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Enhancing Managerial Competencies of Civil Servants in Uzbekistan: An Organizational-Economic Approach in the Context of Digital Transformation

Meningkatkan Kompetensi Manajerial Pegawai Negeri Sipil di Uzbekistan: Pendekatan Ekonomi-Organisasional dalam Konteks Transformasi Digital

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Abstract

The article deals with the development of managerial competencies among civil servants in Uzbekistan in the context of virtual transformation. The primary goal of the study is to design and test an organizational-economic mechanism aimed at streamlining the professional training of civil servants. The research uses a comprehensive method that includes analysis of regulatory frameworks, sociological surveys, competency diagnostics and evaluation of high-quality practices worldwide. The proposed mechanism, which includes virtual learning structures, tailored professional development pathways and modern assessment techniques, has proven to be effective in promoting professional coaching of civil servants. The reasonable significance of the study lies in the applicability of the proposed approach to improve first-class public administration in Uzbekistan and in various countries undergoing modernization.

Highlights:

Focus: Development of managerial competencies in civil servants amid virtual transformation.

Method: Regulatory analysis, surveys, competency diagnostics, and best practice evaluations.

Impact: Enhances public administration through virtual learning and professional coaching.

Keywords: managerial talents, public service, virtual transformation, professional development, organizational-monetary mechanism, development of useful human resources, virtual academic structures, global entertainment

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Introduction

Modern demanding situations in public control, driven thru the strategies of digital transformation and globalization, necessitate a complete rethinking of techniques to the schooling and development of civil servants. The effective functioning of public establishments and their functionality to cope with complicated socio-economic issues in large part rely on the professional abilities of their group of workers. Managerial competencies, which embody strategic wondering, proficiency in virtual era, human beneficial resource manage, and adaptableness to trade, are becoming crucial factors of professional training for civil servants.

In Uzbekistan, ongoing reforms in the public service area purpose to beautify the overall performance of manage techniques and integrate digital technology. The number one instructions of those reforms are defined in key legislative and regulatory documents, which includes the Law of the Republic of Uzbekistan «On public civil carrier» (2022, No. LRU-788), the Decree of the President of the Republic of Uzbekistan of October three, 2019, No. 5843 «On measures to notably beautify the personnel coverage and kingdom civil carrier device inside the Republic of Uzbekistan», the Decree of the President of the Republic of Uzbekistan of October three, 2019, No. 4472 «On measures to prepare the sports activities of the State Service Development Agency under the President of the Republic of Uzbekistan» and the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan «On the established order of a management evaluation center» (2024, No. 629). These files adjust the important thing elements of public provider manipulate, which includes the popularity quo of requirements for employees schooling, the advent of virtual technology, and the enhancement of transparency in human beneficial resource policies.

Despite the presence of clean strategic recommendations, the gadget of schooling civil servants faces numerous urgent troubles. These consist of the need to improve virtual literacy, make sure the alignment and coherence of tutorial packages, and beautify worker motivation. Such challenges restriction the full cognizance of the general public provider's capacity in achieving the country's strategic dreams.

The intention of this studies is to layout and test an organizational-financial mechanism for developing managerial abilities amongst civil servants within the context of digital transformation. To gain this goal, the look at addresses the subsequent goals:

verify the contemporary kingdom of the schooling and development device for civil servants in Uzbekistan;

become aware of the key aspects requiring development to make certain the formation of vital competencies;

increase and test an organizational-financial mechanism aimed at enhancing the effectiveness of civil servant education.

This studies makes a speciality of addressing the critical challenges in employees policy, imparting sensible suggestions for modernizing the education device, and imposing revolutionary methods. The findings of the take a look at may prove treasured for shaping strategies for sustainable development in Uzbekistan's public carrier quarter, as well as in different nations with similar socio-financial conditions.

Literature Review

The look at of growing managerial skills among civil servants within the context of virtual transformation is based totally on a huge variety of scholarly resources and regulatory documents that govern the evolution of public service in Uzbekistan.

1. Managerial Competencies and Their Role in Public Service.

Managerial talents are a important factor of expert development for civil servants. They embody abilities in strategic control, adaptability to changes, talent in virtual technologies, and effective engagement with stakeholders. International enjoy demonstrates that evaluation and schooling structures, together with evaluation facilities and digital academic platforms, contribute appreciably to the professionalism and adaptableness of personnel. Notable examples of those practices can be discovered in Canada, South Korea, and the United Kingdom.

2. The Role of Digitalization in Public Service.

The integration of virtual technology performs a transformative role in modernizing public service. Studies with the aid of the OECD (2020) and UNDP (2021) emphasize that digitalization no longer simplest optimizes control approaches but additionally improves the pleasant of instructional programs for civil servants. The e-Government Training System in South Korea serves as an instance of a success implementation, extensively growing the reach of schooling programs and improving the general performance of the instructional technique.

Three. Advancements in Personnel Assessment Systems in Uzbekistan.

One of the key milestones in enhancing the public carrier device in Uzbekistan changed into the establishment of the Center for the Assessment of Managerial Personnel in 2024. According to the Cabinet of Ministers' Resolution, the Center's number one goals include:

growing competency fashions for managerial positions based totally on socio-mental studies;

conducting comprehensive competency exams for civil servants the usage of advanced strategies and technology;

creating individualized professional development trajectories for managerial team of workers through the software of digital tools.

These initiatives goal to decorate the best of managerial employees choice and evaluation at the same time as introducing progressive diagnostic and monitoring methods to evaluate professional overall performance.

4. Current Aspects of Staff Development in Uzbekistan.

The reforms outlined within the Law of the Republic of Uzbekistan "On Public Civil Service" (2022, No. LRU-788) and Presidential Decree No. 5843 emphasize the significance of enhancing civil servants' qualifications. Particular interest is given to the mixing of digital technology and the improvement of unified techniques to instructional packages. However, there remains a want for greater alignment among those programs, in conjunction with the introduction of extra incentives for expert growth amongst personnel.

5. International Experience: Lessons for Uzbekistan.

Examples from international practices underline the significance of integrating current technologies and modern techniques into public carrier systems:

South Korea: The implementation of virtual educational platforms has stepped forward the fine of personnel training even as decreasing time prices.

Canada: Assessment centers offer objective opinions of managerial abilities and facilitate the rotation of personnel.

United Kingdom: Individual professional development programs and powerful monitoring gear have superior the adaptability of managerial workforce.

6. Relevance of the Study.

The literature evaluation and evaluation of regulatory frameworks highlight the necessity of integrating digital technologies and present day competency assessment methods into Uzbekistan's public service gadget. The status quo of the Center for the Assessment of Managerial Personnel creates additional possibilities for the professional development of civil servants and ensures their alignment with modern control necessities.

The synthesis of the offered records emphasizes the significance of a complete technique, incorporating superior worldwide practices whilst adapting them to national specifics. This strategy will beef up the human aid ability of public carrier and contribute to accomplishing the strategic dreams of virtual transformation.

Methods

The studies method focuses on the look at and enhancement of an organizational-financial mechanism for growing managerial talents amongst civil servants in Uzbekistan. To gain the stated objectives, a complete technique became implemented, incorporating both theoretical and empirical methods. These methods depended on studying regulatory frameworks, engaging in sociological research, and leveraging global experience.

1. Analysis of Regulatory Frameworks and Theoretical Foundations,

The first stage of the research involved an in-intensity evaluation of regulatory documents governing public provider in Uzbekistan. Particular interest became paid to the subsequent key legislative acts:

The Law of the Republic of Uzbekistan «On public civil provider» (2022, No. LRU-788), which established standards for professional schooling and added new techniques to personnel policy.

The Cabinet of Ministers' Resolution at the established order of the Center for the Assessment of Managerial Personnel (2024, No. 629), which regulated the implementation of superior methods for competency diagnostics and evaluation.

Simultaneously, international practices have been reviewed, along with courses by means of the OECD, UNDP, and reviews from research institutions in South Korea, Canada, and the United Kingdom. This analysis identified quality

practices, together with the use of digital structures, the development of competency models, and the implementation of personalised improvement trajectories for personnel.

2. Sociological Research.

To check the modern-day kingdom of managerial skills, a sociological survey became conducted, encompassing 150 civil servants from relevant and local authorities institutions. The survey included three essential sections:

assessment of expert and virtual skills: respondents evaluated their readiness to use digital technology in day by day duties;

perception of instructional packages: individuals provided remarks on the pleasant and relevance of present education packages;

motivation for expert improvement: elements driving participation in training, including profession increase, monetary incentives, and ethical reputation, have been explored.

The amassed facts revealed key areas for development: low stages of virtual literacy, inadequate coordination amongst academic packages, and the need for more potent motivation amongst personnel to have interaction in schooling initiatives.

Three. Competency Assessment for Managerial Staff.

A middle element of the study became the checking out of competency evaluation gear advanced through the Center for the Assessment of Managerial Personnel. The following techniques have been hired:

comprehensive diagnostics: strategies along with case-based totally tasks, assessments, and simulations of managerial eventualities helped become aware of the strengths and weaknesses of managerial employees;

man or woman checking out: applicants underwent expert know-how exams, cognitive potential assessments, and psychological surveys to determine their management potential.

Based on diagnostic effects, customized training plans had been created to expand precise talents, inclusive of strategic wondering, crew management, and virtual literacy.

4. International Comparative Analysis.

To discover successful practices, the take a look at evaluated public provider management systems in South Korea, Canada, and the United Kingdom. Key aspects examined protected:

the utility of digital instructional structures for massive-scale worker schooling (South Korea);

the usage of evaluation centers for goal competency evaluations and team of workers rotation (Canada);

the development of individualized professional increase applications designed to beautify adaptability and versatility among managers (United Kingdom).

The analysis demonstrated that integrating those tactics into Uzbekistan's public service system should notably enhance its effectiveness.

5. Development and Testing of the Organizational-Economic Mechanism.

Based at the facts obtained, an organizational-monetary mechanism became designed, which includes the subsequent additives:

Personalized professional development plans:

figuring out man or woman employee desires and creating tailored academic trajectories;

digital educational structures: imposing on-line courses covering vital skills which include mission control, strategic planning, and information analysis.

Assessment strategies through the Center: Integrating new diagnostic and evaluation strategies, such as actual-global situation simulations and case analyses.

The mechanism was tested on a sample of 50 employees from diverse government groups. The testing has proven its potential to beautify managerial talents, enhance digital literacy, and increase worker engagement in schooling programs.

6. Statistical Analysis Methods.

To manner and interpret the gathered facts, the subsequent statistical techniques were used:

Descriptive records: Summarizing survey facts and competency evaluation outcomes.

Correlation analysis: Identifying relationships among competency levels and professional overall performance metrics.

Comparative analysis: Comparing participant outcomes before and after the implementation of the organizational-economic mechanism.

Conclusions on Methodology.

The comprehensive method, which mixed regulatory evaluation, sociological studies, competency diagnostics, global benchmarking, and testing of innovative mechanisms, enabled an intensive investigation into the improvement of managerial skills. The proposed techniques have confirmed to be practical and powerful, as evidenced through the pilot testing consequences.

The studies methodology presents a foundation for in addition implementation and scaling of the proposed answers, aimed at advancing the professionalism of civil servants in Uzbekistan.

Result and Discussion

The observe on developing managerial competencies amongst civil servants in Uzbekistan has enabled an assessment of the contemporary country of the schooling system, the checking out of an organizational-monetary mechanism, and a comparison of outcomes with international practices. The findings underscore the want for systemic adjustments to enhance expert improvement techniques in public carrier.

1. Current State of Civil Servant Training in Uzbekistan

The evaluation of the present gadget for civil servant schooling discovered numerous critical regions:

Regulation and Legal Framework:

The Law of the Republic of Uzbekistan «On public civil service» (2022, No. LRU-788) and the Cabinet of Ministers' Resolution on organising the Center for the Assessment of Managerial Personnel (2024, No. 629) offer an institutional foundation for reinforcing public provider. The Center has emerge as a critical reform element, introducing new techniques to complete diagnostics of professional skills, the improvement of competency fashions, and the monitoring of effectiveness.

Digital Literacy Levels:

Only 35% of respondents (from a survey of one hundred fifty members) stated owning simple digital skills required for their responsibilities. The number one reasons for low levels of digitalization covered:

Lack of specialised training (60% of respondents).

Limited get admission to to modern digital systems (forty%).

Educational Programs:

Existing publications and professional development applications were discovered to be fragmented. The absence of a unified widespread for training civil servants effects in inconsistent methods. Forty- percentage of respondents cited that programs often overlap, and their content material does no longer meet current demands.

Employee Motivation:

Motivation for education remains low: simplest 28% of civil servants actively take part in educational projects. This loss of engagement is related to inadequate incentives, which include opportunities for career increase, financial rewards, or formal popularity of expert development achievements.

2. Testing the Organizational-Economic Mechanism

The proposed mechanism protected three principal additives:

comprehensive competency diagnostics;

performed through the center for the evaluation of managerial employees, diagnostics covered expert trying out; socio-psychological surveys, and control scenario simulations.

Personalized Development Trajectories:

Tailored education plans were advanced for members to deal with identified competency gaps.

Implementation of a Digital Educational Platform:

The platform provided get admission to to specialised guides on digital technologies, venture management, and strategic thinking.

Results of the Testing,

The pilot mission concerned 50 personnel from numerous public establishments. Key effects blanketed:

advanced virtual literacy: the proportion of personnel gifted in virtual gear elevated from 35% to fifty five%;

more desirable professional competence: the extent of abilities important for process overall performance rose from forty five% to 70%;

reduced selection-making time: the common time required for making ready and approving managerial selections decreased by means of 18%;

extended engagement: the percentage of personnel actively participating in instructional packages grew from 28% to fifty eight%.

3. Comparative Analysis of International Practices.

The assessment of pilot effects with global examples confirmed the relevance and effectiveness of the proposed technique:

South Korea: The e-Government Training System confirmed that digitalizing schooling may want to reduce expenses with the aid of 20% and attain as much as 80% of civil servants.

Canada: Assessment facilities for competency critiques ensured objectivity in employees choice and rotation, which is reflected in the practices of the Center for the Assessment of Managerial Personnel.

United Kingdom: Individual improvement applications and employees rotation contributed to enhancing the power and adaptableness of managerial group of workers.

Four. Effectiveness Analysis of the Mechanism.

Indicator	Before Implementation	After Implementation	Change, %
Digital Literacy Level	35%	55%	+57%
Satisfaction with Educational Programs	48%	70%	+46%
Average Decision-Making Time	120 minutes	98 minutes	-18%
Engagement in Educational Programs	28%	58%	+30%

Table 1. Statistical and analytical methods were used to assess the results. Key data are summarized in Table 1.

5. Analysis Summary

The proposed organizational-economic mechanism has verified its effectiveness in:

Improving managerial and virtual abilities.

Increasing employee engagement.

Reducing selection-making time.

The mechanism verified a excessive diploma of adaptability to Uzbekistan's situations, aligning with best worldwide

practices. Based at the examine effects, it's far advocated to scale the technique on the countrywide stage to gain the goals of digital transformation and enhance the excellent of public service.

Conclusion

1. Research Findings.

The performed look at at the improvement of managerial capabilities amongst civil servants in Uzbekistan inside the context of digital transformation yields the subsequent conclusions:

Assessment of the Current State:

The evaluation exhibits a systemic basis for the improvement of public service in Uzbekistan, established through key legislative acts including the Law «On public civil service» (2022, No. LRU-788) and the Cabinet of Ministers' Resolution at the established order of the Center for the Assessment of Managerial Personnel (2024, No. 629). However, positive aspects of employees education require development:

restrained virtual literacy amongst a majority of civil servants;

inadequate coherence in educational programs;

low motivation for professional education.

Effectiveness of the Organizational-Economic Mechanism:

The proposed and examined mechanism, comprising personalised instructional trajectories, virtual systems, and modern competency evaluation strategies, tested high efficiency. Key outcomes of the pilot implementation consist of:

a fifty seven% increase in the proportion of employees with sturdy digital literacy;

a 30% upward push in engagement with educational projects;

an 18% discount in decision preparation time.

Alignment with International Practices:

Analysis of international practices highlights the advantages of integrating virtual technology and present day competency evaluation methods, including South Korea's e-Government Training System and Canada's evaluation facilities. Elements of those practices have been efficaciously tailored in Uzbekistan thru the Center for the Assessment of Managerial Personnel.

Practical Significance of Results:

The proposed mechanism has the capacity to serve as a basis for scaling within Uzbekistan's country wide public provider gadget. It can be integrated into academic and personnel approaches at local and local degrees, ensuring lengthy-term competency growth among civil servants and enhancing the nice of public provider shipping.

2. Conclusion.

The look at confirms that the development of managerial skills among civil servants is a cornerstone for the a success implementation of reforms in Uzbekistan. In the context of digital transformation, fostering digital literacy, strategic questioning, and cutting-edge managerial talents is important for reaching sustainable improvement in public carrier.

The established order of the Center for the Assessment of Managerial Personnel in 2024 marked a widespread breakthrough in modernizing human useful resource control. The creation of superior diagnostic techniques and professional abilities checks ensures objectivity in personnel choice, the advent of personalised development trajectories, and the tracking of HR policy effectiveness.

The organizational-monetary mechanism evolved and tested in this look at has proven its sensible applicability below Uzbekistan's situations. Its effectiveness is evidenced via elevated digital literacy, greater employee engagement, and reduced decision-making time.

Three. Practical Significance for the Academic Community.

The outcomes of the take a look at hold hobby for the educational network in several key areas:

Theoretical Value:

The proposed model of an organizational-economic mechanism, incorporating competency evaluation, education, and motivation for civil servants, may be used for in addition studies on public provider modernization.

Practical Application:

The findings can tell the improvement of educational standards tailor-made to the demanding situations of virtual transformation. These requirements can also function a foundation for group of workers training in other growing international locations present process modernization.

Methodological Contribution:

The integration of modern-day competency assessment methods, together with comprehensive diagnostics via specialised facilities, opens new avenues for studies in HR management and professional improvement.

Interdisciplinary Research:

The outcomes can help studies exploring the interplay among virtual technology, human resource management, and strategic planning in public management.

Continuous model of public service in Uzbekistan to the challenges of digitalization and globalization is vital. This examine underscores the importance of a systematic method to competency improvement, integrating present day technologies and worldwide quality practices. Such an technique will provide a solid foundation for attaining the desires of virtual transformation and sustainable improvement.

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