

## Civil Servants in New Uzbekistan Mechanisms for the Development of Professional Culture

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**Abstract:** The tasks aimed at improving the public administration system of any government directly depend on the modern needs of society for quality public services. In the course of reforms carried out to improve the public administration system in our country, improving the professional skills and culture of civil servants working on the basis of the principles of law, justice and humanity, in any case, was defined as the conceptual basis. This article dedicates the mechanisms of development of the professional culture of civil servants in New Uzbekistan.

**Keywords:** public administration, civil servant, professional skills, professional culture, democratic reforms.

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The reforms implemented at the initiative of the head of state and the adopted Strategy of Actions require critical analysis, open dialogue with the people, giving wide latitude to people's initiatives, encouraged to look from the point of view of the stage. In the past decades, it became clear that there are vices such as stagnation, pretense of non-existence, formalism, alienation from the people, corruption, and greed in the activities of these management institutions. As a result of the non-operation of some of the adopted laws, people's trust in government agencies began to fade. These situations and a number of situations that have a negative impact on development required the successful implementation of large-scale reforms and the creation of a completely new, effective public administration system.

In the public service based on modern state administration, “the main task is to form a new structure of leaders and officials who have high professional skills and modern thinking, who are well-thought-out, who can make the right decisions in all aspects, who can achieve the set goals”<sup>1</sup>, to please our people, ensuring the rule of law in society and strengthening legitimacy is an objective necessity.

Updates in this field, first of all, the organizational and legal structure of state authorities and management bodies, local leaders, functions and it began with the revision of tasks. As defined in the Action Strategy, the tasks of many ministries and agencies were revised in order to introduce new, advanced, innovative, modern ideas into the state management system. In particular, in the field of improving the public administration system, within the framework of the implementation of the concept of administrative reforms adopted in 2017, called “The Year of Communication with the People and Human Interests”, in 2018, 93 state administration bodies were reformed, 77 ministries and agencies were reorganized were completed, 7 were terminated, 9 were newly established.<sup>2</sup>

The practice of the deputy prime ministers simultaneously leading joint-stock companies and other organizations with a state stake was canceled and their number was optimized, the “neighborhood-sector-People's lobby-neighborhood” cooperation system for solving population

<sup>1</sup> Mirziyoyev Sh.M. Niyati ulug' xalqning ishi ham ulug', hayoti yorug' va kelajagi farovon bo'ladi. – Toshkent: O'zbekiston, 2019. – 63-b

<sup>2</sup> [www.reforms.uz](http://www.reforms.uz)

problems was introduced. (2019), the State Service Development Agency under the President of the Republic of Uzbekistan was established. The program of measures for the widespread introduction of “feedback” means of communicating with the people in the activities of the Cabinet of Ministers was approved (2020).

In addition, the President of the Republic of Uzbekistan dated December 21, 2022 “On measures to implement administrative reforms of New Uzbekistan” approved for the purpose of forming an effectively functioning management system, which is considered an important condition for the establishment of New Uzbekistan. According to Decree No. PF-269 and Decision No. PQ-447 of December 21, 2022, the structure of state bodies was optimized by an average of 15% by reducing non-sectorial tasks and widely introducing digital technologies into their activities, as well as, the positions of 40 deputy heads in 26 state bodies and organizations were reduced.

In order to reduce bureaucratic obstacles and improve the system of providing public services to the population by introducing modern management principles to the activities of state bodies, about 30 types of licenses and permits were canceled, more than 70 state services were simplified, more than 60 documents were required by state organizations canceled.

The number of users of the “Electronic Government” system has exceeded 4 million, and through it, more than 130 information resources of state agencies have been created. About 350 types of services have been provided online on the single interactive state services portal.

The effectiveness of these reforms, ensuring the peace and stability of our country and boldly going without deviating from the path of development directly depends on the potential of civil servants and the attitude of specialists to their profession.

In fact, in world philosophical studies, the importance of public service and civil servants in the democratization of society, effective dialogue between the state and the people, the philosophy of the state and law, the philosophical and methodological analysis of the activities of civil servants in the framework of communicative, cognitive, civil society systems, and the systematization of different views on it research is considered an urgent issue. After all, “the main criterion for us is to ensure legality in evaluating the activities of state bodies and officials, how the rights and freedoms of citizens are protected, and the quality and openness of providing public services to them”. They try to regulate the rules of conduct of civil servants, who are part of the service and to constantly reform this system.

595 of the Cabinet of Ministers of October 24, 2022 “On additional measures to ensure compliance with the rules of etiquette by state civil servants” This activity is controlled through the model rules of ethics. People joining the state administration body and local executive authority shall be introduced to the Code of Conduct. Civil servants must comply with the requirements of legal documents and Code of Conduct.

Nevertheless, recently various information about the activities of governors have been spread on social networks, and there are cases of a certain decrease in people's trust in representatives of local authorities, and the emergence of an intolerant mood towards them. Law violations committed by local governments directly depend on their professional ethics and professional culture.

The head of our state Sh.M. Mirziyoyev determines the tasks ahead of the new era, emphasizes the following: “Unfortunately, if we become leaders, our behavior will change immediately. We don't seem to know people's pain, or we don't want to know. I think that considering the importance of this issue, it is time to raise it to the level of priority tasks of state policy. Then our outlook will change, and at the same time, our life will also change.”<sup>3</sup>

In fact, the new democratic reforms implemented in Uzbekistan today are based on the interests of the people, as well as on the fundamental idea that “the people should not serve the state, but

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<sup>3</sup> Mirziyoyev Sh.M. Milliy taraqqiyot yo‘limizni qat’iyat bilan davom ettirib, yangi bosqichga ko‘taramiz. 1-jild. Toshkent: O‘zbekiston NMIU, 2017. – 49-b.

the state and its institutions should serve the people.”

Living with people's pain should be the sacred duty of state institutions, in general, of all systems that undertake management tasks. Achieving this has been the eternal dream and desire of our people. Allama Yusuf Khos Hajib writes: “Whoever's secret (intention in his heart) is clear to today's people, let his language, words, be sweet, gentle, and kind. This world, the state is unfaithful, unstable, sometimes it cries and tears. Do not believe in this fleeting happiness, if happiness is here today, it will be there tomorrow. Happiness comes and goes. O owner of the country, if you want to stay with this country, do good to the people. If you will inherit a great rank, keep yourself humble.”<sup>4</sup>

If we look at the issue as a social phenomenon from the other side, the development of qualified personnel in the civil service system is not limited to expanding knowledge, correctly setting tasks and rationally achieving goals. The dynamics of this process is manifested in the nature of overcoming obstacles, overcoming them becomes the content of the tasks set before the civil servant. In this process, qualitatively new characteristics of a patriot, a professional civil servant who can faithfully fulfill his duty appear; his virtues and shortcomings are revealed. At this point, the issue of ethical criteria and standards in the process of professional development of a civil servant is important.

From this point of view, in our opinion, a civil servant can be scientifically and theoretically defined as follows: a civil servant is not only a qualified manager, but also an official whose scope of authority includes the implementation of state duties and ensuring the competent execution of the powers of state authorities.

The correct attitude of a civil servant to his profession is reflected in his moral behavior, his activities, his approach to his work with moral qualities such as patriotism, high responsibility, loyalty and dedication, and his spiritual health.

But if it is the other way around, professional and ethical violations will occur in the civil servant and will have a serious negative impact on the development of professional culture. This situation can be explained as follows:

Professional-ethical violation - abuse of the ethical norms, professional duties, obligations and tasks set by laws, regulations and internal departmental documents, putting one's own interests ahead of the interests of the people, society and the state, disrespecting others and illegal behavior such as adultery, taking bribes, embezzlement, embezzlement, trespassing, creating grounds for the commission of a crime, or committing such a crime, concealing it, disclosing state secrets, service secrets, military secrets - is a set of actions.

The investigation of the professional and ethical violation of civil servants, its causes, prevention and elimination methods is one of the current issues. Because civil servants work as representatives of state management bodies and authorities, their every action is under the attention of their people. A mistake made by one employee as a result of professional and ethical violation can tarnish the civil service system in front of the public and damage the reputation of other civil servants. That is why prevention of professional misconduct is one of the most urgent issues of today.

- Factors that cause moral and professional violations in civil servants: incomplete formation of knowledge, skills and qualifications in the field;
- unwillingness to work or serve;
- not appreciating the field of activity and being indifferent;
- non-compliance with the rules of professional ethics;
- not understanding the requirements of the time;

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<sup>4</sup> Yusuf Xos Hojib. Qutadg' u bilig. Toshkent: Fan, 1971. – 160-161 p.  
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- not finishing what he started;
- irresponsibility and lack of personal responsibility;
- moral deficiencies;
- internal and external conflicts;
- weakness of will and impatience;
- propensity for romantic relationships;
- using the official position for one's own benefit;
- Tendency to professional impurity (officialism, economy, laziness, greed, corruption).

Such negative factors are considered vices and contradict not only professional culture, but also moral culture. If these vices are not prevented in time, they will expose civil servants to professional decline and the quality of the activities in the field and impairs its effectiveness.

In our opinion, taking into account these professional and ethical requirements, the following are the ethical qualities that help civil servants avoid professional misconduct:

- to value the land where one was born and grew up;
- To love the country, to be able to show the feeling of patriotism in the work unit and as a result, to be an example;
- fairness and honesty;
- conscientiousness;
- to know duty, to be loyal, to feel responsibility and personal responsibility;
- humanity and tolerance;
- family life;
- following the rules of behavior, behavior, dress code (not only military uniform, but also civilian clothing), behavior, behavior and morals;
- Creativity, showing one's potential.

Professional and ethical requirements for civil servants:

- to have respect and reputation in the personal and service sphere;
- be humane;
- make quick and correct decisions in thoughts and actions;
- to be durable;
- farsightedness;
- be proactive;
- ability to make decisions in non-standard situations;
- ability to manage emotional states;
- being able to encourage;
- admitting mistakes;
- having knowledge and skills;
- ability to compromise;
- Ability to manage oneself in emergency situations.

Education of civil servants in Uzbekistan is at an important stage, implementation of effective

forms and methods of implementation of tasks assigned to him. The effectiveness of the fundamental reforms implemented in order to strengthen the positive impact of quality public service on the cultural development of our society directly depends on the formation of the professional culture of the employees and their practical results, their approach to the execution of tasks with responsibility, personal responsibility and loyalty. This requires every leader and official to work systematically and effectively on this basis.

Determining the work performed by civil servants, their efficiency, quality, complexity, correct functioning in practice and other criteria, reducing the number of civil servants by taking social protection and retraining measures in exchange for creating a modern system of remuneration for labor, identification of repeated functions of ministries and agencies, especially organizations that are part of the economic complex, and their transfer to relevant agencies or cancellation, introduction of a new system of payment for their work are important factors for improving the professional culture of civil servants. After all, “the most important criterion for us is to ensure legality in evaluating the activities of state bodies and officials, how the rights and freedoms of citizens are protected, and the quality and openness of providing public services to them.”

From this point of view, the professional culture of civil servants is a system of moral principles, norms and rules that express the moral requirements of the civil servant, the social purpose of his activity and the nature of relations with society and citizens.

The foundations of the professional culture of the civil service can be noted based on the analysis of three levels:

1. State legal institutions and the national level of public service as a carrier of a certain corporate culture;
2. The level of a certain state organization whose work style consists of a set of stable values and legal norms, accumulated traditions, experience and modern directions;
3. The individual level of a civil servant, which includes a combination of professional qualities and characteristics, beliefs, knowledge and skills, a specific set of management technologies.

The professional culture of a civil servant is unique, it should have some features of the state, and it should be reflected in a formalized manner, making the moral principles of activity more and more relevant. In addition, the current level of public awareness of management requires compliance with ethical rules, which have become an integral part of the public service management system.

From this point of view, the following can be included in the components of professional culture that should be developed in civil servants:

1. Knowledge and experience. A knowledgeable and experienced civil servant can assess why a past action was successful and then try to replicate it in similar situations. Experience plays an important role in decision-making at any level. Experience leads to the development of specific responses that are habitually displayed without hesitation in a given situation.
2. Good judgment. Good judgment is the ability to rationally evaluate information. It is based on the intelligence, maturity and experience of the civil servant. Good judgment public servants demonstrate this by their ability to perceive, consider, and evaluate critical information. From the point of view of decision-making, it can be said that judgment allows drawing conclusions based on experience and available information.
3. Creativity and ingenuity. Creativity and ingenuity in public service is the development of alternatives, evaluation of possibilities, and imagining of consequences to identify and formulate a problem that cannot be relied upon by the experience of historical examples. A civil servant has the opportunity to more fully evaluate and understand new problems, including problems that others do not see. However, the most obvious value of creativity and ingenuity lies in the development of alternatives that do not arise from experience. There is no denying that diligence

and imagination must be part of the creative and intuitive character of an intelligent civil servant. It is not appropriate to imitate what others have done in the same situation. This may only apply to common problems. Non-permanent problems require innovation and new alternative solutions. Creativity and ingenuity are unique to solving new problems and the ability to find unique alternatives.

4. Logic and reason. An intelligent civil servant is a person with a mind capable of drawing logical conclusions from natural evidence. The importance of these qualities in decision-making is explained by drawing the necessary conclusions from the evidence of the problem.

5. Data processing ability. Processing information about the problem, alternative and possible outcomes, for example, real costs and benefits, as well as social costs - being able to see the social and political effects of alternative solutions to the problem is important. Cost-benefit analysis is one of the important methods of evaluation. Computer models can also be built to estimate social costs, for example by adding loadings to factors derived from opinion polls and data collection surveys.

The professional culture of the civil servant is a tool for regulating the body of officials, capable of maintaining the effectiveness of management and contributing to its improvement, which allows to cancel coercion through motivation, which is a component of the concept of service. Thus, the professional culture of a civil servant suggests a description of the employee's position and behavior in terms of its assessment, regulation and consequences.

Strengthening the importance of ethical aspects of management activity, and administrative ethics makes it more urgent to research the problem of developing a special type of professional ethics from a scientific and theoretical point of view. The professional culture of the civil servant forms the basis of the service culture of officials at all levels of the state. It defines moral principles, norms, prohibitions, rules of official behavior of civil servants acting as mediators in relations between the state and its citizens.

Taking into account the above, in order to increase the effectiveness of the reforms implemented in our country and to develop the professional culture of civil servants in New Uzbekistan, the following is proposed:

1. Organization of the public service based on the principle that "the public serves the people, not the public, and the public serves the public" and the laws directly applicable to the public service and civil servant activities of the Republic of Uzbekistan and creating a comprehensive normative legal framework for the regulation of public service on the basis of other normative legal documents. In this regard, the concepts of public service and civil servant in the Republic of Uzbekistan should be fully legally justified, and legal mechanisms for the legal formalization of types of public service and the implementation of their duties should be developed (at the same time, there is legislation on public civil service in practice, but public service and its types, there is no integrated regulatory legal framework for the areas of activity);

2. Development of a systematic, targeted and effective mechanism that determines and evaluates the effectiveness of the professional activity of civil servants, the level of their real participation in reforms, based on the scientific-practical and methodological study of international experience;

3. To ensure the development of the civil service in accordance with the reforms taking place in society, to identify the factors that have a positive effect on the image of the civil servant, the observance of the rules of professional ethics and the increase of personal responsibility, the selection and training of civil servants and create a system of consideration in the process of placement;

4. Through the humanization of public services, the formation of a commonality of honest relations in society and thereby the development of the professional culture of public servants, the identification of factors that have a positive effect on compliance with the rules of etiquette

and ethics, and the increase of personal responsibility, and their selection, training and placement of public servants creation of a system of consideration in the laying process;

5. By humanizing public services, forming a commonality of honest relations in society and thereby developing a methodology for training a professional civil servant who can demonstrate professional culture and etiquette, personal responsibility for the result in the work unit and implementation.

In short, in the near future, the creation of a legal mechanism that defines the main directions of activity on the reform of the public service will help to eliminate the problems of legal and methodological justification of the public service in New Uzbekistan, as well as the interaction of the state with civil society institutions, the state to determine the subject and scope of the service, to form a comprehensive system of public service, to eliminate contradictions and shortcomings in the legislation on public service and to ensure its comprehensive legal regulation, to prevent some anti-social phenomena in the activities of public servants (bureaucracy, bureaucratism, distance of power from the people, shortcomings in the spiritual world of some officials, corruption) prevents the negative impact on the activities of public administration bodies and serves to increase the reputation of the public service in society. At the same time, strict adherence to the principles of legality, humanity, impartiality, responsibility, and justice by civil servants in public service indicates the moral stability of the state. Thus, they constitute the moral foundations of public service, its integrity and ensure efficiency.

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