



# Changing Features of State Personnel Policy In Uzbekistan

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**Abstract:** Large-scale and intensive reforms are being implemented in the new Uzbekistan to form a free and strong civil society. This article is devoted to the issues of raising the potential of our people, which is entering a new stage of development, to higher heights by implementing fundamental reforms and major innovations in all areas, bringing our country to the ranks of developed countries, and establishing the most advanced democratic and free civil society in our country. The fact that the state personnel policy in Uzbekistan has changed at various stages over the past period, that these changes are closely related to the political, economic and social development of the country, and the main changing features of the state personnel policy in Uzbekistan are analyzed in detail.

**Keywords:** State Personnel Policy, Strategy, Development, Period, Economic And Social Development, Personnel System, Public Administration, Public Life, Democracy, Human Capital, Civil Service, Personnel Potential, Openness, Transparency.

## Introduction

As we know, there are periods of such a turn in history in which the determination of the principles of Medicine and priorities specific to a particular stage of development, as well as urgent tasks for the fate of peoples following the path of progress, becomes an extremely important vital need.

Experience testifies to the fact that it is in such periods that only the peoples led by the guides who understand this need with ingenuity and are able to anticipate and respond to the development of events to the requirements of the period can reach their goals.

Today's era is just like that. That is, under the leadership of President Shavkat Mirziyoyev, to raise the potential of our people, who are moving to a new stage of their development, to higher heights, to carry out fundamental reforms and tremendous updates in all areas, to bring our country among developed countries, to establish the most advanced democratic and free fukarolic society in our country.

## Methodology

In the disclosure of the topic, The Laws of the Republic of Uzbekistan "On nationalization and privatization" and the Republic of Uzbekistan "On privatization of state property" were based on the issues put forward by the Republic of Uzbekistan Shavkat Mirziyoyev in the book "we will persistently continue our path of national development and take it to a new level". Also, in covering the historical aspects of the issue, "A new history of Uzbekistan. Quotes from the book "History of independent Uzbekistan".

In this article, from 1991 to now, the dynamics and features of the change of state policy on personnel in Uzbekistan have been scientifically analyzed on the basis of methods of comparison, analysis, synthesis. State personnel policy in Uzbekistan has changed at different stages over the past period. These changes are closely related to the political, economic and social development of the country.

The following main changing features of state personnel policy in Uzbekistan can be cited:

1. It can be said that from the first 1990s to the 2000s in the period of independence, personnel policies were conducted in a strongly centralized manner. In the construction of public administration and society, the most necessary personnel were selected the personnel system that remained from the time of the former Union was preserved. Political confidence played an important role in the selection of personnel.
2. Taken as a period of reform from 2000 to 2016, it can be said that during this period, a technocratic approach, that is, attention was paid to professionals qualified in public administration, well-versed in their field. These years saw reforms aimed at reducing corruption in the public service. The use of foreign experience, including cooperation with international organizations, began to attract personnel trained in foreign higher educational institutions.
3. This period from 2016 to the present will not be an exaggeration to say a fundamental turning point in public administration and public life. In recent years, attention has been paid to the training of young personnel and their active participation in public administration. Openness and transparency are ensured in all spheres of public life. In the processes of admission to the civil service, an open selection system was introduced. Online testing, open concursos have been launched. To improve the qualifications of civil servants, special courses and trainings are being organized. Many practical works are being done to improve the effectiveness of personnel policy management using digital technologies.
4. Current trends: the development of human capital, that is, it is a system of activities aimed at improving the knowledge, skills, abilities and health of people. The concept includes several factors that are important to the economy and social development. The development of human capital includes the following factors: educational and

educational opportunities, quality of school and higher education, courses of professional training and professional qualification, opportunities for scientific research and innovation, promotion of a healthy lifestyle to the population, etc. For the development of society, a system of cooperation between the private sector and the state was established.

At the same time, the development of human capital requires the adoption of separate strategies and measures for each society and state. This process aims to improve the performance of people in reading, working and social life. Strategies are being developed aimed at improving the knowledge and skills of personnel. In accordance with international standards, the civil service system is being reformed. Special attention is paid to the active participation of women in public administration. These changes are associated with the socio-economic development of the new Uzbekistan, taking into account international experience and domestic needs of our country for tomorrow. It should be noted that the formation of a new state system in Uzbekistan and the implementation of modern civil service, its reform, modern personnel policy in its were established as one of the priorities of state policy. In the political system of New Uzbekistan, a special parliamentary form of democracy has developed, which affects the genesis of the state's personnel policy. It is no secret that in recent years the strategy of action has ensured a fierce course of reforms carried out in our country.

In contrast to the inextricable continuation of the action strategy, an important document directly related to tomorrow is the confirmation of our opinion that the adoption of the decree of the president of the Republic of Uzbekistan "on the development strategy of New Uzbekistan for 2022-2026" aroused interest in all people who are not indifferent to the development, prosperity of Uzbekistan, many positive opinions are expressed in this regard. This in turn can be seen as the embodiment of the development of the Uzbek model. It should be noted separately that in recent years, our country has undergone changes and updates in all areas.

## **Result and Discussion**

At the same time, the quality, effectiveness of updates in all areas depends on the leaders of those areas. The new Uzbekistan has also firmly established its requirements on the issue of personnel policy. To feel how serious and clear the issue is, it is the same to cite the following points expressed by our president in this regard: "what kind of executive personnel do we need today?", there are also clear answers to the question: "there will be no change in quality in public administration unless an effective system of selection and training of patriotic, honest personnel is created, with new and independent thinking, responsible, initiative, thorough mastery of advanced management methods."

Seven centuries ago, our great-grandfather, Amir Temur, wrote to the adept and majestic Oqsaroy pedestal that "those who doubt our power, let them dwell on the buildings we have built." Of course, the power of the state appears in this opinion. At the

same time, in the deep ground of the word “power” in this phrase, we can see how high the leadership, the civil service, has risen.

Behind the creative work carried out in Uzbekistan in the following years under the leadership of our honored President Shavkat Mirziyoyev, the leadership culture, management science and skills, experience and traditions of our great ancestors are manifested before us. This testifies to the enlightened future of our creative and hardworking people, who laid the foundation stone on the foundation of the third Renaissance, radically creating a new Uzbekistan. Looking at ancient, the theoretical development of the parliamentary form of democracy has formed the foundations of constitutional monarchy in England I.From Newton's mechanism.

Former Soviet scientists believed that this form of democracy, which differs from similarity, i.e. the struggle of various councils, alliances or classes, groups for power in elections and the personnel policy formed on this basis, arises from the ideas of their own individualism and unfair competition. In its developed form, this system has approximately equal opportunity and shows two very similar parties in its programs, for example, the Democratic and Republican Party in the United States, similar parties in Europe, Japan and other similar states, where there is a layer of politicians and lobbyists - professionals representing bourgeois interests. The nationalization and privatization act of 1991 dealt a severe blow to the former Soviet personnel system. Under this law, the labor teams of enterprises only formally established control over the production process, in practice, at the beginning of production, former managers – now representatives of the middle ownership class stood. According to foreign researchers C.Clark and M.Kivinens, such changes in personnel policy negatively affected the employees of the executive bodies, representatives of the corps of directors, representatives of the industrial and financial elite, who are actively involved in production management.

In our opinion, the leaders of the regional administration, who carried out their interests before the start of the work of the new parliament – the Oliy Majlis of the Republic of Uzbekistan - could not be removed from office by the relevant council, but only by the decision of the president it was very useful for those who did business. The basis of such policy - making economic hegemony - public property and political hegemony - general election of managers-was taken away from the hardworking by the foreign experimental bureaucracy, the economic basis of which was private property, and the political basis was the general appointment of managers. Having defeated collectivism, autocracy became the main principle of the new personnel system. It can be noted that similar processes took place in the postsocialist space of Eastern Europe. For example, in the countries of Eastern Europe, researchers noted their sharp dissatisfaction with the existing order of bureaucracy - a highly skilled worker had a high level of material well-being compared to an ordinary official.

Therefore, after the reforms, a group of senior officials of the central and local administration remained in the most favorable position. In the former Union, first of all, it was begun to strengthen the cadres of the lower governing bodies to the extent

appropriate to the requirements of the period. Because in the late 1980s, there had been a head start in the management system with the Safavid mixed instructions and recommendations of the former center. They, meanwhile, also began to fulfill the function of executive committees of people's deputies.

At the same time, executive committees were also retained within the authority. As a result, Coachman power arose. To some extent, this caused duplication in management in the course of the transition to a market economy, interfering with each other at the same time. In other words, there is a lot of manager in places. the leader frame, in which the responsible person takes responsibility, has not been found.

Today, many new, young personnel have been added to leadership positions in a completely new context in the new Uzbekistan. This situation began to dictate to them the new way of working of the leadership in the following years. This indicates the need for new requirements, modern and creatively thinking, devoted cadres, with preliminary achievements in the post-independence period, the formation of personnel policy and its strategy analyzed in detail, the consideration of existing shortcomings and next tasks. until now, in some places, the old-fashioned look and the old-fashioned style in many organizations are still visible.

The first president of the Republic of Uzbekistan I.Karimov divides cadres into three categories. The first category is people who try to take advantage of the current difficult situation, only thinking about their own interests, strangers to the anxiety of popular grief. The second category is indifferent, lax people, who do not want to speak against anyone, to make enemies. The third category is young, enterprising, full of energy, selfless personnel who serve for the prosperity of the motherland. This analysis itself shows that in the early years of independence, the selection, placement of personnel was an extremely urgent issue from the point of view of the point of interest of strengthening independence, further development of the country.

In all periods, practice requires the identification of the main criteria for the selection of individuals for specific positions in personnel policy, the development of a state program and a strategic path in this regard. The extremely delicate and responsible task of choosing a frame at all times is heavy on everything, and because personnel policy is the main factor that determines the fate of the country, the future of the land, the state's prospects, in a word, which will be an ointment for the concerns of the people.

In fact, the consistent implementation of reforms in all areas in the country, the implementation of measures and programs for the development of the state depend on the personnel policy of the state, in particular, on the activity of the executive personnel. One example, first of all, such extremely important issues as governors — thinking about the fate of the people, solving tasks of great strategic importance, youth education in places, ensuring the correct direction of the population for cultural and educational work, preventing unemployment, organizing new jobs-are becoming a vital necessity. To do this, the governors must be aware of the concerns and fists of the people and mobilize them for

the implementation of important tasks that they face in order to unite, inspire them, create the necessary conditions and spiritual atmosphere and please the people.

Secondly, the fate of the reforms, their effectiveness, first of all, depended on the qualifications of the personnel, to what extent they mastered their work, loyalty and dedication. This is a complex problem during the transition period, when one can correctly solve an important issue that is on the agenda, he has knowledge and life experience that makes the people feel sad, anxious, dishonest, believing it is a duty of humanity to serve the land faithfully, and putting the living personnel in place, no doubt the problems that have accumulated over the years, waiting for Each leader is obliged to know one thing in depth, that is, leadership it is necessary to correctly understand that this is not only a career that thinks of itself in the interests of itself, sitting in a soft chair, but it is, first of all, the responsibility to serve the people, people. Leadership means that it is necessary to be a selfless person who works more than anyone and finds a solution to the problem by diligently trying to hear, study, analyze the problems of citizens and for the prosperity of the country.

Thirdly, in the state personnel policy, each frame should be imbued with high morality and high human qualities such as purity and humility. In our country, the process of selecting leadership personnel can be traced from ancient national traditions to cases of using the most modern styles discovered by current science. Consequently, these various styles were used by state, non-governmental and private organizations, which were manifested mainly under the degradation of the process and methods of personnel selection, which were used in practice during the former Soviet regime, and the changes and developments that took place in the way of thinking of society as a result of national independence.

However, the use of the traditions of the Soviet era, formed over many years, several generations of exchanges, also occurred in the selection of leadership personnel before the dagger. That is why there is a need to analyze some of the main types of selection or recommendation of a candidate for leadership, their positive and negative characteristics, which are in force at the moment. It should be remembered that, in most negative cases, it is especially difficult for executive personnel not to improve their professional aspects at the level of requirements inherent in the state and democratic values, as well as the fact that the difficult time they change their way of work on the basis of new criteria negatively affects today's processes of dynamic and pragmatic reform in our country. If the leader is worthy of the position he occupies, the well-being of the people in the same place will increase, people will find their protection in the protection of their legitimate interests. But, unfortunately, even today it is very sad to meet sitting leaders who are not able to get rid of the still timid mood of some of our leaders, not getting rid of the hardened style and complications of the old system, risking that the organization of all conditions is spontaneous, hoping for this and not noticing their responsibilities.



## Conclusion

We tried to analyze some aspects of personnel policy strategies in this article. We reflected on the constantly changing role of Labor communities in the policy and management of modern Uzbek personnel. Usually in personnel policy in this system, the Institute of people's control can be assessed as an anti-command and an element of civil society. In the new Uzbekistan, the transformation of civil society organizations into subjects of personnel relations, pragmatic aspects of the tendency to actively influence the personnel policy of the state means an increase in the involvement of creatively thinking, experienced specialists in management.

The main paradigm in this area has become the form of "Man — society — state", which reflects the current reality of life, the necessity of the current era. That is, the main goal of the existence of the state is the correct Organization of policies on human life and the development of society, the effective organization of the activities of systems and structures in this regard in the interests of the people.

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