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IMPLEMENTING ARTIFICIAL INTELLIGENCE AND LABOR PRODUCTIVITY IN ENTERPRISES: THE ROLE OF DIGITAL COMPETENCIES

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Abstract

This article examines the impact of introducing artificial intelligence (AI) technologies into enterprise operations on labor productivity, with particular attention to the mediating and enabling roles of employees' digital competencies. The study aims to identify opportunities to improve efficiency through AI-driven automation, data-informed decision-making, and business process optimization, as well as to systematize the skills required to realize these opportunities. The analysis draws on a comparative review of scholarly literature, a systems approach, and logical synthesis. Digital competencies are considered in terms of searching for, analyzing, and interpreting data; using AI tools appropriately; critically assessing generated outputs; complying with cybersecurity requirements; and collaborating in digital environments. The analysis suggests that technological infrastructure alone does not guarantee greater productivity. Outcomes also depend on workforce readiness, management practices, organizational culture, and the extent of workflow redesign. AI can reduce time spent on routine tasks, limit errors, and improve resource allocation. However, insufficient skills may increase risks associated with excessive reliance on technology, information security, and the quality of managerial decisions. To address these challenges, the article proposes an approach that combines initial competency assessment, role-specific training programs, practice-based learning, and regular evaluation against labor productivity indicators. Suggested indicators include output per employee, task completion time, and quality measures. The conclusions provide a conceptual basis for aligning enterprise investment in AI with human capital development and for designing management decisions that support sustainable productivity growth.

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Keywords: Artificial intelligence, labor productivity, digital competencies, digital transformation, automation, human capital, enterprise efficiency, digital skills, business processes, innovative management.

Introduction

SUN'IY INTELLEKTNI JORIY ETISH VA KORXONALARDA MEHNAT UNUMDORLIGI: RAQAMLI KOMPETENSIYALARNING ROLI

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Annotatsiya:
Ushbu maqolada sun'iy intellekt (SI) texnologiyalarini korxonalar faoliyatiga joriy etishning mehnat unumdorligiga ta'siri hamda mazkur jarayonda xodimlarning raqamli kompetensiyalari bajaradigan vositachilik va kuchaytiruvchi vazifalar tahlil qilinadi. SI asosidagi avtomatlashtirish, ma'lumotlarga tayangan qaror qabul qilish va biznes jarayonlarini optimallashtirish orqali yuzaga keladigan samaradorlik imkoniyatlarini aniqlash, shuningdek, ushbu imkoniyatlardan foydalanish uchun zarur ko'nikmalarni tizimlashtirishdan iborat. Maqolada ilmiy adabiyotlarni qiyosiy tahlil qilish, tizimli yondashuv va mantiqiy umumlashtirish usullaridan foydalaniladi. Raqamli kompetensiyalar ma'lumotlarni izlash, tahlil qilish va talqin etish, SI vositalaridan maqsadli foydalanish, natijalarni tanqidiy baholash, kiberxavfsizlik qoidalariga rioya qilish va raqamli muhitda hamkorlik qilish kabi tarkibiy qismlar asosida ko'rib chiqiladi. Tahlil shuni ko'rsatadiki, texnologik infratuzilmaning mavjudligi o'z-o'zidan yuqori unumdorlikni kafolatlamaydi; natija xodimlarning tayyorgarligi, boshqaruv amaliyoti, tashkiliy madaniyat va ish jarayonlarini qayta tashkil etish darajasiga bog'liq. SI odatiy vazifalarga sarflanadigan vaqtni qisqartirishi, xatolarni kamaytirishi va resurslardan foydalanishni yaxshilashi mumkin, biroq yetarli malaka bo'lmaganda texnologiyaga ortiqcha tayanish, axborot xavfsizligi va qarorlar sifati bilan bog'liq xavflar kuchayadi. Shu asosda korxonalar uchun kompetensiyalarni dastlabki baholash, lavozimlarga mos o'quv dasturlarini ishlab chiqish, amaliy loyihalar orqali o'qitish va natijalarni mehnat unumdorligi

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ko‘rsatkichlari bilan muntazam solishtirishni nazarda tutuvchi takliflar beriladi. Taklif etilgan yondashuvda unumdorlikni baholash uchun bir xodimga to‘g‘ri keladigan ishlab chiqarish hajmi, topshiriqni bajarish vaqti va sifat ko‘rsatkichlari ajratiladi. Maqola xulosalari SI investitsiyalarini inson kapitalini rivojlantirish bilan uyg‘unlashtirish bo‘yicha boshqaruv qarorlarini asoslashga xizmat qiladi.

Kalit so‘zlar: sun’iy intellekt, mehnat unumdorligi, raqamli kompetensiyalar, raqamli transformatsiya, avtomatlashtirish, inson kapitali, korxona samaradorligi, raqamli ko‘nikmalar, biznes jarayonlari, innovatsion boshqaruv.

INTRODUCTION

Today, the rapid development of the digital economy is intensifying the need for enterprises to integrate modern information technologies—specifically, artificial intelligence (AI) systems—into their operations. AI technologies play a crucial role in automating production processes, facilitating rapid data analysis, supporting management decision-making, and ensuring the efficient use of existing resources. These capabilities create new opportunities for enterprises to boost labor productivity, reduce production costs, and strengthen their competitiveness.

The effectiveness of implementing AI technologies within an enterprise depends not only on technical infrastructure and software capabilities but also, directly, on the level of the employees' digital competencies. Skills such as utilizing digital tools, processing data, performing professional tasks with the aid of AI, and adapting to technological shifts are key determinants of workplace performance. If digital competencies are not sufficiently developed, investments directed toward modern technologies may fail to yield the expected economic results. In the context of Uzbekistan, the digitalization of economic sectors, the expansion of innovative management methods within enterprises, and the enhancement of the potential of labor resources are among the pressing priorities. In particular, it is of great importance to scientifically examine the relationship between the use of artificial intelligence technologies and the digital competencies of employees.

In this context, the objective of this study is to analyze the impact of implementing artificial intelligence (AI) on labor productivity within enterprises, to determine the role of digital competencies in this process, and to develop scientific and practical recommendations for their effective utilization. The study focuses specifically on the

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interplay between technological capabilities and human capital, the necessity for employee retraining, and the criteria for evaluating productivity.

Literature Review

In recent years, the impact of artificial intelligence technologies on labor productivity in enterprises—and the significance of digital competencies within this process—has emerged as a key area of research across the fields of economics, management, and digital transformation. Scholarly work by international researchers has explored the influence of AI on production efficiency, professional activities, managerial decision-making, and digital skills, employing a variety of analytical approaches. This study examines five scholarly papers and analytical reports published between 2023 and 2026, providing a comparative analysis of their primary findings. A study by Shakked Noy and Whitney Zhang (2023), published in the journal *Science*, experimentally investigated the impact of generative artificial intelligence (AI) technologies on the efficiency of professional writing tasks. The study involved 453 professionals and found that participants who used AI tools reduced the time required to complete tasks by an average of 40%, while the quality of the work produced increased by 18%. The authors demonstrated that AI can alleviate the burden of employees' daily activities and enhance efficiency in performing certain professional tasks. These findings support the premise that the use of AI has the potential to boost labor productivity. However, as the results pertain primarily to writing-related tasks, there are certain limitations to directly applying them to all types of production or operational processes [1].

In a research paper published in *The Quarterly Journal of Economics*, Erik Brynjolfsson, Danielle Li, and Lindsey Raymond (2025) evaluated the impact of AI-based support systems on labor productivity within the service sector. The study was conducted based on the performance of 5,172 customer service employees. According to the results, the use of artificial intelligence increased the number of inquiries resolved per hour by an average of 15 percent. A notable improvement in efficiency was observed, particularly among less experienced employees. This study demonstrates that artificial intelligence can not only accelerate work processes but also support the professional learning of employees. The authors' findings underscore the importance of developing digital competencies within organizations and expanding the opportunities for utilizing new technologies [2].

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A study by Fabrizio Dell'Acqua and co-authors (2026), published in the journal *Organization Science*, examines the capabilities and limitations of artificial intelligence (AI) in knowledge-based work. The study involved 758 professionals. Participants who utilized AI for tasks well-suited to its capabilities completed 12.2% more tasks and finished them, on average, 25.1% faster. However, using AI for complex tasks—where its capabilities are limited—increased the likelihood of making incorrect decisions. These findings highlight the importance of employees accurately assessing AI's technological capabilities, verifying the outputs generated, and exercising independent judgment when implementing AI. Thus, digital competencies encompass not only the skills to use technology but also the ability to critically evaluate its results [3]. A research paper titled *Artificial Intelligence and the Changing Demand for Skills in the Labour Market*, prepared by Andrew Green (2024) for the Organisation for Economic Co-operation and Development (OECD), analyzes how artificial intelligence is shifting the demand for professional skills in the labor market. The author notes that employees affected by artificial intelligence are not necessarily required to possess specialized knowledge in complex programming or the creation of AI systems. However, the use of such technologies alters the nature of job tasks, increasing the importance of competencies related to management, data analysis, problem-solving, and the use of digital tools. The study also highlights that the demand for various professional skills does not shift in a uniform direction. This suggests that, rather than implementing a standardized training program for all staff, enterprises should focus on developing digital competencies tailored to the specific professional responsibilities of individual employees [4].

The *Future of Jobs Report 2025*, published by the World Economic Forum, examines the prospects for digital transformation, artificial intelligence, and structural shifts in the labor market. The report is based on insights from over 1,000 major employers. It identifies skills related to artificial intelligence, big data, cybersecurity, and technological literacy as those expected to see the most rapid growth in importance by 2030. Furthermore, it is projected that approximately 59 percent of the existing workforce will require retraining or upskilling by 2030. This report underscores the necessity for enterprises to systematically develop digital competencies, organize continuous professional education, and adapt employees to technological changes [5].

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A synthesis of the analyzed literature indicates that artificial intelligence (AI) technologies offer significant potential for enhancing labor productivity; however, their effectiveness depends on the nature of the tasks performed, the preparedness of the workforce, and the management capabilities of the organization. While existing research extensively covers the impact of AI on productivity and the demand for skills in the labor market, the assessment of digital competencies within enterprises—specifically in relation to the process of technological implementation—requires further investigation.

Research Methods

This study is theoretical and analytical in nature, focusing on the relationship between the implementation of artificial intelligence, the digital competencies of employees, and labor productivity. The study employed methods including the comparative analysis of scientific literature, a systemic approach, thematic analysis, logical generalization, and conceptual modeling.

Through comparative analysis, the research objectives, methodological approaches, and key conclusions of five selected sources were compared. Applying a systemic approach, artificial intelligence technologies, human capital, and enterprise efficiency were examined as interconnected components. Using thematic analysis, key factors—such as labor productivity, automation, digital skills, employee retraining, and management efficiency—were extracted from the scientific sources.

In the conceptual approach of this study, the level of artificial intelligence (AI) implementation is treated as an independent variable, labor productivity as the outcome indicator, and digital competencies as a key factor determining the effectiveness of this relationship. To assess the level of AI implementation, criteria such as the automation of work processes, the scope of AI tool usage, and the integration of these tools into management activities were established. Digital competencies were defined based on skills related to working with data, utilizing AI tools, critically evaluating outcomes, and adhering to information security standards. In evaluating labor productivity, key indicators included the volume of output or services per employee, the time taken to complete tasks, the quality of work, and the efficiency of resource utilization. These criteria serve as a conceptual framework for examining the economic and organizational impact of artificial intelligence on enterprise operations.

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The study did not involve the collection of primary empirical data, nor was an independent statistical experiment conducted. The conclusions were formulated by comparing and synthesizing findings from existing scientific research and international analytical materials. Therefore, the proposed approach is considered a scientific framework that requires verification through further empirical research.

RESULTS

A comparative study of five selected scientific and analytical sources identified three key areas where the application of artificial intelligence (AI) technologies in enterprises can impact labor productivity: reducing the time required to complete tasks, improving the quality of work outcomes, and shifting the requirements for employees' professional skills. These findings do not stem from a specific experiment conducted by the author, but rather represent a systematic analysis of evidence derived from previous research.

Table 1. Research findings on the impact of artificial intelligence on work activities

Research	Observed results	Scientific significance
Noy va Zhang (2023) [1]	Working time reduced by 40%, quality increased by 18%	Increase in speed and quality in intellectual tasks
Brynjolfsson va boshq. (2025) [2]	Labor productivity increased by an average of 15%	Variation in results based on employee experience
Dell'Acqua va boshq. (2026) [3]	12.2% more tasks completed, 25.1% faster execution	Consideration of AI capabilities and limitations
Green (2024) [4]	Demand for professional and digital skills has shifted	Development of employee competencies
World Economic Forum (2025) [5]	It is projected that 59% of employees will require training by 2030	Retraining and professional development

The indicators in Table 1 demonstrate that the effectiveness of artificial intelligence depends on the specific characteristics of the task being performed. In particular, since the results recorded in areas such as text generation, service provision, and consulting were obtained under varying conditions, it is not scientifically sound to aggregate them into a single, unified measure of average effectiveness. Nevertheless, these

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studies confirm that artificial intelligence offers significant potential for accelerating work processes.

The analysis indicates that the use of artificial intelligence does not always yield positive outcomes. In complex management tasks, an inaccurate assessment of the technology's capabilities can lead to a decline in the quality of decision-making. Consequently, the implementation of artificial intelligence tools within enterprises must be accompanied by the development of employees' digital competencies.

Based on a review of the literature, digital competencies have been categorized into five key areas: working with data, utilizing artificial intelligence tools, critically evaluating results, information security, and digital collaboration. This classification serves as a proposed conceptual framework for assessing digital competencies within enterprises.

Table 2. Criteria for assessing digital competencies and labor productivity

Digital competence	**Practical Application**	**Evaluation metric**
Working with data	Data Analysis	Analysis time, error rate
Using AI tools	Task Automation	Volume of work completed and time taken
Critical evaluation	Verification of AI Results	Accuracy of results
Information security	Data Protection	Adherence to safety regulations
Digital collaboration	Collaborative Digital Activity	Timely completion of tasks

The criteria presented in Table 2 allow for a comparison of work outcomes in enterprises before and after the implementation of artificial intelligence (AI) technologies. In this process, it is necessary to account for factors such as employee experience, the complexity of tasks performed, workload, and changes in technological infrastructure.

The synthesis of findings reveals a conceptual link between the implementation of artificial intelligence, digital competencies, and labor productivity. Specifically, the effectiveness with which technological capabilities are utilized is intrinsically tied to the digital preparedness of the workforce. Changes in the speed and quality of task

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execution, as well as in resource consumption, are reflected in key indicators of labor productivity.

These results indicate that for the effective implementation of AI technologies in enterprises, technical modernization must be integrated with employee retraining, the development of digital skills, and the refinement of management processes.

DISCUSSION

The analyzed scientific literature suggests that the impact of artificial intelligence (AI) technologies on labor productivity depends on the nature of the tasks being performed and the specific working conditions. Noy and Zhang [1] found productivity gains in writing tasks; Brynjolfsson et al. [2] in customer service; and Dell'Acqua et al. [3] in knowledge-based professional work. However, because these studies were conducted under different conditions, the percentage figures reported cannot be interpreted as a universal productivity growth rate applicable to all enterprises.

A critical factor is the digital competence of employees. Skills such as using AI tools, analyzing data, and critically evaluating AI-generated outputs are essential for effectively leveraging technological capabilities. Employees with less experience may derive significant benefits from AI assistance [2]. Nevertheless, technology cannot fully replace professional expertise or independent critical thinking. In this article, the relationship between digital competence and productivity is established theoretically, though it has not been verified through independent statistical analysis.

The implementation of AI systems in enterprises is influenced by data quality, technical infrastructure, software costs, and the readiness of employees to adapt to change. In tasks where AI capabilities are limited, over-reliance on its recommendations can increase the risk of making poor decisions [3]. Furthermore, it is necessary to protect confidential information and verify the outputs generated. For this reason, human oversight must be maintained in key management decisions, and training should be provided to employees regarding information security and the use of AI tools.

It is advisable for enterprises to initially implement AI technologies through small-scale pilot projects. In such cases, metrics—including the time required to complete tasks, the quality of services or products, error rates, and output per employee—should be compared before and after the implementation of the technology. It is also essential to develop employees' digital skills in alignment with their professional

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responsibilities. For instance, priorities might include analytical decision-making for managers, data handling for specialists, and the secure management of systems for technical staff [4, 5].

The study is based on five international sources; no independent empirical observation was conducted at the enterprise level. Consequently, the findings cannot be directly applied to all sectors of the economy. Future research should empirically test the proposed relationship by measuring the level of digital competencies and labor productivity indicators across various enterprises.

CONCLUSION

The research results indicate that integrating artificial intelligence (AI) technologies into business operations creates significant opportunities for increasing labor productivity, automating work processes, and utilizing existing resources more efficiently. An analysis of academic sources reveals that the use of AI can help reduce the time required to complete tasks, improve the quality of work, and enhance the effectiveness of management decisions. However, these outcomes depend on the specific scope of the technology's application and the professional preparedness of the workforce.

The study establishes that digital competencies are a key factor in the effective utilization of artificial intelligence capabilities. Employees' skills in data analysis, the use of artificial intelligence tools, the critical evaluation of outcomes, and adherence to information security requirements contribute to increased operational efficiency. However, the mere presence of technological infrastructure does not guarantee the expected economic results if digital competencies are not sufficiently developed.

It is advisable to integrate the implementation of artificial intelligence technologies within enterprises with the development of employees' digital competencies, professional retraining, and the optimization of work processes. In this context, particular attention should be paid to evaluating labor productivity, mitigating technological risks, and ensuring the continuous development of digital skills.

Overall, the synergy between artificial intelligence and digital competencies is a crucial factor in enhancing the efficiency and competitiveness of enterprises. Future empirical research into this relationship will allow for a more precise determination of the economic effectiveness of implementing artificial intelligence.

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