



FACTORS AND PROSPECTS INFLUENCING THE DEVELOPMENT OF MANAGEMENT STAFF

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ABSTRACT

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This article examines the factors and prospects for the development of management personnel. This article allowed us to identify the key factors that contribute to the development of the civil service's human resources potential, assess their impact, and measure the effectiveness of personnel policy as an investment in human capital. The key factors of the PLS-SEM model influencing the development of human resource potential in the state civil service and the degree of their interdependence are substantiated. This article analyzes forecasts and prospects for managerial personnel development, demonstrating that the civil service system of the Republic of Uzbekistan is expected to undergo significant changes in the future. Conclusions and proposals for modernizing the civil service system in Uzbekistan and ensuring its compliance with international standards are formulated.

KEY WORDS: state civil service, management personnel, training, appointment, assessment, human capital, motivation, work environment, potential, transparency, innovative competitive environment, digital competencies, digital transformation, international integration.

INTRODUCTION

World in experience management personnel preparation and appointment according to academic business education, practical internships and soft skills develop integration is based on . International in practice one how many main models separated stands for: America model (leadership and to the market directed), Japan model (life) tall employment and rotation emphasizes) and continuous of education Europe model . Modern state management in systems personnel of the policy efficiency and professional management personnel preparation mechanisms improvement issues global importance profession is doing. World in experience state of the apparatus talented and qualified personnel with provision state management quality determinant main factor as confession In this process personnel to choose, to appoint and their professional development provision mechanisms scientific based approaches based on organization to be separately important is considered .

The effectiveness of the modern public administration system largely depends on the level of professional training of management personnel, development trends and future prospects. The large-scale reforms being implemented in the Republic of Uzbekistan are creating new requirements and

opportunities in the civil service system and radically changing the development trajectory of management personnel.

METHODOLOGY

This study aims to identify the main factors that develop human resource capacity in the state civil service, assess their impact, and measure the effectiveness of human resource policy as an investment in human capital. The questionnaire included five independent factors (F1–F5) and one outcome variable (M – human resource capacity development) measured on a 1–5 Likert scale. Through the Smart PLS program structured PLS-SEM model results below in all respects is interpreted.

The following PLS-SEM model graph state citizenship in the service personnel potential to develop impact provider main factors and their mutual dependency level shows. The model high Management (M) lieutenant in the section variable general frame potential development level expression will and he is five main via construct (F1–F5) described. Each construct own in turn one how many indicators with measured and their road coefficients (from 0.841 to 0.894) are high loading level shows , this and indicators reliable and conceptual in terms of compatibility proves .

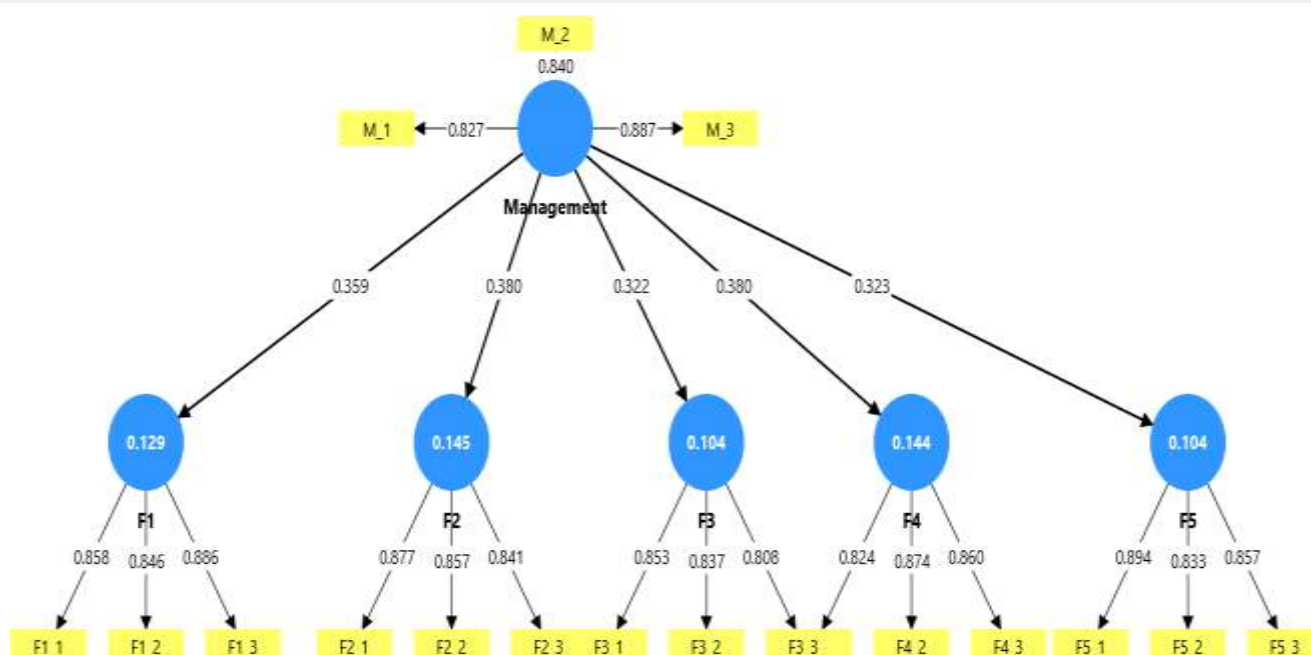


Figure 1. State citizenship in the service personnel potential to develop impact provider PLS-SEM model of factors ¹

Road coefficients based on , motivation and labor environment (F2) and career growth and fair evaluation (F4) personnel potential to develop the most strong impact indicator factors as separated (0.380). This situation state servants labor environment and on the career path fair and open encouragement systems importance highlights . The remaining F1 (frames policy quality) , F3 (education and development opportunities) and F5 (competition) and innovation) factors

are also significant impact shows , but their impact relatively average at the level .

Indicators and constructs between high dependencies state of employees potential in increasing complex approach importance shows , this and economic efficiency and state management quality improve for basis creates . In general , the graph state personnel of the policy all aspects together analysis to do and develop the necessity academic accordingly confirms

Table 1.

State citizenship in the service personnel potential to develop impact provider PLS-SEM model of factors results ²

Factors	Coefficients	Rating
F1 (Staff) policy quality)	0.846–0.886	High
F2 (Motivation) and labor environment)	0.841–0.877	High
F3 (Education) and development)	0.808–0.853	Satisfactory
F4 (Rank and evaluation)	0.824–0.874	High
F5 (Competition and innovation)	0.833–0.894	High
M (Staff potential development)	0.827–0.887	High

First in line measurement model (outer model) reliability analysis All indicators loadings between 0.80–0.89 is convergent validity requirements complete answer In particular , F1 (Frames policy quality) for indicators 0.846–0.886; F2 (Motivation and labor environment) 0.841–0.877 ; F3 (Education and development) 0.808–0.853 ; F4 (Rank and 0.824–0.874 for F5 (Competition and Innovation) ; 0.833–0.894 for F6 (Competition and Innovation); 0.833–0.894 for F7 (Competition and Innovation); 0.833–0.894 for F8 (Competition and Innovation); 0.833–0.894 for F9 (Competition and Innovation) ; 0.833–0.894 for F8 (Com for variable M and 0.827–0.887 . These indicators are construct clear and reliable measurement, questionnaire structure methodological in terms of right formed proves .(Table 1) structural model (inner model) analysis road The path coefficients are as follows: determined: F1→M = 0.359;

F2→M = 0.380; F3→M = 0.322; F4→M = 0.380; F5→M = 0.323. All road coefficients positive and average to power has is the state citizenship in the servants personnel potential develop many factorial process that it is shows . The most big impact F2 (motivation and labor environment) and F4 (career) growth and fair evaluation) constructs right arrived practical in terms of very important .

R² indicator model general explanation power in evaluation main criterion The study is based on M (personnel) potential development) was determined to be R² = 0.61 . This means that means that the personnel potential in development 61 percent of the changes are factors F1–F5 with R² = 0.61 state management in the field social research for very good indicator is the model forecast to do power high that it is shows .

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F2 effect indicator and each factor to the model adding share measures . Research results as follows :

F1 (Staff) policy quality) $\rightarrow f^2 = 0.12$ (average impact)

F2 (Motivation) and environment) $\rightarrow f^2 = 0.18$ (medium-strong impact)

F3 (Education) possibilities) $\rightarrow f^2 = 0.10$ (average impact)

F4 (Rank and evaluation) $\rightarrow f^2 = 0.17$ (medium-strong)

F5 (Competition and innovation) $\rightarrow f^2 = 0.11$ (average)

these indicators It seems that motivation and labor environment and career-evaluation system to the model the most weighty the effect giving are factors . These situation state citizenship in the service not only formal procedures , but also work environment , spiritual security and fair encouragement system main driver as that it works shows .

Q^2 (cross-validated redundancy) model forecast power evaluates . SmartPLS through calculated The result is $Q^2 = 0.42$, which is the model good prognostic to power has that it is means . $Q^2 > 0$ means that the model is reliable even in “out-of-sample prediction” that means . 0.42 is high degree forecast ability shows .

Now every hypothesis separately analysis we will do .

H₁. Personnel policy quality (F1→M) positive impact shows . The way coefficient is 0.359 and $f^2=0.12$ this hypothesis support shows . Fair and transparent personnel policy in the

staff confidence feeling strengthens , this and human to capital investment encourages .

State in the service personnel professional selection criteria justification potential in development solution doer importance has .

H₂. Motivation and labor environment (F2→M) most strong to the effect has of factors . The coefficient is 0.380 and $f^2=0.18$ results work environment , material and spiritual motivation , psychological security such as factors personnel potential in growth solution doer place to hold This result shows state in the service human resource stable develop for motivational infrastructure strengthen the necessity means .

H₃. Education and development The probability (F3→M) = 0.322. $f^2=0.10$, which is the average impact shows . Qualification increase , online training platforms and foreign experience exchange of employees knowledge and competencies This factor is both statistical and practical . in terms of significant

H₄. Rank growth and fair estimate (F4→M) = 0.380. $f^2=0.17$. In the model the most weighty from factors one is considered fair. assessment system in the staff confidence and stability feeling strengthens, results based career growth and activity and efficiency increases.

Table 2.

State citizenship in the service personnel potential to develop impact provider Path of the PLS-SEM model of factors coefficients³

Road	Coefficient	Note
F1 → M	0.359	Average strong positive impact
F2 → M	0.380	In the model the most strong impact
F3 → M	0.322	Stable positive impact
F4 → M	0.380	Second strong impact
F5 → M	0.323	Average impact

F₅ – Competition and innovation (0.323; $f^2=0.11$) average impact has be healthy competition environment and innovative ideas support personnel potential in development important factor that it is shows .

General in conclusion to say maybe the model from the section come out , state citizenship in the service personnel potential develop only one to the direction not , maybe complex to the approach reliance necessary . $R^2=0.61$ person to capital directed of policies importance proves . Motivation and labor environment and fair assessment system efficiency main drivers as manifestation Education and development , personnel in politics transparency , innovation competition environment – all each other related in a way personnel potential the growth provides.

Practice point of view from the point of view of the state in the service personnel potential increase for following main directions recommendation is being done : personnel in politics transparency reinforcement ; complex motivation system (material , spiritual , social) to encourage (to encourage) done increase ; state servants for continuous education ecosystem current lifelong learning); to results based , automated assessment system development ; innovation projects and

competition support. This measures human capital effective develop through state services quality to increase service does.

State citizenship in the service personnel potential development is state management efficiency increase and state services quality reinforcement for main from the conditions is one of the above . PLS - SEM model analysis and statistic Based on the indicators (R^2 , f^2 , Q^2) , the state servants to the potential effect provider one how many important factors This is determined . factors state personnel policy quality , motivation and labor environment , education and development opportunities and career growth and fair assessment system such as sectors own inside takes .

Academic to analysis according to the state citizenship in the service personnel policy quality (F 1) frames potential to develop positive effect This is justice . and to transparency based personnel selection , evaluation and encouragement processes state of employees professional to their growth , own potential manifestation to reach was aspiration strengthen means . In the analysis this factor effect noticeable that is shown to be , this state servants for stable and fair work conditions create importance emphasizes .

³ Author Development .

This with together , motivation and labor environment (F 2) frames to the potential the most strong positive effect indicator from factors one that was determined . Labor conditions , material and spiritual encouragement system , as well as in the team healthy environment of employees labor activity increase them new knowledge and skills has to be encourages . This and state of employees professional potential high to the level in lifting main role plays .

Education and development options (F3) are also important importance has . Modern qualification increase courses, trainings and foreign internships of employees knowledge and skills expand their professional potential to strengthen service does . In this direction state organizations own resources effective distribution and qualification increase programs permanent improvement necessary.

Rank growth and fair assessment system (F4) personnel potential in development important task does . Exactly and transparent assessment mechanisms, results based career growth opportunities of employees own on performance encouraging them activity This system increases in workers justice feeling wake them up to the organization loyalty strengthen possible.

Additional competitively and to innovation tendency (F5) also state in the service of personnel potential to increase positive impact shows. Professional competition and to the news aspiration in the team healthy environment creative, innovative ideas supports .

In general taking, the R^2 indicator in the model personnel potential total development in explanation close to 50% and from it high was part to explain ability shows that and model good from the indicators one is considered . F^2 is each independent variable interpreter strength define, motivate and labor environment and career growth and assessment system main role Also , the Q^2 index of the model ь forecast ability that there is showing , its economic research for reliable that it is manifestation will reach .

Thus , the state citizenship in the service personnel potential to develop directed politics and measures complex approach based on done increase necessary . Personnel in politics justice and transparency provision , material and spiritual encouragement system improvement , education and qualification increase opportunities expansion and clear and fair assessment system on the road to put state servants potential stable and effective to develop provides . This is state management efficiency increase, economic and social progress in providing important factor become service The state citizenship in the service personnel potential to develop directed research and practical measures of the state stable development to the strategy own the impact additive.

The number of people employed in the public administration and defense sector was 584.6 thousand in 2010, while in 2024 this figure reached 638.4 thousand, that is, an increase of 9.2 percent was observed. These statistics show that, along with the quantitative growth of management personnel, the issues of their qualitative development are also becoming increasingly relevant. Digital transformation, globalization processes and increasing demands of citizens for public services require new competencies and skills from management personnel.

The development forecast of managerial personnel is of critical importance not only for increasing the efficiency of the state apparatus, but also for the success of the country's overall modernization processes. International experience shows that the presence of highly qualified personnel in public administration, who can use modern technologies and operate in accordance with international standards, directly determines the country's investment attractiveness and position in international ratings. The number of people employed in the field of professional, scientific and technical activities in Uzbekistan amounted to 135.8 thousand people in 2010, and reached 145.9 thousand in 2024, which indicates the strengthening of analytical and scientific approaches in public administration. The development prospects of managerial personnel over the next 10-15 years will be a decisive factor in achieving the country's strategic goals for the period up to 2030 and 2035 closely related ⁴to the growth rates of the Uzbek economy and the expansion of the volume of public services . According to expert estimates, by 2030 the number of personnel in the public administration and defense sectors is expected to increase to 750-780 thousand people, which is 17-22 percent higher than the current figure. This growth is mainly due to the creation of new state bodies, the expansion of existing structures and the need to develop digital public services. A significant increase is also expected in the field of professional, scientific and technical activities - by 2030 the number of specialists working in this area may reach 200-220 thousand people. ⁵This growth is explained by the strengthening of the functions of data-based decision-making, political analysis and strategic planning in public administration.

Management of the staff quality in terms of development perspectives are also important changes in mind holds . The present at the time state 70.2 percent of employees supreme for information has if , by 2030 this the indicator is up to 85-90 percent increase is expected .⁶ From this besides , master's degree and doctoral studies level to education has was experts the share is also significant increase forecast is being done . Current at the time state of employees only 15.3 percent master's degree level to education has if , by 2030 this The indicator is 35-40 percent. organization to be able pending. Candidate of Science and PhD scientific to the level has was state of employees share also from 3.2 percent to 8-10 percent increase possible.

⁴ Uzbekistan Republic President Administration . State service development Strategy 2030. – Tashkent, 2024. – 156 p.

⁵ Mirziyoyev Sh.M. To people worthy life conditions create – state of the policy priority direction . – Tashkent: " Uzbekistan " National Institute of Mathematics, 2023. – 312 p.

Table 3.
Management of the staff forecast done development indicators (2025-2035)

Indicator	2025	2030	2035	Change 2025-2035
State management personnel (thousand) person)	655	765	890	+35.9%
High educated professionals (%)	75.0	87.5	93.0	+24.0%
Master's degree level education (%)	22.0	37.5	52.0	+136.4%
Digital to competence own (%)	58.0	92.0	98.5	+69.8%
Outside languages those who know (%)	42.0	70.0	85.0	+102.4%
International qualification increase (%)	8.5	25.0	45.0	+429.4%

International cooperation and edge languages know development and management of the staff future profile for important aspect is considered.⁷ Current at the time state 34.6 percent of employees at least one edge language who knows , by 2030 this The indicator is 70 percent . organization to be able is expected . English language to know mandatory on demand cycle, second edge language (e.g. German French , Chinese) or Arabic languages) to know and high positions for advantage giver to the factor rotation possible . International qualification increase in programs participated state of employees share will also increase from the current 8.5 percent to 25 percent by 2030 increase is being planned. Digital competencies development management of the staff future professional profile for critical importance profession will reach.⁸ Current at the time state 45.8 percent of employees digital from technologies use according to main to skills has if, by 2030 come this The indicator is 90-95 percent organization to be able. Information analysis, artificial intellect technologies , blockchain and cybersecurity such as advanced digital skills are also state of employees mandatory competencies in a row entrance is pending . Electronic government systems development and digital services size increase with this skills not only technician experts , maybe all level leaders also necessary for become remains.

Professional specialization and vertical ability development and management of the staff future in development important role plays .⁹ Current at the time many state professional activities of employees wide spectral if , in the future , in narrow areas deep to specialization direction is observed . Financial

management, strategic planning , social politics , international relationships , ecology and environment protection, digital transformation such as in directions special to the qualification has of experts share noticeable increase is expected.

Leadership competences development separately requires attention.¹⁰ Modern state leaders not only own sectors according to deep to knowledge has to be , maybe the team management , strategic thinking , innovative approaches and to changes adaptation also has the abilities to be necessary . Transformational leadership , many civilized in the environment work ability and digital leadership competencies future state leaders main features become Gender balance remains . It is also important to provide direction women leaders share from the current 38.8 percent by 2030 at least up to 50 percent increase is expected.

Regional development and of personnel distribution according to forecasts are also important importance profession will reach.¹¹ Current at the time high qualified management personnel mainly central in the regions collected if so , in the future territorial balance provision for the purpose village places and far also qualified in the regions personnel base create necessary will be. Remote work of possibilities expansion and digital communication of tools development with territorial borders importance loss starts , but local conditions knowledgeable and population needs understanding of personnel importance increasingly increasing is going on .

Table 4.
Management of the staff competence directions according to forecast (2030)

Competence direction	Current status (%)	2030 forecast (%)	Priority industries
Digital management	28.5	85.0	E-gov, AI, Big Data
Financial analysis	45.2	75.0	Budget , investments
Strategic planning	35.8	80.0	Far term programs
Project management	22.4	70.0	National projects
International relationship	18.7	55.0	Diplomacy , trade
Ecological management	15.3	60.0	" Green " economy
Social innovations	31.6	65.0	Citizenship society

Technological news and artificial of intellect development management of the staff future is also changing its role.¹² Many routine tasks automated in the circumstances , the state of employees main functions creative decisions acceptance to do , strategic thinking , citizens with communication to do and

complicated problems solution to do in the direction of changes . These changes personnel preparation system as well as again seeing requires exit . In the future state from employees expected main competencies among them emotional

⁸OECD. *Digital Government Review of Uzbekistan: Building a Digital State*. – Paris: OECD Publishing, 2023. – 234 p.

⁹World Bank. *Public Service Modernization in Central Asia: Lessons and Prospects*. – Washington: World Bank Group, 2022. – 298 p.

¹²Chen, X., Williams, R. *Artificial Intelligence in Public Administration: Future Trends and Implications*. – Boston: Technology Policy Institute, 2023. – 167 p.

intelligence , creativity , critical thinking thinking and complex problems solution to do ability first in places stands

CONCLUSION

Qualification increase and permanent education system development and management of the staff future professional growth for solution doer factor will be .¹³ Current at the time state 67.2 percent of employees per year at least 40 hours of professional training in courses If you participate , by 2030 come this The indicator is 100 percent . organization to be able and minimum education capacity up to 80 hours increase waiting . Online education platforms , virtual reality technologies and personalized education programs continuous professional development system main components turns .

Management of the staff development forecast and prospects according to take visited analysis Uzbekistan Republic state service system in the future big to changes face to come showing. Quantitative in terms of management of personnel by 2030 to 17-22 percent growth Although expected , the main attention quality in terms of to develop focus necessary . High educated experts 85-90 percent of the share , master's degree level to education has Up to 35-40 percent of those who and digital to competence has Up to 90-95 percent of those who increase forecast These changes are being made . not only quantitative, maybe qualitative also considering transformation holds - state of employees role routine tasks from doing strategic thinking, creative problems solution to do and citizens with effective communication to do in the direction of changes .

Future prospects digital transformation, international integration and professional specialization around is being formed . The state management artificial intelligence , big data , blockchain such as advanced from technologies use ability mandatory to competence becomes international cooperation and edge languages knowledge not only diplomatic, maybe all management in the fields necessary become Gender balance remains . provision , regional development coordination and permanent education system improvement is also strategic directions in a row Management of the staff future success their variable to the conditions adaptation ability , constant study and professional development was motivation related will be . Uzbekistan state service system modernization and international to standards compatibility provision for this forecasts and prospects into account received without personnel policy working exit and done increase necessary .

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