

ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR ENHANCING
THE PROFESSIONALISM OF CIVIL SERVANTS IN THE DIGITALIZATION
ERA

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Abstract. *This study proposes an organizational-economic mechanism for developing managerial competencies among civil servants in Uzbekistan. The solution to issues such as fragmented programs and limited infrastructure is based on the integration of big data technologies, process automation, attracting international grants, and unifying training standards. The mechanism is aimed at enhancing the professionalism of civil servants and optimizing human resource management.*

Keywords: *civil servants, digitalization, big data, automation, human resources, organizational-economic mechanism.*

Аннотация: *В данном исследовании предлагается организационно-экономический механизм формирования управленческих компетенций государственных служащих Узбекистана. Решение вопросов разрозненности программ и ограниченной инфраструктуры основано на интеграции технологий больших данных, автоматизации процессов, привлечение зарубежных грантов и унификации стандартов подготовки. Механизм направлен на повышение профессионализма госслужащих и оптимизацию управления кадровыми ресурсами.*

Ключевые слова: *государственные служащие, цифровизация, большие данные, автоматизация, кадровые ресурсы, организационно-экономический механизм.*

Annotatsiya. *Ushbu tadqiqotda O‘zbekiston davlat xizmatchilarining boshqaruv kompetensiyalarini shakllantirish uchun tashkiliy-iqtisodiy mexanizm taklif etiladi. Dasturlar bir-biridan farqlanishi va infratuzilmaning cheklanganligi masalalari katta ma’lumotlar texnologiyalari, jarayonlarni avtomatlashtirish, xalqaro grantlarni jalb qilish va tayyorgarlik standartlarini unifikatsiya qilish asosida hal qilinadi. Mazkur mexanizm davlat xizmatchilarining professionallik darajasini oshirish va kadrlar resurslarini boshqarishni optimallashtirishga qaratilgan.*

Kalit so‘zlar: *davlat xizmatchilari, raqamlashtirish, katta ma’lumotlar, avtomatlashtirish, kadrlar resurslari, tashkiliy-iqtisodiy mexanizm.*



Modern socio-economic challenges on the global stage require a high degree of adaptability, professionalism, and innovation from civil servants in all countries. Digitalization and the increasing complexity of managerial tasks necessitate a transformation in approaches to personnel training. Managerial competencies of civil servants have become a key factor in the effective execution of state functions. In particular, the use of big data technologies, automation, and digital platforms offers new opportunities to enhance management efficiency.

In Uzbekistan, where the civil service is undergoing active reform, the issue of professional training for civil servants is especially relevant. The main challenges include the fragmentation of educational programs, limited digital infrastructure, and a lack of qualified specialists in the educational sector. Under these conditions, developing an organizational-economic mechanism aimed at improving managerial competencies is a priority.

The aim of this study is to propose an organizational-economic mechanism for the development of managerial competencies of civil servants in Uzbekistan within the context of digitalization. The research objectives include analyzing the current state of the training system, identifying key issues, and developing phased steps for the implementation of a mechanism tailored to modern technological opportunities.

The development of managerial competencies in civil servants is a process aimed at enhancing their knowledge, skills, and personal qualities necessary for addressing complex managerial functions. International experience demonstrates that the use of digital technologies and innovative approaches significantly improves the efficiency of government bodies.

In Uzbekistan, the system of civil servant training faces several issues. Firstly, educational programs are fragmented, leading to uneven levels of knowledge among employees. Secondly, limited digital infrastructure hampers the implementation of distance learning. Some regions face shortages of technical equipment and low levels of digital literacy.

The absence of a unified system for graduate assessment reduces the objectivity in evaluating professional levels. Moreover, insufficient qualifications of instructors and limited resources for professional development create additional barriers. Addressing these issues requires a systematic approach based on modern technologies and unified standards.

The proposed organizational-economic mechanism for developing managerial competencies among civil servants aims to address these identified issues. It is built upon the use of big data technologies, process automation, and



the introduction of innovative educational approaches. The main objectives of the mechanism include enhancing the professional level of civil servants, optimizing human resource management, and creating a transparent system for certification and career trajectory monitoring. The central element of the mechanism will be the integration of big data technologies through the creation of a unified digital platform for analyzing and forecasting workforce needs. This platform will also enable the automation of career trajectory monitoring and the evaluation of employee performance. Financial support for the mechanism's implementation involves attracting international grants, private investments, and leveraging public-private partnerships for sustainable funding. One key focus area will be the development of unified educational standards and the establishment of digital educational platforms to ensure accessibility and consistency in training processes.

The implementation of the mechanism is proposed in three phases. In the first phase (2024–2026), the focus will be on creating infrastructure, including Competency Assessment Centers and digital platforms for distance learning. Special attention will be given to basic digital skills training and the development and testing of pilot projects. The second phase (2027–2028) will involve the standardization of training programs based on international experience. This will be accompanied by the introduction of internships and exchange programs, contributing to the professional development of employees. The final phase (2029–2030) will focus on supporting professional growth through the implementation of mentorship systems, transparent career trajectories, and performance evaluations based on objective KPIs. These measures will ensure employee motivation and sustainable workforce development.

The implementation of the proposed mechanism will lead to significant improvements in Uzbekistan's civil service system. Firstly, the use of big data technologies will optimize human resource management and enable more informed decision-making. Secondly, the introduction of a unified system for training and certification will ensure transparency and fairness in employee evaluations.

In the long term, the mechanism will help establish a sustainable career growth system, enhance the professional level of civil servants, and improve the quality of public administration. These changes will represent a significant step in modernizing the civil service and strengthening Uzbekistan's competitiveness on the global stage.



The proposed organizational-economic mechanism for developing managerial competencies among civil servants is an essential tool for modernizing the civil service in Uzbekistan. Its successful implementation will require active participation from government bodies, international partners, and all stakeholders.

The use of big data technologies and process automation will provide a foundation for improving the quality of personnel training. A phased approach that includes infrastructure creation, program standardization, and career growth system development will ensure the gradual and sustainable advancement of the civil service system.

The proposed mechanism will not only address existing problems but also establish a foundation for further development of public administration, tailored to contemporary challenges and the demands of the digital era.

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