

**SUN'IY INTELLEKTNING MEHNAT BOZORIGA TA'SIRI: INSON
KAPITALINI QAYTA TAYYORLASH STRATEGIYALARI**

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Annotatsiya. *Sun'iy intellekt (SI) texnologiyalarining jadal rivojlanishi butun dunyo bo'ylab mehnat bozorlarini tubdan o'zgartirib, odatiy kasblarni siqib chiqarmoqda va shu bilan birga ilg'or kognitiv va shaxslararo kompetentsiyalarni talab qiladigan yangi ish toifalarini yaratmoqda. Ushbu maqolada SI tomonidan boshqariladigan ishchi kuchining ko'chirilishi va ish o'rinlarini yaratishning ikki tomonlama dinamikasi o'rganiladi, natijada paydo bo'ladigan ko'nikmalardagi tafovut tahlil qilinadi va hukumatlar, korporatsiyalar va ta'lim muassasalari tomonidan qabul qilingan inson kapitalini qayta malaka oshirish strategiyalari tanqidiy baholanadi. Yaqinda o'tkazilgan empirik tadqiqotlar, xalqaro siyosat doiralari va rivojlanayotgan iqtisodiyot holatlari, jumladan, O'zbekistonning milliy SI strategiyasiga tayanib, maqolada samarali qayta malaka oshirish davlat investitsiyalari, ish beruvchilar ishtiroki va umrbod ta'lim arxitekturasini birlashtirgan tizimli yondashuvni talab qilishi ta'kidlangan. Tadqiqot natijalari shuni ko'rsatadiki, moslashuvchan qayta malaka oshirish ekotizimlarini faol ravishda rivojlantiradigan mamlakatlar va tashkilotlar inklyuziv iqtisodiy ishtirokni ta'minlagan holda SIning unumdorlik o'sishidan foydalanish uchun yaxshiroq pozitsiyaga ega bo'ladilar.*

Kalit so'zlar: *sun'iy intellekt, mehnat bozori, ish o'rinlarining ko'chirilishi, qayta malaka oshirish, inson kapitali, umrbod ta'lim, ish kelajagi, raqamli transformatsiya, rivojlanayotgan iqtisodiyotlar*

**ВЛИЯНИЕ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА НА РЫНОК ТРУДА:
СТРАТЕГИИ ПЕРЕКВАЛИФИКАЦИИ ЧЕЛОВЕЧЕСКОГО КАПИТАЛА**

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Аннотация. Быстрое развитие технологий искусственного интеллекта (ИИ) коренным образом трансформирует мировые рынки труда, вытесняя рутинные профессии и одновременно создавая новые категории работы, требующие развитых когнитивных и межличностных компетенций. В данной статье рассматривается двойственная динамика вытеснения рабочей силы и создания рабочих мест, вызванных ИИ, анализируется возникающий в результате этого дефицит квалифицированных кадров и проводится критическая оценка стратегий переквалификации человеческого капитала, принятых правительствами, корпорациями и образовательными учреждениями. Опираясь на недавние эмпирические исследования, международные политические рамки и примеры развивающихся экономик, включая национальную стратегию Узбекистана в области ИИ, в статье утверждается, что эффективная переквалификация требует системного подхода, сочетающего государственные инвестиции, вовлечение работодателей и архитектуру непрерывного обучения. Результаты показывают, что страны и организации, которые активно развивают адаптивные экосистемы переквалификации, будут лучше подготовлены к использованию преимуществ ИИ в повышении производительности труда, обеспечивая при этом инклюзивное экономическое участие.

Ключевые слова: искусственный интеллект, рынок труда, вытеснение рабочих мест, переквалификация, человеческий капитал, непрерывное обучение, будущее труда, цифровая трансформация, развивающиеся экономики

THE IMPACT OF AI ON THE LABOR MARKET: HUMAN CAPITAL RESKILLING STRATEGIES

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Abstract. *The rapid advancement of artificial intelligence (AI) technologies is fundamentally transforming labor markets worldwide, displacing routine occupations while simultaneously generating new categories of work that demand advanced cognitive and interpersonal competencies. This paper examines the dual dynamics of AI-driven labor displacement and job creation, analyzes the skills gap that emerges as a consequence, and critically evaluates human capital reskilling strategies adopted by governments, corporations, and educational institutions. Drawing on recent empirical studies, international policy frameworks, and emerging-economy case evidence-including Uzbekistan's national AI strategy-the paper argues that effective reskilling requires a systemic approach combining public investment, employer engagement, and lifelong learning architectures. The findings suggest that countries and organizations that proactively develop adaptive reskilling ecosystems will be better positioned to harness the productivity gains of AI while ensuring inclusive economic participation.*

Keywords: *artificial intelligence, labor market, job displacement, reskilling, human capital, lifelong learning, future of work, digital transformation, emerging economies*

INTRODUCTION

Artificial intelligence has emerged as one of the most transformative technological forces of the twenty-first century, reshaping industries, business models, and the very nature of work. Unlike previous waves of technological change-mechanization, electrification, and computerization-AI exhibits a distinctive capacity to replicate and even exceed human performance in a wide range of cognitive tasks, from data analysis and language translation to medical diagnosis and legal research (Acemoglu & Restrepo, 2022). This breadth of application raises fundamental questions about the future composition of employment and the skills that workers must possess to remain economically relevant.

The economic literature presents diverging perspectives on AI's net effect on employment. Optimists point to historical precedents demonstrating that technological revolutions ultimately create more jobs than they destroy, as productivity gains generate new demand and previously unimagined occupations emerge (Autor, 2022). Pessimists, however, contend that AI's speed and scope of adoption may outpace the labor market's adaptive capacity, resulting in structural unemployment and widening inequality (Ford,

2021). Between these poles lies the urgent policy challenge: how can human capital be systematically reskilled to align with an AI-augmented economy?

This challenge is particularly acute in transition and developing economies where institutional capacity and social safety nets are still maturing. Governments across Central Asia, the Middle East, and Southeast Asia have begun formulating national AI strategies that embed workforce development as a central pillar. Uzbekistan offers an instructive case: the country advanced 17 positions in the international AI readiness index within a single year, reaching 70th place among 188 nations and first in Central Asia, demonstrating that rapid policy mobilization can accelerate AI readiness even in economies undergoing structural transformation (Mirziyoyev, 2025a).

This paper addresses three interconnected questions. First, which occupational categories face the greatest displacement risk from AI automation? Second, what competencies are in rising demand? Third, which reskilling strategies have demonstrated effectiveness, and what institutional conditions are required for their success? The paper proceeds as follows: Section 2 reviews the relevant literature; Section 3 maps AI's impact on the labor market; Section 4 analyzes the emerging skills landscape; Section 5 evaluates reskilling strategies; Section 6 discusses policy implications; and Section 7 concludes.

Literature Review

Global Perspectives on AI and the Labor Market

Scholarly inquiry into AI's labor market effects has proliferated rapidly since the mid-2010s. The foundational contribution of Frey and Osborne (2017) introduced a task-based automation framework, estimating that 47% of U.S. occupations were susceptible to computerization. This work catalyzed a rich body of empirical and theoretical responses. Arntz et al. (2019) refined this estimate downward by disaggregating occupations into constituent tasks, finding that most roles contain a mix of automatable and non-automatable components. Acemoglu and Restrepo (2022) further advanced the theoretical framework by distinguishing between automation, which substitutes labor, and augmentation, which complements it, showing that the net employment and wage effects depend critically on which tendency dominates in a given technological regime.

At the macroeconomic level, McKinsey Global Institute (2023) projects that between 75 and 375 million workers globally may need to transition occupations by 2030 as a result of AI and automation, with the variance in estimates reflecting uncertainty about adoption rates, regulatory environments, and the pace of complementary job creation. The World Economic Forum (2023) estimates that while 85 million jobs may be displaced, 97 million new roles adapted to the human-machine frontier will emerge, yielding a net positive but unevenly distributed outcome. Productivity gains from AI adoption are also well-documented: Begalov (2025) synthesizes evidence showing that AI-driven automation improves labor productivity and can accelerate economic growth rates, particularly in manufacturing and services sectors, while simultaneously altering the composition of labor demand.

The distributional effects of AI on wages and employment have attracted particular attention. Autor (2022) documents a U-shaped pattern in which AI disproportionately

displaces middle-skill routine workers while augmenting both high-skill cognitive workers and some low-skill service workers, contributing to labor market polarization. Ford (2021) presents a more pessimistic assessment, arguing that the combination of AI and robotics may hollow out a sufficiently broad range of tasks-including non-routine cognitive work-to produce structurally elevated unemployment. These divergent projections underscore the importance of active policy intervention and underscore why reskilling has emerged as a central preoccupation of labor market governance.

AI Policy Frameworks in Transition Economies

A growing body of policy literature examines how emerging and transition economies are developing national AI strategies that integrate workforce development. The IMF has highlighted that AI's global economic impact will be differentiated by income level, with advanced economies positioned to capture a disproportionate share of productivity gains unless developing countries build institutional and human capital readiness proactively. In response, several transition economies have moved beyond aspirational rhetoric toward legally binding frameworks and dedicated funding mechanisms.

Uzbekistan's trajectory is particularly instructive. The Republic's Presidential Decree No. PQ-4996 (2021) established the foundational legal architecture for AI adoption, articulating priorities across agriculture, banking, finance, taxation, transport, energy, healthcare, and e-government, and creating the Scientific-Research Institute for Digital Technologies and AI Development under the Ministry of Information Technology (Presidential Decree PQ-4996, 2021). Crucially, the decree framed workforce readiness as a strategic prerequisite, identifying qualified personnel training as a core objective alongside infrastructure investment and regulatory development.

This institutional foundation was subsequently deepened by the AI Development Strategy through 2030, adopted in 2024, and reinforced by Presidential Decree No. PF-189 (October 22, 2025), which established binding targets: implementation of at least 100 AI projects across public administration, social services, and the economy by end-2026; attraction of more than \$1 billion in foreign AI investment by 2030; integration of AI instruction into school and university curricula from the 2026/2027 academic year; and launch of 15 AI laboratories in universities by end-2026 (Presidential Decree PF-189, 2025). Dedicated funding of \$100 million from the Recovery and Development Fund was allocated to support infrastructure and human capital objectives.

Begalov (2025) places Uzbekistan's AI strategy within the broader context of digital economic transformation, noting that the country's AI potential has been estimated at \$10 billion by international experts, with realization contingent on resolving three bottlenecks: computing infrastructure, open data availability, and systematic professional training. This analysis aligns with the government's own prioritization: the October 2025 presidential video-conference on AI implementation identified infrastructure, open data, and talent development as the three decisive levers, committing \$50 million for 16 supercomputer clusters and pledging a doubling of this investment in the following year (Mirziyoyev, 2025b). These policy commitments represent a compelling case study in how emerging

economies can operationalize global knowledge about AI labor market dynamics within national development strategies.

Human Capital Reskilling: Theoretical Foundations

The theoretical basis for human capital reskilling draws primarily on Becker's (1964) foundational distinction between general and firm-specific training, extended by subsequent scholarship on the economics of skill formation. In the AI context, traditional distinctions are complicated by the speed of skill obsolescence and the shift from occupation-level to task-level labor market dynamics. Cappelli and Tavis (2018) argue that effective reskilling in the digital age requires organizations to redesign work architectures concurrently with training investment, decomposing jobs into tasks and recombining them in ways that leverage human complementarities with AI systems. This insight shifts the unit of analysis from static occupational training toward dynamic competency development embedded in continuously evolving work contexts.

The literature converges on several institutional prerequisites for effective reskilling at scale: anticipatory skill forecasting aligned with labor market intelligence; co-financing mechanisms that distribute training costs across the state, employers, and workers; portable credentialing systems that maintain their value across employers and sectors; and equitable access provisions that prevent reskilling systems from reproducing existing inequalities. These principles are evident in the most successful national programs and increasingly inform the reskilling architectures emerging in transition economies, including the "One Million AI Leaders" program in Uzbekistan, which provides free online training in AI competencies through platforms such as aistudy.uz, targeting one million young specialists by 2027 (Mirziyoyev, 2025a).

AI-Driven Transformation of the Labor Market

Automation Risk and Job Displacement

Seminal research by Frey and Osborne (2017) estimated that approximately 47% of U.S. jobs were at high risk of automation within the following two decades. Subsequent studies have refined these projections by shifting focus from occupations to tasks, noting that even high-skilled roles contain automatable sub-tasks while many routine jobs require human judgment in complex, unpredictable environments (Arntz et al., 2019). McKinsey Global Institute (2023) estimates that by 2030, between 75 and 375 million workers globally may need to transition to new occupational categories as a result of AI and automation.

Industries with the highest near-term displacement risk include manufacturing, logistics, retail, financial data processing, and administrative services. AI-powered robotic process automation (RPA) systems are already replacing significant proportions of back-office functions in banking and insurance. In manufacturing, collaborative robots increasingly perform assembly, quality inspection, and materials handling tasks previously executed by semi-skilled workers. At the macroeconomic level, Begalov (2025) notes that while AI-driven displacement generates genuine short-term frictional unemployment, historical precedent from prior industrial revolutions suggests that displaced workers were ultimately redirected to newly created sectors—a transition that requires deliberate policy support rather than passive market adjustment. Sectors such as healthcare, education,

creative industries, and personal services are projected to experience net employment growth, driven by rising demand that AI augments rather than replaces (World Economic Forum, 2023).

In developing and transition economies, the displacement dynamic takes on distinctive characteristics. Begalov (2025) observes that Uzbekistan's government has explicitly programmed AI-driven job creation as a policy target, with projections of 15,000 new jobs by 2026 and 100,000 by 2030 attributable to AI technology deployment across economic sectors. This represents a proactive attempt to shape the employment composition of AI adoption, rather than accepting its distributional consequences passively-an approach that may offer transferable lessons for other emerging economies navigating similar transitions.

Job Creation and Augmentation

AI is simultaneously generating new occupational families. Roles such as AI trainers, data annotators, machine learning operations engineers, AI ethicists, and human-AI interaction designers represent emerging labor demand with no historical precedent. The World Economic Forum's Future of Jobs Report (2023) projects that 97 million new roles adapted to the new human-machine frontier will emerge globally by 2025, partially offsetting the 85 million jobs projected for displacement. Beyond wholly new roles, AI is fundamentally augmenting existing occupations: radiologists use AI-assisted imaging diagnostics, lawyers deploy natural language processing tools for contract review, and engineers collaborate with generative design algorithms.

The projected scale of global AI's economic contribution has grown substantially with improving adoption rates. Uzbekistan's President Mirziyoyev, addressing the Asian Development Bank Annual Meeting in Samarkand (2026), cited World Trade Organization projections indicating that AI could add an incremental 40% to global trade turnover by 2040, and noted that global AI market projections had risen from \$15 trillion to more than \$20 trillion by early 2026 (Mirziyoyev, 2026). This scaling of economic projections underlines why both advanced and emerging economies treat workforce readiness not merely as a social protection issue but as a fundamental competitiveness imperative.

The Emerging Skills Landscape

The OECD's Skills Outlook (2023) identifies a tripartite skills taxonomy increasingly valued in AI-transformed labor markets. First, digital and technical skills-including data literacy, programming proficiency, cybersecurity awareness, and the ability to work with AI tools-constitute a rising baseline competency across virtually all sectors. Second, higher-order cognitive skills-critical thinking, complex problem-solving, creativity, and cross-disciplinary synthesis-are gaining premium value precisely because they remain difficult to automate. Third, social and emotional competencies-empathy, communication, leadership, ethical judgment, and cultural intelligence-prove essential for roles involving human collaboration and AI governance.

A critical characteristic of the emerging skills landscape is its dynamism. The half-life of technical skills is contracting; competencies that were cutting-edge five years ago may already be partially obsolete. LinkedIn's 2023 Workforce Report found that the fastest-growing skills in job postings change by approximately 25% every three years. This

volatility renders static, point-in-time training models structurally inadequate and places a premium on meta-skills: the ability to learn, unlearn, and relearn efficiently (World Economic Forum, 2023).

The Uzbekistan experience adds a dimension that is often overlooked in predominantly Anglophone skills literature: the challenge of AI literacy in non-dominant languages. President Mirziyoyev (2025b) emphasized that effective AI deployment requires systems capable of operating fluently in the Uzbek language, and directed the development of an “Uzbek Language Corpus” to ensure that AI reflects national cultural and linguistic contexts. This underscores that skills development in diverse emerging economies must address not only technical competency but also the localization of AI systems—a requirement that itself creates specialized professional demand for linguists, computational culturologists, and AI localization engineers.

Human Capital Reskilling Strategies

Government-Led Initiatives

Several national governments have implemented large-scale reskilling programs in response to AI-driven labor market disruption. Singapore’s SkillsFuture initiative provides citizens with individual learning accounts funded by the state, spanning industry-recognized micro-credentials, workplace attachments, and modular degree pathways, with positive wage and employment outcomes documented for program completers (Ministry of Education Singapore, 2023). Germany’s Qualification Opportunities Act channels funding through the Federal Employment Agency, enabling employers to co-finance worker training with public subsidies calibrated to firm size. France’s Compte Personnel de Formation grants workers portable individual training accounts, providing autonomy to direct their own upskilling pathways.

Uzbekistan has pursued a parallel but contextually distinct approach. Presidential Decree No. PF-189 (2025) allocated \$100 million from the Recovery and Development Fund, of which \$10 million was designated on a grant basis for workforce training, educator capacity development, and hackathons to stimulate AI talent. The decree mandated the integration of AI instruction into school curricula from the 2026/2027 academic year, with a specialized textbook to be developed in collaboration with the Massachusetts Institute of Technology (Mirziyoyev, 2025b). The Decree further established the President AI Award—an annual competition for the best AI startup—and mandated a performance ranking system to evaluate AI implementation progress across ministries and regional administrations, creating structured accountability incentives for AI-driven workforce transformation.

Complementing the decree-level framework, Uzbekistan’s “One Million AI Leaders” program represents one of the most ambitious mass-reskilling commitments in Central Asia. Operating through the aistudy.uz and omp.aistudy.uz platforms, the program offers five free online AI courses, targeting the training of one million young specialists by 2027 (Mirziyoyev, 2025a). National AI hackathons—including the HealthTech AI Hackathon in Nukus—have been institutionalized as talent identification and community-building mechanisms, with competitions planned across education, justice, water management, and entrepreneurship sectors. This multi-channel approach—combining decree mandates, funding

mechanisms, digital platforms, and competitive incentives-illustrates how transition economies can construct reskilling ecosystems under resource constraints.

Corporate Reskilling Programs

Major corporations are investing substantially in internal reskilling, motivated by talent shortages, retention imperatives, and reputational considerations. Amazon's Upskilling 2025 commitment pledges \$1.2 billion to reskill 300,000 employees in technical and cloud computing roles. IBM's SkillsBuild platform offers free AI and digital skills training to millions of learners globally. Accenture has committed to providing 850 hours of training per employee annually, combining AI literacy modules with leadership development (Accenture, 2023).

Corporate programs succeed most when they are closely tethered to internal mobility pathways, providing clear progression routes from current roles to emerging positions. Research by Cappelli and Tavis (2018) demonstrates that reskilling investments deliver higher returns when organizations redesign work architectures concurrently, decomposing jobs into tasks and recombining them in ways that leverage both human strengths and AI capabilities. Mentoring, on-the-job learning, and peer learning communities complement formal training and accelerate skill transfer to productive application.

In the Uzbekistan context, the government has explicitly sought to leverage corporate investment as a complement to state-funded reskilling. President Mirziyoyev (2026) highlighted partnerships with AI leaders in the United States, Saudi Arabia, the UAE, Japan, South Korea, and China in building the country's AI hub, and proposed the establishment of a regional AI Scaling Program under ADB auspices to coordinate private sector engagement with workforce development across developing nations. The formation of a non-profit "AI Alliance" brings together government bodies, the private sector, and the scientific community to pool effort, develop media content, and facilitate international participation in exhibitions, forums, and conferences-a tripartite co-investment logic that mirrors best practice from more advanced reskilling systems.

Educational Institutions and Lifelong Learning Architectures

Universities and vocational institutions are responding to AI disruption by developing flexible, modular credentials-short courses, micro-credentials, and stackable certificates-that complement traditional degree programs. Coursera, edX, and similar platforms have democratized access to AI and data science instruction, with enrollment in AI-related courses growing by over 60% between 2020 and 2023 (Coursera, 2023). Community colleges in the United States increasingly serve as reskilling hubs through partnerships with regional employers and workforce development boards, offering accelerated pathways from displacement to re-employment.

In Uzbekistan, the higher education system has been reorganized to serve as a primary AI talent pipeline. Presidential Decree PF-189 (2025) mandated the launch of 15 AI laboratories in universities by end-2026, and directed a 35% increase in state grant quotas for programs in AI, fintech, cybersecurity, IT engineering, aerospace, and cloud technologies. "New Uzbekistan" University will operate a network-university-partner "AI Cluster" on the basis of a tri-partite industry-academy-partner model. These institutional

arrangements reflect a deliberate effort to bridge the gap between academic AI research and applied professional demand-a challenge common to all economies undergoing rapid AI-driven labor market transformation.

A persistent challenge across contexts is credential recognition: micro-credentials often lack portability and employer trust relative to traditional degrees. The European Credit System for Vocational Education and Training and emerging competency-based credentialing frameworks aim to address this by establishing common quality standards and recognition protocols. For emerging economies including Uzbekistan, the national AI portal ai.gov.uz-mandated by Presidential Decree PF-189 to centralize information on projects, programs, startups, and free courses-represents an important infrastructure investment for making the reskilling ecosystem legible to employers, learners, and investors alike.

Policy Implications

The evidence reviewed suggests several policy priorities. First, reskilling systems must shift from reactive to anticipatory logics, deploying labor market intelligence and AI-powered skill forecasting to identify emerging occupational demand before disruption reaches critical scale. Second, funding mechanisms should reduce access barriers for vulnerable groups-low-wage workers, older employees, and those in heavily automated sectors-who face the greatest displacement risk and have historically been underserved by training systems. Third, social partnership frameworks that engage employers as co-investors in workforce development are more effective than exclusively state-funded models, as they align training content with genuine labor market demand.

Fourth, reskilling must be embedded within broader active labor market policies, including effective job-matching services, income support during transitions, and mobility assistance. Fifth, the quality assurance of reskilling providers requires strengthening; proliferating micro-credential markets contain significant variation in pedagogical quality and employer recognition. Sixth, the Uzbekistan example suggests that binding national targets-number of projects implemented, investment attracted, specialists trained-embedded in presidential-level decrees and evaluated through transparent ministry-level rankings, can create accountability structures that accelerate progress even in systems with limited institutional capacity (Presidential Decree PF-189, 2025). Finally, ethical and AI governance literacy must be mainstreamed across reskilling curricula, ensuring that the workforce acquiring AI competencies also develops the critical capacity to oversee, question, and contest algorithmic systems.

Conclusion

Artificial intelligence is not simply a technological phenomenon; it is a socioeconomic restructuring force that demands deliberate and sustained investment in human capital. The evidence presented in this paper demonstrates that displacement effects are real, sector-specific, and accelerating, but that they are neither deterministic nor irreversible. Countries, organizations, and individuals that invest in adaptive reskilling ecosystems-characterized by anticipatory skill forecasting, flexible learning architectures, co-investment models, and inclusive access-are demonstrably better positioned to navigate the transition.

The literature review and comparative policy analysis presented here highlight the diversity of effective approaches, from Singapore's individual learning accounts and Germany's employer co-financing to Uzbekistan's nationally mandated AI talent programs and university AI cluster model. What unites successful cases is not institutional uniformity but a common commitment to treating reskilling as a strategic priority embedded in legally binding frameworks, funded at meaningful scale, and evaluated through transparent performance mechanisms.

Emerging economies offer both cautionary tales and genuine innovations for the global reskilling agenda. Uzbekistan's rapid advance in the international AI readiness index-17 positions in a single year to first place in Central Asia-demonstrates that well-designed policy mobilization can compress learning curves significantly, even in economies with constrained resources. Future research should examine the longitudinal employment and wage effects of these diverse reskilling architectures across heterogeneous labor market contexts, with particular attention to gender, age, language, and sectoral dimensions of AI-driven transition. Policymakers, employers, and educators who treat reskilling as a strategic imperative-rather than a remedial afterthought-will be architects of a more resilient and equitable future of work.

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