цифровізація; зарубіжний досвід; інвестиційна політика; людський капітал