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ICHKI ISHLAR ORGANLARIDA KADRLAR BOSHQARUVINING IJTIMOYIY-FALSAFIY TAHLILI

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Annotatsiya

Mazkur maqolada ichki ishlar organlarida kadrlar boshqaruvi jarayonlari ijtimoiy-falsafiy nuqtai nazardan tahlil qilinadi. Tadqiqotning maqsadi kadrlar boshqaruidagi institutsional tizim, me'yoriy mexanizmlar hamda shaxs va institut o'rtasidagi munosabatlarni ijtimoiy-falsafiy yondashuv asosida o'rganishdan iborat. Metodologik asos sifatida nazariy tahlil usullari (sintez, deduksiya, qiyosiy va interpretativ metodlar) hamda Qoraqalpog'iston Respublikasi ichki ishlar tizimining 471 nafar xodimi ishtirokida o'tkazilgan sotsiologik so'rov natijalari qo'llanildi. Natijalarga ko'ra, respondentlarning 80,5 foizi o'z xizmatini jamiyat va Vatan oldidagi burch sifatida baholagan, 71,6 foizi esa doimiy ravishda ijtimoiy foydalilik hissini tuyishini bildirgan. Shu bilan birga, 42,6 foiz respondent lavozim yo'riqnomalari bilan amaliy vazifalar o'rtasidagi moslik yuzasidan noaniqlik mavjudligini, 26,7 foizi esa ortiqcha ish yuklamasini asosiy muammo sifatida qayd etgan. Tadqiqot kadrlar boshqaruvi nafaqat tashkiliy-ma'muriy jarayon, balki davlat institutlarining legitimligi va ijtimoiy mas'uliyatini shakllantiruvchi muhim ijtimoiy mexanizm ekanligini ko'rsatadi.

Kalit so'zlar: kadrlar siyosati, ichki ishlar organlari, ijtimoiy-falsafiy tahlil, institutsional adolat, kasbiy identifikatsiya, ijtimoiy ishonch, legitimlik.

СОЦИАЛЬНО-ФИЛОСОФСКИЙ АНАЛИЗ УПРАВЛЕНИЯ КАДРАМИ В ОРГАНАХ ВНУТРЕННИХ ДЕЛ

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Аннотация

В статье представлен социально-философский анализ процессов управления кадрами в органах внутренних дел. Цель исследования заключается в изучении институциональной системы, нормативных механизмов и взаимоотношений между личностью и институтом в сфере кадрового управления с социально-философской точки зрения. Методология исследования сочетает теоретические методы анализа (синтез, дедукцию, сравнительный и интерпретативный подходы) с эмпирическими данными социологического опроса, проведенного среди 471 сотрудника системы органов внутренних дел Республики Каракалпакстан. Результаты показывают, что 80,5 % респондентов воспринимают свою службу как долг перед обществом и государством, а 71,6 % постоянно ощущают свою социальную значимость. Вместе с тем 42,6 % опрошенных отмечают неопределенность в соответствии между должностными инструкциями и фактическими обязанностями, а 26,7 % считают чрезмерную рабочую нагрузку основной проблемой. Исследование подтверждает, что кадровое управление представляет собой не только организационно-административный процесс, но и важный социальный механизм, формирующий легитимность и социальную ответственность государственных институтов.

анализ, институциональная справедливость, профессиональная идентификация, социальное доверие, легитимность.

THE SOCIO-PHILOSOPHICAL ANALYSIS OF PERSONNEL MANAGEMENT IN INTERNAL AFFAIRS BODIES

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Abstract

This article provides a socio-philosophical analysis of personnel management processes in internal affairs bodies. The study aims to examine the institutional system, regulatory mechanisms, and the relationship between individuals and institutions in personnel management from a socio-philosophical perspective. The methodology combines theoretical analysis (synthesis, deduction, comparative and

interpretive methods) with empirical data from a sociological survey conducted among 471 employees of the internal affairs system of the Republic of Karakalpakstan. The results demonstrate that 80.5% of respondents perceive their service as a duty to the nation and society, while 71.6% consistently experience a sense of social usefulness. However, 42.6% of respondents report uncertainty regarding the alignment between formal job descriptions and actual duties, and 26.7% identify excessive workload as a primary concern. The findings indicate that personnel management is not merely an organizational-administrative process but a fundamental social mechanism that shapes the legitimacy and social responsibility of state institutions.

Keywords: Personnel policy, internal affairs bodies, socio-philosophical analysis, institutional justice, professional identification, social trust, legitimacy.

The stability and effectiveness of state institutions in contemporary society are increasingly determined by their personnel management practices. Within law enforcement systems, personnel policy emerges not merely as an organizational-administrative function but as a fundamental socio-philosophical mechanism that shapes trust-based relationships between the state and society. The extensive reforms implemented in the Republic of Uzbekistan, particularly within the development strategies for 2017–2026, prioritize human factors, transparency, and effectiveness in public administration [7]. The effectiveness of internal affairs bodies is directly contingent upon the professional and moral potential of their personnel and their level of social responsibility. Consequently, a socio-philosophical analysis of personnel management provides deeper insight into the legitimacy, social responsibility, and axiological orientation of state institutions.

The scholarly literature has examined personnel policy from various perspectives. Max Weber, in his theory of bureaucratic administration, linked personnel activities to legal-normative competencies and institutional discipline [6; 13–14]. Michel Foucault interpreted personnel activities within state security institutions as a social practice of power, control, and discipline [2; 150–152]. Pierre Bourdieu analyzed personnel practices through the concepts of social habitus and institutional fields [1; 25–26]. Within the Commonwealth of Independent States (CIS), scholars such as V.R. Vesnin, A.Ya. Kibanov, and V.A. Nefedov have investigated the organizational-legal mechanisms of personnel policy. In Uzbekistan, researchers including M.U. Atamuratov, Kh.A. Akhmedov, R.Z. Jumaev, M.Z. Ziyodullaev, and T.S. Jumanov have addressed various aspects of personnel management [3; 10–11]. However, existing studies have insufficiently examined personnel management in internal affairs bodies from a comprehensive socio-philosophical perspective that integrates the relationship between individual and institution, professional identification, and institutional responsibility.

The purpose of this study is to analyze personnel management processes in internal affairs bodies from a socio-philosophical perspective, elucidate the relationship between individuals and institutions, and develop theoretical conclusions and practical recommendations for improving personnel policies [8].

Methods. This study employs a mixed methodology integrating theoretical analysis with empirical research. The methodological framework comprises three interconnected approaches: systemic approach (examining personnel management as an integrated system of interrelated elements), axiological approach (analyzing the value orientations underlying personnel policies), and institutional approach (investigating the normative and organizational structures that shape personnel practices) [4; 25–26]. These approaches enable the analysis of personnel management not merely as an organizational process but as a complex phenomenon where social relations, values, and institutional mechanisms intersect.

The theoretical analysis utilized methods of synthesis, deduction and induction, logical analysis, historical and systemic approaches, comparative analysis, and interpretive methods. Empirical data were collected through a sociological survey conducted among employees of all territorial and functional units within the internal affairs system of the Republic of Karakalpakstan. A total of 471 respondents participated in the survey. The demographic composition of respondents was as follows: gender – 380 males (80.7%) and 91 females (19.3%); age – 18–30 years (19.8%), 31–40 years (47.8%), 41–50 years (32.4%); educational attainment – secondary specialized (36.1%), higher education (58.7%), master's degree (4.2%), academic degree (1%); length of service – up to 5 years (22.4%), 6–10 years (17.6%), 11–20 years (43.8%), over 21 years (16.2%). The survey was conducted anonymously to minimize social desirability bias and enhance data reliability. The questionnaire consisted of four thematic sections addressing: organizational conditions and workload; incentive systems and perceptions of justice; supervisor-subordinate relationships and management style; and professional motivation and institutional identification.

Results. The survey results identified primary reasons for employee departure from service, including excessive workload, inability to work effectively with supervisors, and insufficiently visible career prospects. Among the most frequently reported causes of job dissatisfaction were non-compliance with working-time regulations (26.7%), excessive workload (19.9%), and a lack of transparency in reward systems accompanied by perceptions of unfair treatment. Notably, 42.6% of respondents answered "difficult to say" regarding the alignment between their official duties and actual responsibilities, indicating a lack of stable understanding between normative requirements and practical reality. Furthermore, 26.5% of respondents reported that although their official position designation was singular, their actual duties were multiple, while only 22% confirmed that their job descriptions were clear and corresponded to standard workload expectations.

Regarding factors influencing career advancement, 63% of respondents associated promotion with professional competence, whereas 18% indicated that clear criteria for advancement were absent. Concerning the impact of digital management systems, 45.3% of respondents reported that digital systems facilitated decision-making processes, 12.4% indicated that such systems merely increased bureaucratic reporting, and 19.8% perceived no practical effect from digitalization.

Regarding professional motivation and institutional identification, 80.5% of respondents associated service in internal affairs bodies primarily with duty to the nation and society, while 71.6% consistently experienced a sense of performing socially useful work. However, when asked about the future stability of personnel, 41.1% of respondents expressed no clear prognosis, 28.7% anticipated an increase in the departure of young employees, and 11.2% predicted that experienced personnel would remain while younger employees departed. Only 16.4% of respondents believed that personnel stability would be maintained.

Discussion. The findings reveal the existence of a robust moral-axiological foundation among employees of internal affairs bodies. The fact that 80.5% of respondents perceive their service as a duty to the nation and society, while 71.6% consistently experience a sense of social usefulness, confirms the preservation of value-based resources within the system. However, this high level of moral motivation is not adequately reinforced by actual working conditions. The proportion of respondents (42.6%) answering "difficult to say" regarding the alignment between normative requirements and actual duties indicates a discrepancy between formal regulations and practical reality, as well as an increasing ambiguity regarding role boundaries in the consciousness of employees. Excessive workload (reported by 26.7% of respondents) and misalignment between official position descriptions and actual duties (reported by 26.5%) contribute to the weakening of professional identification.

These findings are consistent with Tyler's (2006) theory of procedural justice, which demonstrated that citizens perceive police as legitimate not merely based on outcomes but based on the fairness of decision-making processes [5; 45–46]. The present study suggests that the same logic applies to employees' attitudes toward their institution: the lack of clarity in reward and evaluation criteria, combined with perceived unfair treatment, diminishes institutional trust. According to North's (1990) theory of institutional economics, the effectiveness of institutions is determined less by formal rules than by informal norms and professional habits [4; 25–26]. The high proportion of "difficult to say" responses (42.6%) in this study suggests that a system of informal norms has not yet been adequately formed.

Comparative analysis with the experiences of the United States, United Kingdom, and Germany reveals that developed countries base their personnel policies on communicative competence, psychological stability, and social adaptability. The United States employs multi-stage selection processes and psychological testing, the United Kingdom utilizes interactive assessment scenarios, and Germany emphasizes digital transparency and logical-reasoning assessments. In the context of Uzbekistan, despite the expansion of the regulatory-legal framework [7; 8], the gap between practical reality and normative requirements remains the primary challenge. Regarding digital management systems, although 45.3% of respondents evaluated them positively, 19.8% perceived no effect, and 12.4% reported only increased bureaucratic reporting. This finding suggests that without integration with substantive managerial reforms, digital tools may become mechanisms that increase formalism and reporting burdens rather than improving management effectiveness.

Based on these findings, a conceptual model for improving personnel management in internal affairs bodies was developed. The model comprises five interconnected components: (1) normative-regulatory field – formal requirements and rules governing employee activities [8]; (2) institutional justice and transparency – clarity of criteria for workload distribution, evaluation, rewards, and career

advancement; (3) legitimacy and social trust – the extent to which managerial decisions are perceived by employees as socially justified and acceptable [5; 47–48]; (4) professional identification and loyalty – the employee's understanding of their role within the institution [1; 25–26]; (5) personnel stability and institutional effectiveness – the ultimate outcome. The relationship between the individual and the institution is positioned at the center of the model, with each component conditioning and reinforcing the subsequent one. Disruption of any link in this chain generates instability throughout the system.

This study has several limitations. First, the sociological survey was conducted exclusively within the internal affairs system of the Republic of Karakalpakstan, limiting the generalizability of findings to the entire country. Second, survey methodology alone cannot fully capture all causal layers of social processes. Third, the study utilized a cross-sectional design and therefore lacked longitudinal follow-up. Future research should replicate this study in other regions, incorporate qualitative interviews, and conduct longitudinal analysis.

Conclusion. This study has provided a socio-philosophical analysis of personnel management in internal affairs bodies, demonstrating that personnel management is not merely an organizational-administrative process but a fundamental social mechanism shaping the legitimacy and social responsibility of state institutions [2; 151–153]. Employees demonstrate strong moral motivation, with 80.5% perceiving their service as a duty and 71.6% experiencing a sense of social usefulness. However, actual working conditions – including excessive workload (reported by 26.7%), lack of transparency in reward systems, and role ambiguity (42.6% responding "difficult to say") – fail to reinforce this motivation. The primary threats to personnel stability identified in this study include excessive workload, lack of transparency in reward systems accompanied by perceived unfair treatment, and insufficient normative clarity.

The conceptual model developed in this study focuses on strengthening institutional justice, social trust, and professional identification [4; 25–26; 5; 45–46]. The practical significance of the model lies in its applicability to personnel policy development, the assessment of the social consequences of managerial decisions, and the design of programs aimed at enhancing professional motivation. The following practical recommendations are proposed: implementation of socio-philosophical indicators reflecting professional identification, institutional loyalty, and social responsibility in personnel evaluation; regular review of personnel policy implementation mechanisms based on monitoring and reflection to reduce the gap between regulatory documents and actual management practices; prioritization of competencies that strengthen justice, legitimacy, and social trust in the training and evaluation of managerial personnel; establishment of mechanisms for assessing the social consequences of managerial decisions through continuous implementation of sociological surveys and empirical analysis in personnel management services; and development of a conceptual approach that adapts the socio-philosophical foundations of international experience to national institutional conditions rather than directly transplanting foreign practices.

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