
Sociological Analysis Of The Recruitment Of Young Specialists To Public Service And Their Adaptation To The Professional Environment

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ABSTRACT

The article highlights issues related to the selection and recruitment of candidates for public service, the socialization of young employees, and the reduction of social risks. In particular, it provides a theoretical analysis of the principles of candidate selection, as well as the process of identifying talented applicants equipped with modern skills, supported with illustrative examples. The views of candidates entering public service in the context of a market economy are substantiated through social surveys. Additionally, the study examines the adaptation challenges faced by newly recruited young public servants, staff turnover, and the systematic organization of the mentorship institution.

KEYWORDS

Public service, human resources, competition, selection, adaptation, mentorship institution, staff turnover, social protection, salary.

INTRODUCTION

Public service is considered one of the key drivers of institutional reforms and sustainable development processes taking place in the country. The effective functioning of this institution is closely linked, first of all, to the development of human resources, the enhancement of civil servants' capacities, and the improvement of their professional competencies in line with modern requirements. Rapid socio-economic changes in society necessitate the introduction of comprehensive mechanisms aimed at creating a positive image of public service and eliminating fragmented stereotypes.

At the same time, the diverse formation of public perceptions regarding public administration and civil servants requires strengthening the principles of openness, transparency, and accountability in this sphere. Under such conditions, strengthening citizens' trust, preserving the prestige of public service, and developing it as a modern, efficient, and citizen-oriented institution emerge as important scientific and practical tasks.

In sociological research, concepts such as group, community, and society hold particular significance in understanding the formation and functioning mechanisms of social structures [1]. Organizations within the public service system are likewise regarded as a specific type of social group whose activities are based on conscious, goal-oriented cooperation. In such organizations, individuals participate not merely as independent

agents but as members of a group bound by certain norms, service duties, and responsibilities.

According to Max Weber's classical theory of bureaucracy, public organizations are built on a rational-legal foundation; clearly defined hierarchy, division of labor, systems of sanctions and incentives, and merit-based principles of service ensure the efficiency of these groups [2]. In essence, a person contributes greater social value to society not solely through individual actions but through interactions within the group, division of labor, and institutionalized mechanisms of cooperation.

In this context, an organization manifests a dual nature: on the one hand, it represents a social institution that embodies specific values, norms, and role expectations; on the other hand, it functions as a mechanism aimed at achieving predetermined objectives and ensuring the effectiveness of public administration.

METHODOLOGY

By Presidential Decree No. PF-158 of 11 September 2023 approving the Uzbekistan – 2030 Strategy, and Presidential Decree No. PF-95 of 19 June 2025 “On Measures to Organize the Civil Service on the Basis of New Approaches and to Form a Professional and Result-Oriented Corps of Civil Servants”, one of the key priority tasks was defined as building a fair and modern state that serves the people, and organizing the civil service on the principles of meritocracy, integrity, and professionalism [3, 4]. Among the important directions of the institutional reforms being implemented in this field, the development of human resources in public service and the formation of a highly qualified and professional public administration apparatus are rapidly advancing. It should be noted that in any historical period, human resources have been recognized as the most essential and strategic asset of an organization. Scientifically, this idea can be justified by Chester Barnard's theory on the dependence of organizations on human factors. The scholar interprets an organization not merely as a formal structure, but as a social system based on cooperation among individuals. According to Barnard, the stability and efficiency of an organization depend on employees' motivation, communication processes, trust in common goals, and their ability to collaborate. He emphasizes that in any organization – particularly in large and complex systems such as public administration – human resources constitute the main strategic factor. Since the effectiveness of an organization depends on the capacity of its employees and their responsible performance, attracting the most capable and competent personnel, motivating them, and improving working conditions determine the overall performance of the civil service [5]. In modern public administration, therefore, attracting competitive personnel, ensuring their adaptation, developing their potential, and establishing an effective motivation system play a decisive role in maintaining the stability and professionalism of the system.

Today, one of the priority tasks is the selection of the most capable candidates for public service and their engagement in long-term service. In this context, enhancing the attractiveness of the civil service—by providing suitable working conditions, open competitions, fair competition, and transparent mechanisms for career advancement—remains an urgent issue. Currently, selecting the most competent candidates for public service, creating appropriate working conditions for them, providing opportunities for professional development, and introducing transparent mechanisms for career growth are among the key tasks aimed at increasing the appeal of public service. This, in turn, contributes to the formation of a professional cadre and enhances the efficiency of government bodies, as emphasized in Max Weber's rational-bureaucratic theory [6].

RESULTS

The experiences of foreign countries show that today most nations of the world have established specific requirements for entering public service. For example, in the United Kingdom's civil service system, the “Civil

Service Fast Stream” program plays a key role in recruiting personnel and developing their professional potential. This program was created to attract talented young people to public service, develop their leadership and managerial capabilities, and enhance the efficiency of the civil service [7]. The essence of this program reflects a meritocratic approach, using competency-based methods to assess candidates’ knowledge and skills. During the selection process, candidates undergo online tests, case studies, and assessment-center evaluations. These methods make it possible to accurately assess not only candidates’ academic or work experience but also their strategic thinking and leadership potential.

Today, selecting professional and qualified specialists is an integral part of forming an organization’s labor potential. From a scientific point of view, the process of searching for, selecting, and screening candidates for public service is considered one of the fundamental bases for developing human resources within an organization. This process is carried out on the basis of established rules and procedures, and at the same time, we have theoretically classified the principles of candidate selection as follows (Figure 1).

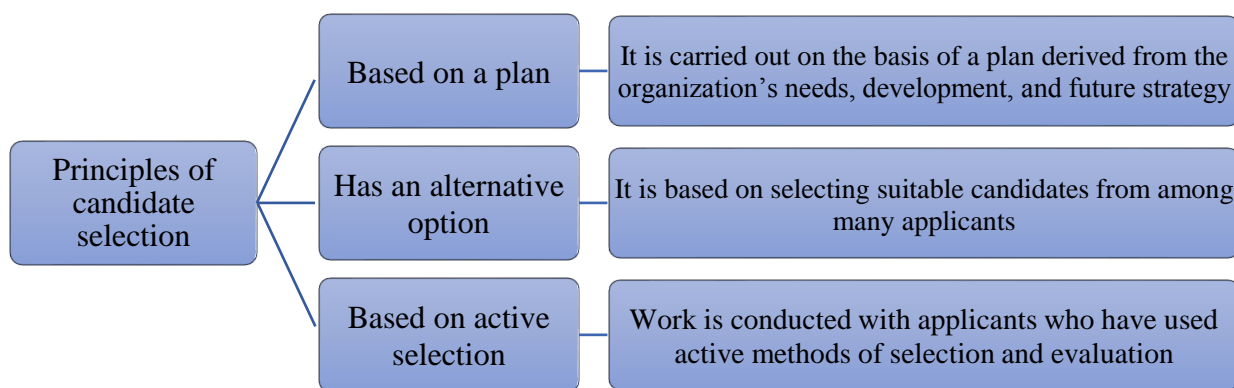


Figure 1. Principles of Candidate Selection for Public Service

This process, which is based on a comprehensive approach, serves as a key mechanism for forming the initial demand for human resources within an organization. In the context of modern development and a highly competitive environment, every organization must select candidates for vacant positions who possess the highest level of qualification and preparedness. In accordance with legislation, entry into the civil service in Uzbekistan is carried out on a competitive basis and is finalized by appointing the candidate to a civil service position. This ensures the legal and institutional stability of the personnel selection process.

According to the data of the Agency for Strategic Development and Reforms under the President of the Republic of Uzbekistan dated August 2024, the Agency for the Development of Public Service conducted competitive selections through the vacancy.argos.uz portal for vacancies announced by 68 government bodies and local administrations, with 1.4 million candidates participating. As a result, 56.2 thousand applicants were hired (on average, 25 candidates competed for one position) [8]. According to official information, the majority of those hired consist of young people, of whom 48% are under the age of 25 and 30% are under the age of 30 [9].

In recent years, trends in the labor market of our country have been changing rapidly. Research analyses conducted in this field show that high qualification requirements, financial stability, permanent employment, opportunities for professional development, and a healthy ethical-psychological atmosphere within the team have become the main criteria for entering public service. If these conditions are not sufficiently ensured within

organizations, staff turnover increases, leading to the risk of losing highly capable employees. Reducing staff turnover and retaining employees become strategic issues not only for human resource professionals but also for managers at all levels of the organization. From a scientific point of view, it can be emphasized that staff turnover may become one of the major “pain points” of any organization. In such circumstances, the loss of talented personnel negatively affects the long-term stability, innovative capacity, and efficiency of the organization.

In the civil service system, the EVP (Employment Value Proposition) formed by organizations as the main employer embodies the set of rational (utilitarian) and emotional benefits offered to civil servants. In the scientific literature, EVP is interpreted as a central element of an organization’s attractiveness in the labor market and its strategy for retaining personnel.

Typically, rational (utilitarian) benefits are associated with tangible factors such as competitive salaries, job stability, favorable working conditions, proximity to the workplace, social guarantees, and position security. Emotional benefits, on the other hand, encompass factors that directly affect employees’ personal satisfaction and work experience. These include a healthy ethical and psychological work environment, fair management practices, a values-based corporate culture, respect for employees, and a system of socio-psychological support.

Research in this area indicates that the combination of rational and emotional benefits plays a decisive role in retaining personnel and increasing labor productivity [10].

A person who chooses to enter the civil service contributes not only to their own career and professional growth but also to ensuring the well-being of all citizens. Moreover, the population’s quality of life is directly linked to the work of civil servants, confirming the social significance of the civil service sector. Social guarantees and benefits for civil servants serve as important motivational tools. The advantages of this professional activity can be summarized as follows: 1) stable employment – positions in the civil service provide job stability and continuous work experience, ensuring employees’ economic and social well-being; 2) guaranteed pension and social protection – pensions and social guarantees for civil servants are legally secured, strengthening their life security; 3) career and development opportunities – opportunities for promotion and skill enhancement enable professional growth and support a successful career trajectory; 4) comprehensive social protection package – additional benefits, such as healthcare, education, and social support, serve as further motivating factors for employees. Thus, civil service not only offers stable employment and social guarantees but also provides opportunities for professional and personal development, which in turn enhances overall motivation and productivity.

According to the results of a study conducted by the author last year, among the important factors for potential candidates entering the civil service, the organization’s proximity to their permanent residence (50.4%) and the cohesion of the work team (47.9%) remain of primary importance. At the same time, stable employment (34.7%), opportunities to demonstrate personal capabilities (23.9%), and the possibility of acquiring new knowledge and skills during professional activity (23.8%) continue to be key factors attracting participants’ attention. Analysis of these results indicates that, in recruiting and retaining personnel in the civil service, not only material incentives but also the geographic convenience of the workplace, the social-psychological environment, and opportunities for professional development play a decisive role.

According to experts with sufficient experience in this field, the attractiveness of civil service significantly increases during economic crises and emergencies. The main reason is that in such situations, the primary employer – the state – guarantees stable employment and competitive salaries, which serve as important

motivating factors for candidates entering the service. At the same time, an increase in the number of entrants to the civil service during periods of economic and social instability contributes to the formation of a competitive environment in the sector and positively impacts service quality and efficiency. This, in turn, has strategic significance for stabilizing the civil service and improving employee qualifications.

Civil servants' job satisfaction also affects the morale of citizens in a given region, thereby influencing the state to a certain extent. This factor shapes societal relationships, the mood of groups, and public perception. Without taking these aspects into account, it becomes much more difficult to obtain scientifically grounded and objective information about civil servants' job satisfaction and the reputation of organizations in society. This further complicates the assessment of civil service effectiveness and the development of human resource management strategies.

In research, civil servants' job satisfaction is often interpreted as a common phenomenon; however, some studies evaluate it as a factor that strengthens the relationship between state authorities and society. Today, it is important to focus research efforts on civil servants' job satisfaction and their commitment to public service. Broadly speaking, civil servants' satisfaction serves as a key means of consolidating the relationship between the state apparatus and society. Therefore, developing mechanisms to assess this level of satisfaction and creating comprehensive measures aimed at enhancing the image of civil service and increasing employee motivation are among the essential tasks.

In today's competitive environment, the concepts of "HR brand" or "employer brand" (HR Branding, Employer Branding) have emerged. These concepts are directly related to how an organization is perceived by the public in the labor market and its reputation among employees [11]. Currently, many organizations in the civil service need to focus seriously on increasing the attractiveness of career opportunities. Research shows that the concept of HR Branding is also important for public institutions, playing a key role in attracting and retaining talented personnel in a competitive environment with the private sector.

The employer's reputation and brand reflect the organization's commitment to its employees and the strategic opportunities it provides to develop their potential and support their careers. Therefore, HR branding in the civil service can be used as a strategic tool to attract talented personnel and enhance their motivation. In the context of the ongoing reforms in Uzbekistan, based on openness and transparency, enhancing the reputation of the civil service in society and strengthening its positive brand in a competitive environment with the private sector is of particular importance. Highly qualified employees pay attention not only to the organization's salary and reward system but also to its work processes and personal conveniences. This forms the organization's "calling card," encompassing its organizational and cultural traditions, values, and management principles. By developing relationships with employees and promoting the organization's cultural traditions and values, the ability to attract and retain highly qualified candidates increases significantly. Thus, developing the HR brand for the civil service has strategic significance not only in human resource policy but also in strengthening the organization's image and efficiency in society.

In his address to the participants of the United Nations Forum on Civil Service, held in Samarkand on June 23-25, 2025, President of the Republic of Uzbekistan Sh.M. Mirziyoyev emphasized the creation of a personnel training cluster aimed at organizing civil service based on new approaches, attracting talented specialists in accordance with modern requirements, and forming a professional corps of civil servants [12].

These observations highlight the importance of analyzing and supporting the effective modernization of the civil service system at a new stage, as well as facilitating the adaptation of young specialists to successfully perform

in public service. This scientifically justifies the need to develop innovation, professionalism, and motivational mechanisms in human resource policy and provides a foundation for future research aimed at enhancing personnel potential, incentivizing employees, and ensuring their efficiency in the civil service.

The recruitment of young specialists into the civil service and their adaptation to the system remains one of the key challenges. According to American scholar Urie Bronfenbrenner, the process of socialization comprises the sum of all social processes through which an individual acquires the norms and values that enable them to function as a member of society [13]. The scholar's theory emphasizes that, during socialization, an individual assimilates professional and personal norms, values, traditions, and standards through various social processes. This process contributes to the development of personnel qualities, adaptability, and professional competencies that ensure the individual can fully and effectively perform their role as a member of society.

From a sociological perspective, the term "adaptation" is used to describe the outcome of various social processes. In the context of an individual's social behavior, employees' professional characteristics are manifested through their personal qualities and behavioral traits while performing professional functions. In this regard, American sociologist T. Parsons analyzes socialization within the framework of the AGIL (Adaptation – Goal Attainment – Integration – Latency) theory and structural functionalism [14]. According to him, adaptation is one of the essential functions of the social system, through which the system adjusts to changes in the external environment, and its members develop the necessary capabilities to live effectively under these conditions. In other words, a person becomes part of the social system by internalizing existing norms, values, and traditions through interactions with others [15]. This process ensures civil servants' professional and personal adaptation, as well as their social and professional efficiency.

M. Weber interprets adaptation as the process through which an individual positions themselves in the environment using rational means to achieve their goals. In his theory, the individual is seen as an active and independent subject who does not simply conform to the environment but acts purposefully and rationally through deliberate, goal-oriented behavior [16].

We believe Weber's theory scientifically justifies the active role of the individual in the adaptation process and the importance of goal-oriented motivational mechanisms. This concept can also be applied to analyzing civil servants' personal and professional adaptation.

In Uzbekistan, the Presidential Decree No. PF-5843 dated October 3, 2019, "On measures to fundamentally improve the personnel policy and the system of public civil service in the Republic of Uzbekistan" [17] and the Presidential Decree No. PF-95 dated June 19, 2025, "Strategy for the Development of Civil Service until 2030" [4] emphasize the formation of young personnel in state bodies and organizations under the guidance of experienced leaders and specialists through the mentoring system. They also provide for the practice of pairing civil servants with experienced, knowledgeable, and qualified mentors according to the "Mentor-Apprentice" tradition.

Indeed, the effective adaptation of newly recruited young employees to the work process depends significantly on the efficiency of the mentoring system. It should be noted that a young civil servant does not automatically integrate into the professional community. Successful integration requires the support and guidance of a mentor to help the employee fully understand the professional environment and its requirements. From this perspective, systematic measures to develop the personnel structure are necessary to ensure stable performance in civil service.

The main functions of the mentoring system, in terms of supporting young employees' professional and personal

development, can be categorized as follows (Figure 2). The primary focus is on assisting young employees in their professional growth, enhancing their adaptation to new work conditions, facilitating their integration into the organization and work team, increasing their sense of responsibility, and teaching them to conscientiously fulfill position duties and comply with disciplinary requirements:

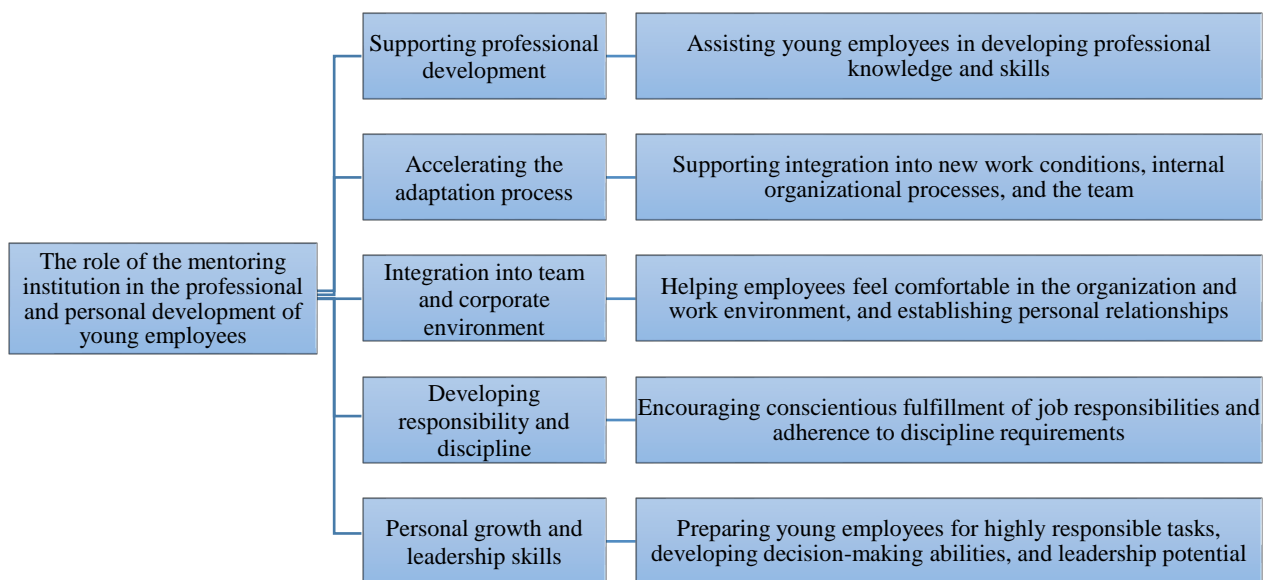


Figure 2. The role of the mentoring system in the professional and personal development of young employees

In addition, the mentoring system serves to increase the motivation of young employees, foster their loyalty to the organization, and engage them in long-term work. This mechanism is crucial for retaining personnel in the civil service and enhancing their productivity.

It should be emphasized that ensuring the stability of the civil service requires comprehensive and systematic measures aimed at preserving and developing the workforce. When analyzing employee turnover in the civil service, the number of young employees is also a critical factor. Key reasons include the challenges young personnel face in adapting to the professional environment, the complexity of the organization’s values and internal processes, as well as other social and psychological factors.

Currently, among employees leaving the civil service, newly recruited young staff are also represented. The main reasons for resignation often include difficulties in adapting to the professional environment and the inability to fully accept the organization’s cultural and organizational values. In such cases, the effective integration of young employees into work processes and the corporate environment is facilitated through the support of experienced civil servants and the mentoring system. This approach is essential for professional development, organizational adaptation, and improving performance.

Ongoing reforms in human resource development within the civil service require the formal and professional implementation of the mentor-apprentice traditions. Based on an analysis of these traditions and the associated organizational and legal mechanisms, the process of ensuring young employees’ professional development and integration into the organization can be categorized as follows: 1) newly recruited young employees; 2)

employees appointed to higher positions; and 3) employees assigned to other roles within their current position, all supported through the mentoring system. Considering the specific nature of work, mentor-apprentice activities can also be implemented in other situations. This approach plays a vital role in ensuring professional development, facilitating organizational adaptation, and enhancing performance.

The effective implementation of the mentoring system by experienced and leading specialists is crucial for developing young employees' professional potential, fostering a responsible approach to service duties, and shaping their ability to make independent decisions. A well-organized mentoring system encourages young employees to develop a positive attitude toward their workplace and motivates them to perform tasks efficiently and responsibly.

According to a sociological survey conducted by the author last year, a large majority of respondents (79.6%) indicated that working with young employees in organizations should be carried out based on mentor-apprentice traditions in a formal and professional manner, taking into account the specific nature of the work. Experienced specialists should be assigned as mentors to guide young employees.

It is important to note that successful adaptation of an employee requires the support of another person, typically an experienced or invested mentor. Through the mentor's activities, changes occur in the apprentice's – i.e., the young employee's – motivation and attitudes. These changes develop gradually through the adaptation process. Depending on the apprentice's level of development, the form of assistance provided by the mentor may gradually become more complex or, conversely, simplified. This process also requires a significant amount of time, meaning that the results of necessary professional skills for adaptation and effective task performance may not be immediately visible.

Adaptation is the process by which an individual adjusts to changing conditions in their environment, varying both in time and degree:

- 1) temporal characteristics – each stage of adaptation occurs within specific time periods. During this period, the individual studies the new conditions, becomes accustomed to them, and develops the skills necessary to carry out independent activities;
- 2) levels of adaptation – each stage corresponds to the individual's level of adaptation. The transition from one stage to another demonstrates the individual's successful adjustment to the organization's norms, values, and environment, as well as the employee's ability to act independently on a professional level. This process has a periodic nature, and some actions or practices may repeat during the stages of adaptation, with tasks being carried out sequentially to achieve goals [18].

In such a situation, the methods contributing to the professional development of a young employee are selected individually by the mentor. After the successful adaptation of the apprentice to work activities and their professional development, the mentor's approach in this regard is evaluated. It should be emphasized that the mentoring institution should not be limited only to imparting knowledge and professional experience. It should also provide moral support to the young employee to reduce risks such as insecurity and discouragement. This can be achieved through programs aimed at developing logical thinking, analytical skills, diligence, motivation to achieve goals, discipline, and interest in work and learning.

In today's information age, knowledge quickly becomes outdated. In such conditions, it is crucial for civil servants to continuously work on themselves and develop professionalism at the level of values in order to keep up with the times. Only when education and skills are built on this foundation can the effectiveness of civil

servants' activities be felt by the public [18]. This approach is also essential for the professional development of young employees, and to implement this process effectively, plans and specialized methodological guidelines need to be developed. The absence of clear programs and plans may lead to a superficial approach by employees toward this process. This process is carried out through joint resolution of professional tasks, discussion of problematic situations, informal meetings, and other forms. The primary responsibility of the mentor is to prepare the young employee assigned to them for independent activity at a high professional level. Experts recognize the mentoring institution as a complex process that must be systematically conducted.

During the adaptation stage, a young specialist enters professional activity and finds their place in a new team. When mentoring is implemented effectively, problems related to the professional adaptation of young employees in civil service are resolved, reducing staff turnover and social risks. This, in turn, is of great importance for ensuring organizational stability and the effectiveness of service.

CONCLUSION

In general, based on research results and relevant scientific literature, attention should be given to the development of the field and attracting qualified specialists to increase the prestige of civil service in society. Successfully implemented selection and mentoring institutions contribute to improving the efficiency of public administration and the development of human resources within organizations. During the adaptation stage, the apprentice's integration into the new work environment and adjustment to corporate and organizational values are ensured through the mentor's support and a step-by-step methodological approach. At the same time, the mentoring institution is not limited to imparting professional knowledge and experience; it also plays a significant role in the moral support, motivation, and confidence-building of young employees. This institution occupies an important place in the personal and professional development of young employees, training specialists with the necessary knowledge and experience to carry out civil service at a high level. Through comprehensive plans, programs, and methodological guidelines, the effectiveness of this institution can be enhanced, reducing staff turnover and social risks, thereby contributing to the efficiency and stability of civil service.

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