

## ENHANCING THE EFFICIENCY OF THE CIVIL SERVICE IS A GUARANTEE OF ADMINISTRATIVE REFORMS

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### Abstract

The article discusses the importance of administrative reforms in increasing the efficiency of the state civil service in Uzbekistan and provides opinions on this issue. At the same time, analytical data on the issue of personnel in accelerating the development of our country are presented.

**Keywords:** Administrative reform, state civil service, personnel policy, public administration, head, control system.

### Introduction

The level of commitment and responsibility of each employee towards their duties largely depends on the professional and moral environment shaped by the organization's leadership. However, excessively increasing demands blindly and expecting unattainable results can lead to negative attitudes toward duties and unintended consequences. Conversely, if expectations are too low and the approach is indifferent, discipline deteriorates, employee loyalty and affection for the workplace decrease, and initiative fades.

To prevent such situations, management must adopt global best practices and ensure their implementation in relevant organizational sectors. For this, leaders must possess effective methods for the proper selection and training of personnel. This methodology is based on the following general principles: initiative, planning, decision-making, organization, coordination, execution, management, control, evaluation, inspection, and so on. Organizations and employees that adhere to these principles can achieve high levels of efficiency in their operations.

However, at the same time, from ordinary employees to statesmen, and from the smallest groups to the largest organizations, the presence of mutual misunderstanding or unwillingness to understand each other can lead to a breakdown in the work environment. In other words, when engaging with a managerial employee, one must strive to understand them as if understanding oneself. Often, the lack of mutual understanding among those in managerial positions, along with a vague grasp of their own internal world and that of others, results in unresolved problems in team operations and practical processes, which in turn hampers societal well-being.

### LITERATURE REVIEW AND METHODS

According to Professor A. Bekturov, "The state civil service personnel policy is aimed at shaping labor collectives and the targeted and rational use of the country's labor resources. It encompasses general principles for working with people, their upbringing, education, general

and specialized vocational training, retraining, and professional development. A leader must: take timely measures to prevent and regulate conflicts of interest; take steps to prevent corruption; manage employees effectively; and treat entrusted property and financial resources with care and thrift. A leader is held accountable for failing to prevent subordinates' misconduct or inaction in service behavior.” [1, p. 34]

To date, the government has been paying serious attention to the training, retraining, and selection of managerial personnel within the state civil service. As President Shavkat Mirziyoyev emphasized: “Today’s Uzbekistan is not the Uzbekistan of yesterday. As a result of the resolute reforms launched six years ago, the face of our country has completely changed. We are very pleased to welcome you, dear guests, to a completely new environment – New Uzbekistan, which is opening widely to the world and ready for cooperation in all areas”. [2, p. 329]

The President of the Republic of Uzbekistan, ShavkatMirziyoyev, drew attention to the issue of public service as early as his election campaign as a presidential candidate. In his speech at the VIII Congress of the Movement of Entrepreneurs and Businessmen – the Liberal Democratic Party of Uzbekistan, held on October 19, 2016, he stated: “Although many civil servants bear great responsibility, it is no secret that their working hours and workweek are not clearly regulated. International experience shows that before imposing high demands on civil servants, their rights must be guaranteed and supported by a protection system. Given the urgency of this matter, the time has come to adopt a law on public service,” he emphasized [3]. As a result, in the Presidential Decree No. PF-4947 of February 7, 2017, “On the Action Strategy for the Further Development of the Republic of Uzbekistan” [4], the reform of the civil service system was identified as one of the priority areas for improving the system of state and public administration.

Decree of the President of the Republic of Uzbekistan No. PF-5185 dated September 8, 2017 approved the “Concept of Administrative Reforms in the Republic of Uzbekistan,” in which the sixth priority area was identified as the formation of an effective system of professional civil service.[5.] It envisaged the development of draft legal documents regulating the organization of civil service, including its legal status, classification of civil servants, transparent mechanisms for recruitment (based on merit), creation of a personnel reserve, service regulations, and compliance with ethical standards. Moreover, it provided for the establishment of a specialized body under the President of the Republic of Uzbekistan responsible for implementing a unified state personnel policy.

As is known, the Presidential Decree No. PF-5843 dated October 3, 2019, “On Measures for the Radical Improvement of the Personnel Policy and Civil Service System in the Republic of Uzbekistan,” and Presidential Resolution No. PQ-4472 “On Measures to Organize the Activities of the Agency for the Development of Civil Service under the President of the Republic of Uzbekistan”[6.] established a specialized body responsible for implementing a unified state personnel policy.

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**RESULTS**

Scientific analyses highlight essential factors that support personnel in civil service: establishing sincere communication, boosting staff morale, building trust, constructive criticism, and effective praise. Notably, the importance of these features in the context of modern management technologies for civil servants has been especially emphasized. The presence of such qualities in leaders and their recognition within the team increases the leader's reputation, positively influences organizational development, serves societal interests, strengthens work discipline, promotes cohesion, and fosters the development of positive socio-moral values.

It is also known that the employment contract plays a vital role in the civil service. It must define the basis and conditions for public service, the rights, duties, and responsibilities of the civil servant, restrictions associated with service, as well as rules regarding their legal and social protection. This document contains the following key concepts:

- Place of service – the location where the civil servant performs their duties as stipulated in the contract;
- Start date – the calendar date the civil servant must begin work as indicated in the contract;
- Job responsibilities – work associated with a specific profession, specialty, qualification, or position, including clearly defined tasks assigned to the civil servant;
- Job description of the civil servant;
- Performance evaluation of the civil servant;
- Promotion within the civil service;
- Transfer to another civil service position, including on a rotational basis or as a business trip;
- Continuous improvement of professional competence;
- Salary terms;
- Disciplinary responsibility, and more[7.].

The Law of the Republic of Uzbekistan “On Civil Service,” adopted by the Legislative Chamber on March 2, 2022, and approved by the Senate on May 28, 2022, defines the basic principles of civil service, the legal status, duties, and responsibilities of civil servants, the state register of civil service positions, the National Personnel Reserve, and the procedure and conditions for entering civil service.

Another important aspect of the law is that from now on, continuous professional development and qualification enhancement are not only rights of the civil servant but are defined as service obligations. Previously, employee training was mostly procedural; now, improving qualifications and developing professional skills are fundamental and essential factors for career advancement. Therefore, the law envisions the introduction of transparent and open mechanisms for promotion in civil service, with performance to be evaluated based on key performance indicators (KPIs).

In today's fast-paced era, with the volume of information growing every second, acquiring new knowledge and continuous development have become a necessity. In this regard, it is crucial to implement a qualification improvement system based on the “Life Long Learning” principle aimed at equipping leaders and employees at all levels with the necessary skills.

Efficiency and effectiveness can only be achieved through competent personnel who clearly understand their authority and job responsibilities and possess the required qualifications and competencies.

Modern-day dynamics demand that civil servants not only uphold conservative values but also adapt to various changes, make quick and optimal decisions, think systematically and critically, and possess leadership, time management, and initiative skills. Therefore, in recent years, the personnel policy and civil service system have undergone significant reforms.

## **DISCUSSION**

In 2019, the Agency for the Development of Civil Service under the President of the Republic of Uzbekistan was established as the body responsible for implementing a unified state policy in managing personnel and developing human resources in public institutions. The agency is tasked with coordinating activities in the field of state personnel policy, developing ideological platforms for civil service transformation and relevant program projects, introducing innovative methods in the sector, systematically attracting highly qualified specialists and the most promising personnel to civil service, as well as forming and managing the National Personnel Reserve.

The ethical principle of serving the state and society demands that civil servants carry out their duties honestly, conscientiously, and at a high professional level for the welfare of the country. Civil servants must perform their professional activities based on the following principles: legality; loyalty to the nation and devotion to duty; full compliance with assigned functions; strict adherence to performance discipline; prioritization of citizens' rights, freedoms, and legal interests; loyalty to state and public interests; justice, integrity, and impartiality; intolerance of corruption and commitment to its prevention; strict confidentiality; non-abuse of official powers; and prevention of conflicts of interest[8.].

It is essential to regularly analyze the system of training personnel for state and public administration in Uzbekistan, study its problems from socio-political and economic perspectives, and develop relevant conclusions and practical proposals aimed at further improving and modernizing the system.

The table below provides a sample of criteria development procedures for evaluating the activities of management personnel[9. pp. 11–13]:

Stages of Management	Criteria
Defining the goal	Correctly defining the goal Explaining the goal in detail Being able to foresee the result (final product) Discussing expected outcomes with employees Ensuring each employee understands the goal and outcome
Planning	Proper planning – clearly identifying objectives for tasks Setting precise deadlines for each task Taking into account the conditions for achieving the goal (both dependent and independent factors) during planning
Task distribution	Distributing tasks among all employees Distributing tasks fairly Communicating about any kind of task and result Assigning deadlines for each employee to complete tasks Defining the type of control (final, periodic, etc.) for each employee based on task complexity and individual characteristics, and informing them accordingly
Control (and feedback)	Carrying out control at specific time intervals (based on the type of control determined for each employee, in accordance with the points above) Determining one's and subordinates' progress stages Providing accurate feedback (noting positive and negative aspects, in the form of suggestions) to guide the employee
Motivation	Acknowledging positive aspects of employee performance Supporting employees based on final results of their work (in the form of praise) Recognizing employees who achieve good results in task execution Talking about opportunities for professional growth Allowing employees to present at events Listening to and considering the opinions of subordinates Inspiring interest in work and self-development in subordinates Being a good role model for subordinates Teaching important things

Based on the analysis of the given table, it should be emphasized that reducing bureaucracy and streamlining the administrative apparatus in the state civil service has become a key objective to achieve efficiency and effectiveness. In particular, the introduction of modern management technologies is contributing significantly to this effectiveness.

## CONCLUSION

Since gaining independence, Uzbekistan's state administrative bodies have implemented major strategic tasks. These include: establishing the constitutional and legal foundations and practical framework for building a civil society and a rule-of-law state; coordinating the effective and harmonious interaction of political institutions; preventing the abuse of power by government bodies, particularly combating the rise of corruption; further improving the public administration system based on democratic principles; ensuring the implementation of laws, increasing public welfare, and maintaining stability in the socio-political life of society; and

enhancing the system for training, retraining, and selecting modern leadership personnel to carry out governance of the state and society.

We have every right to say that the role of leadership personnel has been invaluable in the practical implementation of these large-scale tasks.

We all clearly understand that the extent to which employees in the state civil service are mobilized based on efficiency toward the noble strategic goals of our homeland plays an extremely important role in the development of our nation, its present, and its future.

The term "code of ethics of the state civil service" refers to the set of ethical norms that must be observed by the state civil service.

The personnel policy in the state civil service is one of the key resources that plays a decisive role in the development of the Republic of Uzbekistan as a legal and democratic state. The law defines the legal status of a civil servant, their positions, categories, and qualification levels; establishes a unified procedure for entering, serving in, and leaving the civil service; and provides guarantees for career progression based on the objective and fair evaluation of the professional and moral qualities of personnel and their individual achievements. In general, it aims to regulate the state civil service under a unified organizational and legal framework.

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