

THE STRATEGY FOR ENHANCING POLITICAL CULTURE AMONG CIVIL
SERVANTS IN UZBEKISTAN

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Annotation: The thesis is devoted to studying the strategy for developing the political culture of civil servants in the context of Uzbekistan. It analyzes the essence of political culture, its significance in public administration, and the main directions for its improvement. The research presents proposals aimed at enhancing the political awareness, responsibility, and commitment of civil servants to democratic values.

Keywords: political culture, civil servant, governance, strategy, democratic values, public administration, political awareness, reform, leadership, ethics.

Introduction

In recent years, Uzbekistan has entered a new stage of political and socio-economic development, characterized by openness, transparency, and citizen-oriented governance. Within this transformation, the political culture of civil servants plays a vital role in ensuring the successful implementation of state reforms and public trust in government institutions. Political culture is not limited to formal knowledge of politics; it reflects attitudes, values, and behaviors that guide officials in exercising their public duties responsibly and ethically [1].

Developing a mature political culture among civil servants is therefore a strategic task aimed at strengthening state institutions and promoting effective governance in accordance with democratic principles and the rule of law [2].

Political culture refers to the system of political values, beliefs, orientations, and behavioral norms shared by members of a political community [3]. According to Gabriel Almond and Sidney Verba, political culture influences how citizens and officials interact with political institutions and how political processes evolve within a state [4].

In the context of public service, political culture encompasses civil servants' understanding of their responsibilities, adherence to ethical standards, loyalty to constitutional values, and responsiveness to public needs. In Uzbekistan, this notion acquires particular importance due to ongoing administrative reforms that prioritize **good governance**, **public accountability**, and **anti-corruption measures** [5].

The Role of Political Culture in Public Administration

A high level of political culture among civil servants ensures that policy implementation aligns with both national interests and the expectations of citizens. Civil servants with developed political culture are able to:

- uphold the rule of law and equality before the law;
- promote transparency and accountability;
- prevent bureaucratic inertia and corruption;
- foster public trust in state institutions.

As noted in Uzbekistan's "Strategy of Administrative Reforms for 2022–2026," the modernization of public administration requires not only structural reforms but also a deep transformation of the mentality and professional ethics of civil servants [6].

Therefore, political culture becomes an essential factor in shaping an efficient, citizen-oriented, and responsible government apparatus.

Despite significant progress in administrative and institutional reforms, several challenges still hinder the full development of political culture among Uzbekistan's civil servants. In many cases, the level of political literacy remains low, particularly among officials at local levels, which limits their ability to effectively interpret and implement state policies. Ethical and civic education has not yet received sufficient attention in training and professional development programs, resulting in an incomplete understanding of democratic governance principles.

Additionally, the persistence of bureaucratic traditions often discourages initiative, innovation, and open communication within public institutions. The lack of effective feedback mechanisms between government bodies and citizens weakens mutual trust and reduces public accountability. Moreover, limited opportunities for public participation in decision-making processes constrain the development of an inclusive and transparent governance system.

These factors collectively slow down the formation of a modern, democratic political culture within the civil service and highlight the need for a systematic, long-term strategic approach to human resource development and institutional transformation [7].

Strategic Directions for Development

To enhance the political culture of civil servants in Uzbekistan, the following strategic directions are proposed:

1. **Integration of political education** into the professional training and retraining system of public servants. Educational programs should include modules on democratic governance, human rights, ethics, and communication with citizens [8].
2. **Strengthening the ethical code** of civil servants. Ethical norms must be clearly defined, regularly updated, and practically enforced to ensure accountability and moral responsibility in public service.
3. **Promoting digital governance and transparency.** Digitalization reduces corruption risks and increases citizen participation, thereby fostering a culture of openness and responsibility.
4. **Encouraging civic engagement.** Civil servants should be motivated to maintain dialogue with civil society organizations, local communities, and the media to enhance mutual understanding and trust.
5. **Developing leadership and innovation.** The new generation of public officials should be capable of creative problem-solving, teamwork, and evidence-based decision-making.
6. **Monitoring and evaluation mechanisms.** Periodic assessment of political culture levels through surveys and performance indicators will help track progress and identify weaknesses [9]. The effective implementation of the proposed strategies is expected to lead to a significant improvement in the professional and ethical standards of civil servants, fostering a culture of responsibility and integrity in public administration. It will also ensure greater transparency and accountability within governance processes, thereby strengthening the relationship between citizens and government institutions. As a result, levels of corruption and bureaucratic inefficiency are anticipated to decline, contributing to more effective and responsive public service delivery.

Furthermore, these measures will help enhance public trust in state institutions and promote the establishment of a democratic political culture throughout society. Such outcomes are closely aligned with the long-term objectives of the "New Uzbekistan" development concept, which emphasizes human dignity, the rule of law, and a citizen-oriented system of governance [10].



Developing the political culture of civil servants in Uzbekistan is a complex but essential process for achieving sustainable democratic governance. The state's modernization efforts must be accompanied by the internal transformation of the public service system-shifting from formal bureaucracy to ethical, competent, and citizen-oriented management.

Political culture should become not only a subject of academic research but also a guiding principle in administrative practice. A politically cultured civil servant is one who serves society with integrity, respects democratic norms, and contributes to national development and stability.

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