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ECONOMIC PROBLEMS AND THEORETICAL SOLUTIONS TO LABOR EMPLOYEE TURNOVER IN UZBEKISTAN

Abstract

The article examines the nature, causes and economic significance of employee turnover. The reasons for the increase in employee turnover in different regions of the world were studied and a comparative analysis of the situation in our country was conducted. Studies of the impact of employee turnover on the overall efficiency of an enterprise were summarized, and a mechanism for determining the costs that may arise due to turnover in various industries was developed. The reasons for the lack of official statistics on employee turnover in Uzbekistan were presented and theoretical solutions for its elimination were proposed. The factors influencing the growth or decrease in employee turnover were classified, and their impact on employee turnover was studied based on a moderation study.

Key words: Employee turnover, moderation research, employee turnover costs, impact of employee turnover on productivity, factors influencing employee turnover

Introduction

Employee turnover among skilled workers is currently one of the most persistent organizational challenges facing companies across virtually all countries. In the aftermath of the COVID-19 pandemic, the global labor market experienced the phenomenon widely referred to as the *Great Resignation*, which significantly increased workforce mobility and voluntary employee departures. Although the intensity of this trend has moderated in recent years, elevated levels of employee turnover and labor mobility continued to be observed in 2025. Consequently, one of the most pressing challenges for human resource management (HRM) in large corporations across North America, Europe, and Asia remains the retention of skilled employees, enhancement of organizational commitment, and sustainable development of human capital.

This situation naturally raises an important question: why has employee turnover become one of the most critical strategic challenges for contemporary organizations? In our view, several interrelated factors explain this phenomenon.

First, economic development, rising living standards, and intensifying competition in labor markets have led to a continuous increase in employees' professional and financial expectations. In particular, the growing demand for higher-paying positions, improved working conditions, and broader career development opportunities has compelled organizations to increase expenditures related to compensation, employee benefits, training, and talent development. As a result, retaining highly qualified employees has become increasingly costly and complex. Second, the *Great Resignation* triggered by the COVID-19 pandemic fundamentally transformed employees' perceptions of job mobility. During the pandemic, millions of workers worldwide were compelled to change jobs, occupations, or employment arrangements due to economic uncertainty and organizational restructuring. Consequently, many of the psychological barriers traditionally associated with changing employers – such as uncertainty, hesitation, and fear of career disruption

– were substantially reduced. In other words, employees developed a greater degree of psychological adaptability and confidence regarding labor market transitions.

Evidence from surveys conducted by human resource professionals in leading companies operating in sectors such as construction, hospitality, retail, finance, and insurance further supports this trend. Survey findings indicate that, in the post-pandemic environment, changing employers is no longer perceived by employees as a highly risky or intimidating decision, as was often the case before the pandemic. Rather, many employees view job transitions as a normal component of career advancement and professional development. Empirical studies similarly suggest that workers increasingly approach employment changes with greater confidence and reduced emotional resistance. From our perspective, these findings should serve as an important strategic warning for organizations seeking to improve employee retention, strengthen workforce commitment, and reduce turnover rates. Under such conditions, the importance of scientific, theoretical, and empirical research on employee mobility, turnover determinants, and retention strategies has increased substantially. As human capital remains one of the most valuable strategic resources in the modern economy, the ability to effectively manage talent and retain skilled employees over the long term has become a key determinant of organizational competitiveness, sustainability, and long-term performance.

In this context, further research aimed at identifying the drivers of employee turnover, assessing its organizational and economic consequences, and developing evidence-based retention mechanisms is becoming increasingly relevant for both scholars and practitioners. Such research can contribute not only to the advancement of human resource management theory but also to the formulation of effective managerial practices capable of addressing the evolving challenges of contemporary labor markets.

Literature review

The decline in employee resignation and turnover rates worldwide in 2025 compared to the period of 2020–2023 can be attributed to the relative stabilization of labor markets in the post-pandemic era and the improved effectiveness of human resource management practices. Employee turnover represents a significant socio-economic challenge for both organizations and societies, reflecting employees' dissatisfaction with working conditions, management systems, compensation levels, and opportunities for professional development. Several studies examining employee turnover in the labor markets of the United States, Europe, and Russia suggest that this phenomenon should be reassessed in light of emerging labor market trends and ongoing global economic transformations. Such developments highlight the need for a renewed understanding of the determinants, consequences, and management of employee turnover within the contemporary economic environment.

USA

In the United States, the primary causes of employee turnover include low wages, unfavorable working conditions, and long working hours. According to a 2024 study conducted by Gallup [1], only 18% of employees reported being satisfied with their jobs, representing a decline compared to 2023. This trend is largely attributed to wages failing to keep pace with inflation, insufficient attention to employee needs, and limited opportunities for professional development and career advancement. Furthermore, a 2024 survey by the Pew Research Center found that approximately 60% of U.S. employees expressed a desire to change their jobs within the next 12 months [2]. This tendency is particularly pronounced among younger workers, indicating a growing challenge for organizations seeking to retain talent in an increasingly dynamic labor market.

The following studies on employee turnover in the U.S. labor market are of particular significance. According to Smith et al., the key determinants of employee turnover include wage levels, job security, working hours, and the quality of relationships between employees and supervisors [3]. Johnson and Lee argue that the continued expansion of remote work arrangements in the post-COVID-19 period, together with their positive effects on employees' social and

psychological well-being, has reduced workers' hesitation and fear associated with changing jobs [4]. Furthermore, empirical evidence suggests that employee turnover negatively affects both labor productivity and employees' organizational commitment. As noted by Cropanzano and Wright, high turnover rates can undermine workforce stability, reduce employee loyalty, and adversely influence overall organizational performance [5].

Europe

Similar to the United States, the primary causes of employee dissatisfaction and turnover in European countries include low wages, unfavorable working conditions, and extended working hours. According to a 2024 study conducted by Personio [6], approximately 58% of employees in the United Kingdom were considering leaving their jobs within the following 12 months. This trend is further supported by research carried out by Aon in 2025, which found that nearly 60% of employees across European countries were contemplating changing jobs within the next year. As in the United States, this tendency is particularly prevalent among younger workers, especially those between the ages of 22 and 30. These findings indicate that employee retention remains a significant challenge for organizations across Europe despite ongoing efforts to improve workplace conditions and employee engagement.

A review of the academic literature on the European labor market reveals that employee turnover is increasingly being analyzed through the lens of social protection systems and labor market regulations. According to Müller and Svensson, employee turnover in European Union member states is closely associated with the complexities of social security arrangements and labor legislation [7]. In countries such as Germany, France, and Sweden, a growing body of research has focused on strengthening employees' social protection through trade unions and improving workplace relations as mechanisms for reducing turnover and enhancing workforce stability [8]. Furthermore, European scholars in the field of psychology have devoted considerable attention to examining the impact of the work environment and work-life balance on employee turnover intentions. Garcia and Brown emphasize that achieving a healthy balance between professional and personal life plays a crucial role in improving employee satisfaction and reducing the likelihood of voluntary turnover [9]. These findings highlight the multidimensional nature of employee turnover and the importance of integrating economic, legal, and psychological perspectives in its analysis.

Russia

In Russia, the principal factors contributing to employee turnover include low wages, unfavorable working conditions, inadequate protection of employees' rights and interests, and long working hours. According to a 2023 survey conducted by Gallup International [10], approximately 39% of Russian employees expressed dissatisfaction with their level of compensation. Although employees' intentions to leave their jobs are not as pronounced as in many Western countries, largely due to the reduced attractiveness of the labor market amid the ongoing conflict with Ukraine and the impact of international sanctions, concerns regarding low wages and poor working conditions continue to increase overall employee dissatisfaction. These developments suggest that while labor market constraints may limit voluntary job mobility, underlying workplace-related grievances remain a significant challenge for employee well-being and organizational effectiveness in Russia.

Several important issues have been highlighted in the academic literature on employee turnover in the Russian labor market. According to Kiryukhina and Petrov, employee turnover in Russia is primarily associated with low wages, unfavorable working conditions, and challenges in employee-management relations [11]. Petrova further notes that additional risks within the Russian manufacturing sector, including corruption and inadequate compliance with occupational safety standards, contribute significantly to higher turnover rates [12]. At the same time, social research initiatives and programs aimed at improving employees' psychological well-being and professional motivation have become increasingly widespread in Russia. Moreover, recent studies suggest that

employee turnover is influenced by a growing mismatch between employees' qualifications and their job responsibilities, insufficient recognition of workers' skills and competencies, and the widening social and communicative gap between managers and employees in an evolving labor market environment [13]. These findings indicate that employee turnover in Russia is shaped not only by economic factors but also by organizational, social, and psychological determinants that affect employee satisfaction and long-term organizational commitment.

Uzbekistan

Unfortunately, despite the existence of a substantial regulatory framework in Uzbekistan, statistical data on labor mobility, employee recruitment, dismissals, and turnover rates within enterprises and organizations remain largely unavailable. In particular, the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 207, dated July 28, 2015, "On the Criteria for Evaluating the Performance Efficiency of Joint-Stock Companies with State Ownership and Other Business Entities," includes the employee turnover coefficient among the Key Performance Indicators (KPI) used to assess organizational effectiveness. Furthermore, according to Resolution No. 775 of the Cabinet of Ministers, dated December 9, 2020, organizations are required to calculate and disclose the achievement of these KPIs on a quarterly basis. Nevertheless, statistical information regarding workforce mobility indicators and employee turnover rates in enterprises and organizations across the country is generally not publicly disclosed, either as standalone statistical data or within financial reporting frameworks. This lack of transparency also has significant implications for academic research. Reliable and comprehensive official statistics are essential for assessing the scale of the problem, determining the urgency of potential interventions, and developing evidence-based recommendations. Without access to such data, researchers face considerable challenges in conducting rigorous analyses and proposing effective solutions to issues related to labor mobility and employee turnover in Uzbekistan.

Despite the aforementioned challenges, several studies addressing employee turnover have been conducted in Uzbekistan. The most noteworthy findings from this body of research are summarized below. According to Abduraxmanov, effective policies in the fields of education, science, and innovation contribute not only to individual development but also to regional economic growth, the stimulation of social processes, and the mitigation of unemployment [15]. In the textbook authored by Tulayev and Qlichev [16], issues related to the organization and analysis of employee turnover are briefly discussed, highlighting the importance of monitoring workforce mobility within organizations. Furthermore, B. Qlichev [17] argues that modern companies must adopt more creative approaches to attracting and retaining qualified employees by developing innovative motivation and incentive mechanisms. In an increasingly competitive labor market, traditional compensation systems alone may be insufficient to ensure long-term employee commitment and retention. Research also indicates that employee turnover has a direct impact on production output and labor productivity within enterprises [18]. High turnover rates can disrupt production processes, increase training and recruitment costs, and reduce overall organizational efficiency.

Moreover, B. Qlichev [19] emphasizes that increasing employee turnover can negatively affect sales opportunities by reducing production capacity and limiting the volume of goods available for the market. These findings suggest that employee turnover should be viewed not merely as a human resource management issue but also as a factor with significant implications for organizational performance, productivity, and long-term competitiveness.

By synthesizing the findings and perspectives of leading international organizations and prominent scholars, it can be concluded that the principal determinants of employee turnover across all three regions are wage levels, working conditions, the quality of corporate governance, and the effectiveness of employee social protection systems. Although the relative importance of these factors may vary across countries and labor markets, they consistently emerge as the most significant drivers of workforce mobility and turnover intentions. A review of the regional literature further reveals that the primary focus of existing studies has been on identifying and addressing the specific

challenges associated with employee turnover within their respective labor markets. These studies are generally designed to provide practical and policy-oriented solutions aimed at improving employee retention, enhancing job satisfaction, and strengthening labor market stability. This observation once again underscores the importance of obtaining reliable and officially verified statistical data for both academic and practical research on employee turnover in Uzbekistan. The availability of comprehensive labor market statistics would enable researchers and policymakers to accurately assess the scale of turnover-related problems, identify their underlying causes, and develop evidence-based strategies to mitigate their negative effects. Consequently, improving the collection, disclosure, and accessibility of workforce mobility and employee turnover data should be regarded as a prerequisite for conducting effective research and formulating sound labor market policies in the country.

Research Methodology

This study employs a qualitative and comparative research approach based on literature review, comparative analysis, and analytical calculations. International and national studies were reviewed to identify the main causes and economic consequences of employee turnover. Comparative analysis was used to assess turnover trends across selected countries and economic sectors. In addition, sectoral wage data for Uzbekistan and internationally recognized turnover-cost estimates were used to calculate the potential financial costs of replacing employees. Finally, a moderation-based approach was examined to assess how organizational factors may influence employees' turnover and retention intentions. The findings were synthesized to develop theoretical and practical recommendations for reducing employee turnover in Uzbekistan.

Research results

The rapid advancement of technology and the lasting effects of the COVID-19 pandemic have introduced new challenges and opportunities in labor relations worldwide. As a result, there is a growing demand for innovative human resource management practices and approaches that place greater emphasis on employees' psychological and emotional well-being. Organizations are increasingly recognizing that workforce stability depends not only on economic incentives but also on employees' overall workplace experience and quality of life.

Employee turnover is a multifaceted phenomenon whose causes and solutions are closely linked to the socio-economic conditions and labor market policies of individual countries. Key determinants include compensation levels, the quality of the work environment, relationships with supervisors and colleagues, opportunities for professional growth and career advancement, and the ability to maintain a healthy work–life balance. These factors collectively influence employee satisfaction, organizational commitment, and retention outcomes.

Existing research demonstrates that reducing employee turnover requires both structural reforms in labor markets and strategic approaches to human resource management. Effective retention strategies should integrate competitive compensation systems, supportive organizational cultures, career development opportunities, employee engagement initiatives, and policies that promote work–life balance. Consequently, addressing employee turnover necessitates a comprehensive and long-term approach that combines organizational, social, and economic measures to ensure sustainable workforce development and organizational performance.

As shown in Table 1, employee turnover rates in 2025 varied across the United States, Australia, Europe, and Russia, both at the aggregate level and across different sectors of economic activity.

Table 1. Employee turnover rates by economic sector in major economies, 2025 (%)

	Indicators	<i>USA</i>	<i>Australia</i>	<i>Europe</i>	<i>Russia</i>
1.	Average employee turnover rate (%)	4,2	9,5	12,6	16
	By selected industries and sectors				

2.	Agriculture	5,4	5,9	13,8	11,2
3.	Manufacturing and Industry	3,3	9,8	13,2	14,7
4.	Construction	5,7	9,6	14,1	17
5.	Information and telecommunications	3,6	10,1	14,4	15
6.	Hospitality industry	5,1	19,1	16,1	6
7.	Finance	2,2	10	9,2	20
8.	Healthcare	3,3	9,7	8,2	19,5
9.	Education	2,5	6,4	7,8	7,6
10.	Trade	3,5	7,6	10,4	21,4

Source: Compiled by the author [27,28,29,30]

As shown in Table 1, employee turnover rates in certain sectors exceed 21% across some regions and economies. Such figures indicate that employee turnover remains a significant challenge in a number of industries despite ongoing efforts to improve workforce retention. This raises an important question: *What challenges can increasing employee turnover create for organizations?*

Rising employee turnover can expose organizations to a wide range of operational, financial, and managerial problems. The most significant consequences include the following:

1. Reduced labor productivity. Increasing employee turnover adversely affects organizational productivity. Frequent employee departures disrupt workflow continuity, reduce operational efficiency, and result in the loss of valuable organizational knowledge and experience.
2. Higher recruitment and replacement costs. Replacing employees who leave the organization generates additional costs associated with recruitment, selection, onboarding, training, and adaptation. These expenses can become substantial, particularly when highly skilled or specialized employees are involved.
3. Deterioration of the organizational climate. The departure of one employee may not be an isolated event. High turnover can negatively influence the morale of remaining employees, weaken team cohesion, and create uncertainty within the workforce. Consequently, the overall work environment may deteriorate, increasing the likelihood of further employee departures.

These factors demonstrate that employee turnover should not be viewed solely as a human resource management issue but also as a critical determinant of organizational performance, competitiveness, and long-term sustainability.

There is currently a lack of national empirical research examining the impact of employee turnover on labor productivity in Uzbekistan, a situation that can largely be attributed to the limited availability of reliable statistical data discussed earlier. Consequently, international studies provide an important source of evidence for understanding the relationship between employee turnover and organizational performance. Among the most notable contributions are studies conducted by Achievers [31], a Canadian employee engagement and workplace recognition platform focused on employee retention and well-being, Stratus HR [32], a leading U.S.-based human resource management consulting firm, and Gallup [33], an internationally recognized organization specializing in economic analysis, workforce research, and management consulting. These organizations have carried out extensive research on the effects of employee turnover on organizational productivity and performance.

To provide a comprehensive overview of the existing evidence, the key findings of these studies regarding the impact of employee turnover on organizational productivity are summarized in Table 2. The table consolidates the results reported by these organizations and highlights the economic and operational consequences associated with high employee turnover rates.

Table 2. *Estimated impact of the departure of one employee on organizational productivity in a firm with 20 employees*

Length of Service	Employee productivity score (100 point)	Impact on overall productivity decline (%)	Scope of productivity impact
1-year	30	0,3-0,4	5–10 days, can be restored quickly
2- year	35	0,5-,06	Up to 1 month, can be restored quickly
3- year	40	1-1,2	1–3 months; recovery is possible, but additional costs are required
4- year	45	2-3	Impact may persist for up to 5 months; recovery requires additional time and financial resources
5- year	50	4-5	Up to 8 months; slow recovery.
6- year	55	6-7	Up to 1 year; slow recovery
7- year	60	8-9	Up to 1.5 years; recovery is difficult.
8- year	65	10-12	Up to 2 years; replacing such an employee may require up to 3 years and substantial additional costs.
9- year	70	12-15	Up to 3 years; replacing such an employee may take up to 5 years and require substantial time and financial resources.
10-year	75	15-18	Up to 4–5 years; replacing such an employee may require 6–7 years and substantial time and financial resources.
Author's compilation based on studies conducted by Achievers, Stratus HR, and Gallup			

An examination of the data presented in Table 2 indicates that the departure of employees with less than three years of service generally has a relatively limited impact on organizational productivity, and the resulting productivity losses can be restored within a comparatively short period. In contrast, the departure of employees who have accumulated substantial experience and expertise over many years tends to have a more significant and long-lasting effect on productivity. Moreover, replacing such employees often requires considerable time, effort, and financial resources. This observation highlights the second major challenge associated with increasing employee turnover, as discussed earlier. Specifically, rising employee turnover generates additional costs for organizations. These costs extend beyond the direct expenses of recruitment and training and may include productivity losses, knowledge transfer disruptions, adaptation costs for new employees, and the loss of valuable organizational experience. Consequently, employee turnover can impose a substantial financial burden on enterprises and negatively affect their operational efficiency and long-term competitiveness.

Based on a review of international practices and scholarly research, the potential costs associated with employee turnover have been systematically classified into the following categories:

1. Recruitment costs (Costs of hiring a new employee)
 - Posting job vacancies through online job portals, newspapers, professional journals, social media platforms, and other recruitment channels.
 - Recruitment agency and headhunting services utilized to identify and attract qualified candidates.
 - Costs associated with organizing and conducting candidate screening, selection, and interview processes, including the time spent by managers and HR personnel during working hours.
2. Selection costs

- Overtime expenses of managers and HR staff.
- Organizational costs of interviews, tests, and candidate evaluations
- 3. Training & Onboarding costs
 - Training materials, onboarding programs, and trainer/mentor costs.
 - Costs associated with errors, defects, and reduced efficiency during the adaptation period.
 - Additional time and organizational resources required for employee training and integration.
- 4. Productivity Loss
 - Reduced productivity following the departure of a qualified employee.
 - Time required for a new employee to reach full productivity (potentially up to 3 years)
- 5. Team Disruption
 - Deterioration of team morale, trust, and employee motivation.
 - Project delays and loss of communication continuity.
- 6. Opportunity Cost
 - The loss of valuable knowledge, skills, and experience when a highly qualified and experienced employee leaves the organization, resulting in the erosion of organizational intellectual capital.
 - Potential loss of customers and deterioration of customer relationships, particularly when departing employees maintain strong client connections and are able to attract those clients to their new employer.

To accurately estimate the costs arising from employee turnover and assess their financial impact, organizations should conduct various surveys, analytical studies, and internal assessments. Such evaluations enable companies to identify both the direct and indirect costs associated with employee departures and to develop more effective workforce retention strategies. However, the absence of official statistics on employee turnover in Uzbekistan, combined with the limited collection and disclosure of turnover-related data at the organizational level, significantly constrains the ability of enterprises to accurately measure the costs generated by employee turnover. As a result, many organizations may underestimate the economic consequences of workforce instability and fail to incorporate turnover-related costs into their managerial decision-making processes. This situation highlights the need for more systematic data collection and reporting mechanisms to support evidence-based analysis and human resource management practices.

Given the limited availability of national data, the findings of the following international studies provide valuable insights into the costs and implications of employee turnover:

1. According to information reported by Wikipedia, the overall cost associated with employee turnover can range between 90% and 200% of an employee's annual compensation, depending on the employee's position, qualifications, and the costs incurred in recruitment, training, and productivity recovery [34].

2. Estimates reported by Salary.com and corroborated by independent workforce management experts suggest that the total cost of replacing an employee may amount to between one and two times the employee's annual salary[35].

3. Findings reported by WebMD Health Services indicate that the financial impact of employee turnover may vary between 50% and 200% of an employee's annual salary, reflecting both direct and indirect replacement costs [36].

The studies discussed above indicate that, on a global scale, the cost of employee turnover typically ranges from approximately 70% to 200% of an employee's annual salary, depending on factors such as the employee's qualifications, level of expertise, and length of service. These estimates reflect the combined impact of recruitment, training, onboarding, productivity losses, and other direct and indirect costs associated with replacing an employee.

Based on the findings of the aforementioned international studies and statistical data published by the Statistics Agency under the President of the Republic of Uzbekistan, Table 3 presents estimated replacement costs for employees who leave their jobs across various sectors of the Uzbek economy during the first quarter of 2026. The table provides an assessment of the

potential financial resources that enterprises may need to allocate in order to replace a departing employee, taking into account sectoral wage differences and internationally recognized turnover cost benchmarks.

Table 3. Estimated financial costs of replacing a departing employee across economic sectors in Uzbekistan (*data for Q1 2026*)

Sectors	Average monthly wage [37] (S_{avr}), thousand UZS	Estimated cost of one employee turnover, thousand UZS	
		Min. ($S_{avr} * 12 * 70\%$)	Max. ($S_{avr} * 12 * 200\%$)
Banking, insurance, leasing, and financial intermediation	15847,9	133122,36	380349,6
Information and telecommunications	14818,4	124474,56	355641,6
Transportation and storage	8719,2	73241,28	209260,8
Manufacturing and industry	6923,6	58158,24	166166,4
Trade	6521,5	54780,6	156516
Construction	6013,9	50516,76	144333,6
Arts, entertainment and recreation	4831,3	40582,92	115951,2
Food and beverage service activities	4790	40236	114960
Education	4044,2	33971,28	97060,8
Healthcare	3626,1	30459,24	87026,4
<i>Author's elaboration based on the results of the referenced studies</i>			

According to the data presented in Table 3, the departure of an employee with 3 to 10 years of work experience from organizations engaged in banking, insurance, leasing, and financial intermediation activities in Uzbekistan may generate replacement and turnover-related costs ranging from approximately UZS 133 million to UZS 380 million per employee. In contrast, the corresponding costs in the healthcare and social services sector are estimated to range between UZS 30 million and UZS 87 million per employee. These figures demonstrate that the financial consequences of employee turnover vary substantially across sectors, reflecting differences in wage levels, qualification requirements, accumulated professional expertise, and the time and resources required to recruit, train, and integrate replacement employees. As a result, employee retention is particularly important in sectors that rely heavily on specialized knowledge and professional experience, where turnover can impose significant financial and operational burdens on organizations.

What can be done to reduce employee turnover? Drawing upon international experience and empirical research, one of the most effective approaches to reducing employee turnover is to identify the underlying reasons why employees leave their jobs and to implement targeted measures to address those causes. Understanding employees' motivations for leaving enables organizations to develop more effective retention strategies and improve workforce stability. Several factors contributing to employee turnover in Uzbekistan have been identified in international reports. In particular, the World Bank report "Growth and Job Creation in Uzbekistan: An In-Depth Diagnostic" [37] and the International Labour Organization report "Decent Work Country Programme for the Republic of Uzbekistan 2021–2025" [38] highlight a number of structural and organizational factors associated with employee departures. These reports suggest that employee turnover in Uzbekistan is influenced by a combination of economic, institutional, and workplace-related factors, underscoring the need for comprehensive labor market and human resource management reforms.

The key factors identified as reasons for employee turnover in Uzbekistan are discussed below.

1. Financial factors
 - Low wage levels and inadequate compensation packages.
 - Insufficient performance-based reward systems and employee benefits.
 - Limited availability of additional financial incentives and non-monetary benefits.
2. Work environment-related factors
 - Failure of management to consider employees' opinions and suggestions.
 - Negative attitudes toward constructive criticism and employee feedback.
 - High levels of workplace stress and job-related pressure, particularly in the education and healthcare sectors.
3. Limited opportunities for professional development
 - Insufficient access to continuous training programs and skills development opportunities.
 - Limited career advancement and promotion prospects within organizations.
 - Perceived lack of merit-based promotion practices, particularly in some public-sector institutions, where employees may view appointments as being influenced by personal connections rather than professional qualifications, thereby reducing motivation and organizational commitment.
4. Inadequate working conditions and labor environment
 - Insufficient attention to occupational health and safety standards.
 - Outdated equipment and technologies, especially in the industrial and agricultural sectors.
 - Excessive working hours and overtime without adequate compensation.
 - Working conditions that do not meet employees' professional and personal expectations.
5. Personal factors
 - Availability of more attractive employment opportunities elsewhere.
 - Family-related circumstances, relocation, or migration.
 - Health-related issues that affect employees' ability or willingness to continue working in their current positions.
6. External factors
 - Labor migration of skilled workers to countries such as Russia, South Korea, and Turkey in search of better employment opportunities.
 - Intensifying competition within local and national labor markets.
 - Inflationary pressures that reduce the real value of wages and negatively affect employee purchasing power.

In recent years, the moderation approach has been increasingly applied in international research and practice aimed at reducing employee turnover. This approach recognizes that the relationship between a particular workplace factor and employees' turnover intentions may vary depending on the presence of another influencing factor. For example, a specific organizational condition may increase an employee's propensity to leave the organization, while the emergence of another condition may weaken or even eliminate this tendency. In other words, the effect of one factor on turnover intentions may be strengthened, weakened, or altered by a moderating variable. This phenomenon is commonly examined through moderation analysis, a statistical technique used to investigate how and under what conditions relationships between variables change. The application of moderation analysis to employee turnover research can provide valuable insights into the factors that either amplify or mitigate employees' intentions to leave. By identifying these moderating effects, organizations can develop more targeted and effective human resource management strategies aimed at improving employee retention and workforce stability. Consequently, moderation analysis represents a promising methodological tool for advancing both the theoretical understanding and practical management of employee turnover.

This argument is further supported by research conducted by Korn Ferry, an international consulting firm specializing in organizational effectiveness and talent management. The findings presented in Figure 1 indicate that when circumstances arise that increase an employee's intention

to leave the organization, it may still be possible to retain qualified employees by creating alternative conditions that better address their interests, expectations, and professional needs. In particular, the study suggests that the negative effects of turnover-inducing factors can be mitigated through targeted managerial interventions, such as providing greater workplace flexibility, enhancing career development opportunities, improving recognition systems, or offering additional non-monetary benefits. These measures can serve as moderating factors that reduce employees' intentions to leave despite the presence of dissatisfaction-related conditions.

The practical implications of these findings are highly relevant for organizations operating in Uzbekistan. By adopting similar employee retention strategies and tailoring them to local labor market conditions, enterprises can improve workforce stability, reduce turnover-related costs, and strengthen their long-term organizational performance. Consequently, the experience and recommendations derived from Korn Ferry's research may serve as a valuable reference for the development of more effective human resource management practices in the country.

Question 1.

Would you consider leaving your job if the increase in living costs exceeds the growth in your salary?

Question 2.

If, under these circumstances, your supervisor expressed strong confidence in your abilities and emphasized your value to the organization, would you be willing to continue working in your current position?

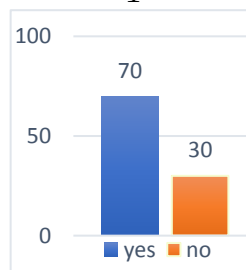
Question 3.

Would you consider leaving your job if you perceived that your salary was lower than what your qualifications and experience warrant?

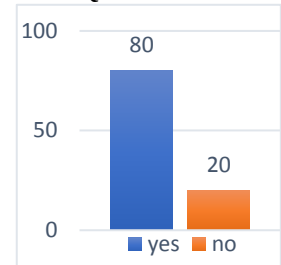
Question 4.

if you felt that your salary was lower than your qualifications and experience warrant, but you were offered greater flexibility in your working hours, would you continue working in your current position?

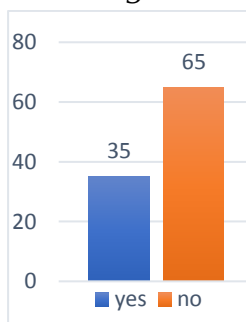
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Research Question
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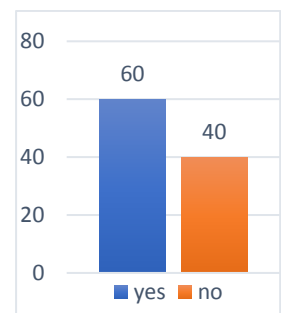


Figure 1. Key findings from Korn Ferry's research on employee turnover and employee retention.

Note created by the authors, source:[39]

Among the various factors that contribute to employee turnover worldwide, compensation remains one of the most influential determinants of employees' intentions to leave their jobs. Given the economic principle that human needs are continuously evolving and expanding, employees often perceive their current level of compensation as insufficient, regardless of periodic wage increases. Consequently, salary-related dissatisfaction continues to be a major driver of workforce mobility across different industries and countries.

However, continuously increasing wages is a challenging task not only for enterprises operating in Uzbekistan but also for large and financially strong corporations in developed economies. Budgetary constraints, productivity considerations, and competitive market conditions often limit organizations' ability to rely solely on salary increases as a retention strategy.

Therefore, it is recommended that organizations in Uzbekistan adopt moderation-based analytical approaches to better understand the factors influencing employee turnover intentions and retention decisions. By identifying the conditions under which employees are more likely to remain with the organization despite dissatisfaction with certain aspects of their employment, managers can develop more cost-effective and sustainable retention strategies. Such approaches may include enhancing workplace flexibility, strengthening employee recognition systems, expanding career development opportunities, improving organizational culture, and fostering supportive leadership practices. These measures can help organizations retain qualified employees while simultaneously promoting long-term organizational growth and competitiveness.

Conclusion

Based on international experience and best practices, it can be concluded that one of the key priorities for human resource management professionals in Uzbekistan should be the reduction of employee turnover and the retention of highly productive and experienced employees. In an increasingly competitive labor market, preserving valuable human capital is essential for maintaining organizational efficiency, productivity, and long-term competitiveness. To achieve this objective, organizational leaders and HR specialists should continuously monitor and address both internal and external factors affecting the workforce. Particular attention should be paid to social, economic, and organizational challenges within the workplace, as well as to compensation systems, incentive mechanisms, employee recognition programs, and other motivational factors that influence employee satisfaction and organizational commitment. By proactively managing these factors, organizations can create a more supportive and engaging work environment, thereby reducing turnover intentions and strengthening workforce stability. Ultimately, effective employee retention strategies should be viewed not only as a human resource management function but also as a strategic component of organizational development and sustainable growth.

There is a lack of official statistical data in Uzbekistan that would enable researchers to develop concrete and evidence-based solutions to employee turnover issues. The main reasons for this situation include the following:

1. **Data quality and accuracy.** Reliable and comprehensive data are essential for accurately measuring and analyzing labor market indicators, including employee turnover. If the data collection process is affected by deficiencies, inconsistencies, inaccuracies, or reporting errors, or if there are concerns regarding the reliability and validity of the information obtained, such data should be carefully verified and corrected before being released to the public. In certain cases, withholding incomplete or unreliable data may be preferable to publishing information that could lead to misinterpretation. The publication of inaccurate or unreliable statistics may result in flawed analyses and inappropriate managerial or policy decisions. Therefore, ensuring high standards of data quality, consistency, and credibility should be regarded as a fundamental prerequisite for effective labor market research and evidence-based decision-making. Accurate statistical information not only improves the reliability of academic studies but also supports policymakers and organizational leaders in developing informed strategies to address workforce-related challenges.

2. **Public relations and economic considerations.** In some cases, economic and reputational considerations may influence the extent to which statistical information is disclosed to the public. Organizations or institutions may be reluctant to release certain indicators if they believe that such information could negatively affect their image, performance assessments, or stakeholder perceptions. As a result, there is a possibility that some data may not be disclosed with sufficient transparency in order to avoid highlighting unfavorable economic or organizational conditions. Furthermore, within certain enterprises and organizations, managers may have incentives to present a more favorable picture of organizational performance than actually exists. In such circumstances, public relations (PR) activities may be used to emphasize positive achievements while minimizing attention to existing operational or managerial challenges. This may create a perception that organizational processes are functioning effectively under current management, even when underlying issues remain unresolved. Although reputational concerns are understandable from a managerial perspective, limited transparency can reduce the availability of reliable information for

researchers, policymakers, and other stakeholders. Consequently, improving data disclosure practices and strengthening transparency standards are important prerequisites for conducting objective research and developing evidence-based management and labor market policies.

3. Organizational and administrative challenges. Difficulties may arise in the processes of data collection, exchange, integration, and processing among state statistical agencies, local government authorities, enterprises, and other organizations. Ineffective coordination and limited cooperation between these stakeholders can hinder the timely and accurate compilation of workforce-related statistics. In addition, differences in reporting practices, data management systems, and institutional responsibilities may lead to inconsistencies in the information collected from various sources. Such organizational and administrative barriers can reduce the completeness, comparability, and reliability of statistical data, thereby limiting their usefulness for research and policy analysis. Addressing these challenges requires stronger inter-institutional collaboration, standardized reporting procedures, improved information-sharing mechanisms, and the adoption of modern data management technologies. Enhancing coordination among relevant stakeholders would contribute to the development of a more comprehensive and reliable statistical system capable of supporting evidence-based decision-making in labor market and human resource management policies.

4. Characteristics of the local labor market. The labor market in Uzbekistan possesses several distinctive features that complicate the collection and interpretation of workforce-related statistics. A considerable proportion of the labor force is engaged in informal employment, meaning that many workers are not officially registered within formal employment systems and therefore may not be fully captured by official statistical records. In addition, some enterprises and organizations rely heavily on seasonal, temporary, or project-based workers whose employment relationships are often short-term and irregular. As a result, fluctuations in workforce mobility and turnover among these categories of employees may not be adequately reflected in official statistics. These labor market characteristics create challenges for accurately measuring employee turnover, workforce mobility, and employment dynamics. Consequently, official statistical data may not fully represent the actual scale and nature of labor market movements, thereby limiting the accuracy of research findings and policy assessments related to employee turnover and workforce management.

Recommendations

To obtain an accurate understanding of employee turnover and to facilitate robust academic and practical research on the subject, it is essential to ensure the timely publication of high-quality official statistical data. To achieve this objective, the following measures should be considered:

Ensuring systematic and efficient data collection. Accurate and comprehensive workforce mobility data are essential for calculating employee turnover indicators and conducting reliable labor market analyses. The availability of high-quality data enables researchers and policymakers to assess workforce dynamics more effectively and develop evidence-based solutions to employee turnover challenges. To achieve this objective, the following measures should be implemented:

- Improving the data collection systems of national and local statistical authorities to ensure the systematic gathering, processing, and monitoring of workforce-related information.
- Ensuring the timely and accurate submission of workforce data by enterprises and organizations, thereby enhancing the reliability, completeness, and consistency of employee turnover statistics.

Strengthening data collection mechanisms would contribute significantly to the development of a comprehensive labor market information system and improve the quality of both academic research and managerial decision-making related to employee turnover and workforce management.

1. Engaging qualified specialists for data processing and analysis. The production of accurate and high-quality statistical information is largely dependent on the availability of competent specialists capable of effectively collecting, processing, validating, and interpreting data.

2. Enhancing information openness and transparency. Government institutions and private-sector organizations should regularly and transparently disclose information related to workforce

mobility and employee turnover. To ensure broad accessibility and public awareness, such information should be disseminated through official websites, statistical databases, mass media channels, and other digital and social communication platforms. Regular publication of workforce-related data would enhance transparency, facilitate academic and professional research, and provide policymakers, business leaders, and other stakeholders with reliable information for informed decision-making. Furthermore, greater openness in labor market reporting would contribute to a more comprehensive understanding of employment trends, workforce stability, and employee turnover dynamics within the economy

3. Improving the legislative framework. Laws and regulatory documents governing the collection, processing, and publication of statistical data should be regularly updated, with greater emphasis placed on the principles of transparency and openness. Strengthening these principles within the legal framework would improve the accessibility, reliability, and credibility of workforce-related information while promoting greater accountability among data-producing institutions. Furthermore, updated regulations should establish clear standards and responsibilities for data reporting, disclosure, and quality assurance, thereby ensuring that labor market statistics are produced and disseminated in a timely, consistent, and transparent manner. Such reforms would facilitate evidence-based research, enhance public trust in official statistics, and support more effective labor market and human resource management policies.

4. International cooperation and exchange of experience. Cooperation with international organizations and the adoption of internationally recognized standards can significantly improve the quality of workforce-related statistics. Collaboration with institutions such as the United Nations and the International Labour Organization provides opportunities to benefit from global best practices in statistical methodology, labor market monitoring, and data management. In particular, the implementation of international standards, methodological guidelines, and reporting frameworks can enhance the accuracy, comparability, and reliability of employee turnover and workforce mobility statistics. Furthermore, participation in international knowledge-sharing initiatives and technical cooperation programs can strengthen the capacity of national statistical agencies and improve the overall effectiveness of labor market information systems. Consequently, expanding international cooperation and promoting the exchange of experience should be regarded as an important step toward developing a more transparent, reliable, and internationally comparable statistical system capable of supporting evidence-based research and policymaking.

5. Identifying the underlying causes of employee resignations. Organizations should establish systematic mechanisms for identifying the actual reasons behind employee resignations. One effective approach is to conduct structured exit surveys or exit interviews with departing employees in order to obtain reliable information regarding the factors that influenced their decision to leave the organization. Understanding the root causes of employee turnover is essential for preventing excessive turnover rates and maintaining a positive organizational climate. Information collected from departing employees can help managers identify recurring workplace issues, evaluate the effectiveness of existing human resource policies, and develop targeted retention strategies. For example, organizations may consider including provisions in employment agreements that encourage employees to provide feedback regarding the reasons for their departure upon termination of employment. Similarly, companies may establish formal systems for documenting and analyzing the causes of employee resignations, including factors related to compensation, working conditions, career development opportunities, management practices, and personal circumstances. However, the existence of such mechanisms alone is insufficient. If a turnover monitoring and feedback system is implemented, organizations must ensure that it operates in a transparent, objective, and effective manner. The information obtained should be regularly analyzed and incorporated into managerial decision-making processes to support workforce stability, improve employee satisfaction, and reduce future turnover risks.

General conclusion

In conclusion, every organization should continuously monitor the turnover of its skilled and experienced employees. As emphasized throughout this study, the departure of a single employee may not be an isolated event; rather, it can signal broader organizational issues and potentially lead to further employee departures. Persistent turnover among qualified personnel can adversely affect organizational performance, labor productivity, operational stability, and long-term competitiveness.

The findings of this study demonstrate that employee turnover should be viewed not only as a human resource management issue but also as a significant economic and managerial challenge. The loss of experienced employees may result in substantial direct and indirect costs, including recruitment expenses, training and onboarding costs, productivity losses, disruptions to organizational processes, and the erosion of valuable knowledge and expertise.

Furthermore, the methodology proposed in this article enables organizations to independently assess the potential costs associated with the departure of individual employees and evaluate the resulting impact on labor productivity and organizational performance. Such assessments can provide managers with valuable information for workforce planning, employee retention strategies, and decision-making processes.

Therefore, organizations should incorporate employee turnover analysis into their regular management practices and ensure that turnover-related costs and productivity implications are systematically considered when formulating strategic and operational decisions. By adopting a proactive approach to workforce retention and turnover management, enterprises can strengthen organizational stability, improve productivity, and enhance their long-term sustainability and competitiveness.

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ӨЗБЕКСТАНДАҒЫ КАДРЛАР ТҰРАҚСЫЗДЫҒЫНЫҢ ЭКОНОМИКАЛЫҚ МӘСЕЛЕЛЕРІ ЖӘНЕ ТЕОРИЯЛЫҚ ШЕШІМДЕРІ

Түйін

Мақалада кадрлар тұрақсыздығының мәні, себептері және экономикалық маңызы қарастырылады. Әлемнің әртүрлі өңірлерінде қызметкерлердің ауысымдылығының өсу себептері зерттеліп, елдегі жағдайға салыстырмалы талдау жүргізілді. Қызметкерлердің тұрақсыздығының кәсіпорынның жалпы тиімділігіне әсері жөніндегі зерттеулер жинақталып, сондай-ақ әртүрлі салаларда кадрлардың ауысымдылығына байланысты туындауы мүмкін шығындарды анықтау механизмі әзірленді. Өзбекстанда қызметкерлердің ауысымдылығы бойынша ресми статистиканың болмау себептері көрсетіліп, оны жоюға бағытталған теориялық шешімдер ұсынылды. Кадрлар тұрақсыздығының өсуіне немесе төмендеуіне әсер ететін факторлар жіктеліп, модерациялық зерттеу негізінде олардың қызметкерлердің ауысымдылығына ықпалы зерделенді.

Кілттік сөздер: кадрлар тұрақсыздығы, модерациялық зерттеу, қызметкерлердің ауысымдылығына байланысты шығындар, кадрлар тұрақсыздығының еңбек өнімділігіне әсері, кадрлар тұрақсыздығына әсер ететін факторлар.

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ЭКОНОМИЧЕСКИЕ ПРОБЛЕМЫ И ТЕОРЕТИЧЕСКИЕ РЕШЕНИЯ ТЕКУЧЕСТИ КАДРОВ В УЗБЕКИСТАНЕ

Аннотация

В статье рассматриваются сущность, причины и экономическое значение текучести кадров. Были изучены причины роста текучести работников в разных регионах мира и проведен сравнительный анализ ситуации в нашей стране. Обобщены исследования влияния текучести сотрудников на общую эффективность предприятия, а также разработан механизм определения издержек, которые могут возникнуть из-за текучести в различных отраслях. Представлены причины отсутствия официальной статистики по текучести работников в Узбекистане и предложены теоретические решения по ее устранению. Были классифицированы факторы, влияющие на рост или снижение текучести кадров, и на основе исследования модерации было изучено их влияние на текучести сотрудников.

Ключевые слова: текучести кадров, модерационные исследование, расходы из за текучести сотрудников, влияние текучести кадров на производительность труда, факторы влияющие на текучести кадров.