

HUMAN CAPITAL MANAGEMENT REFORMS THROUGH TRANSFORMATIONAL LEADERSHIP IN UZBEKISTAN'S STATE ORGANIZATIONS

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In recent years, Uzbekistan has embarked on a series of reforms to modernize its public administration system. At the heart of these changes lies a clear recognition: human capital is the most valuable resource in achieving sustainable national development. To unlock the potential of this resource, the country has begun adopting transformational leadership principles within state organizations—focusing not only on structural changes but also on changing mindsets, values, and working culture in the civil service.

Transformational leadership encourages motivation, inspiration, and collaboration. In Uzbekistan's context, this means government leaders are now being trained not just to manage, but to lead with vision and purpose. Since the adoption of the "New Uzbekistan Development Strategy 2022–2026," leadership development has been emphasized across ministries and public bodies. A nationwide civil service training system was introduced, requiring public servants to complete at least 60 hours of professional development annually. Topics range from digital literacy and communication skills to ethics and innovation in public service. These changes have begun to show results. For example, the number of civil servants receiving international fellowships and certifications has increased. Young professionals are now more inclined to join the public sector. According to the Center for Economic Research and Reforms, 63% of university graduates in 2023 considered civil service a desirable career path—up from 42% in 2017. Moreover, public trust and satisfaction have improved. In 2016, only 38% of citizens expressed satisfaction with municipal services; by 2023, this figure had risen to 66%, reflecting better service delivery and responsiveness, partly driven by empowered local leadership. Civil servants are now more accountable due to performance-based evaluation systems and open feedback mechanisms. One of the most notable improvements has occurred in the healthcare sector. Over the past five years, more than 1,600 new emergency medical branches were created, digital medical equipment was introduced in regional clinics, and healthcare professionals received significant pay raises—resulting in a 3.3-fold salary increase. These changes were managed through collaborative leadership models between central ministries and local authorities, reflecting the importance of adaptive and human-centered leadership in public

service delivery.

National and International Leadership Development Programs

The Academy of Public Administration under the President provides executive education in public policy, crisis management, digital transformation, and public ethics. From 2020 to 2024, over 5,500 public employees received certification in leadership and innovation. Uzbekistan also actively engages with global partners. With support from the UNDP, GIZ (Germany), and KOICA (South Korea), Uzbekistan's civil servants now participate in study visits, short-term fellowships, and blended learning initiatives abroad.

However, challenges persist. Institutional inertia—especially in rural and remote regions—slows down reform implementation. Coordination among agencies remains inconsistent, and access to leadership development is still uneven across regions. Yet, the momentum for change is strong. The government, in partnership with international organizations like the UNDP and World Bank, continues to invest in building a modern, effective, and ethical public administration system.

Conclusion

Uzbekistan's reform journey has demonstrated that transformational leadership is more than a theoretical concept—it is a practical solution to modernizing public administration and unlocking the potential of human capital. With a clear national strategy, strong institutional backing, and growing citizen engagement, the country is building a resilient, transparent, and effective civil service. The continuation of these reforms, supported by sustained leadership investment, will be critical to realizing Uzbekistan's long-term development vision.

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