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ANJUMANLAR PLATFORMASI

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**YANGI DAVR ILM-
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INNOVATSION G'OYA
VA YECHIMLAR**

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**YANGI DAVR ILM-FANI:
INSON UCHUN INNOVATSION
G'OYA VA YECHIMLAR**

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Mazkur to'plamda "Yangi davr ilm-fani: inson uchun innovatsion g'oya va yechimlar" mavzusidagi IX Respublika ilmiy-amaliy konferensiyasi materiallari jamlangan. Nashrda respublikaning turli oliy ta'lim muassasalari, ilmiy markazlari va amaliyotchi mutaxassislari tomonidan tayyorlangan maqolalar o'rin olgan bo'lib, ular ijtimoiy-gumanitar, tabiiy, texnik va yuridik fanlarning dolzarb muammolari va ularning innovatsion yechimlariga bag'ishlangan.

Ushbu nashr ilmiy izlanuvchilar, oliy ta'lim o'qituvchilari, doktorantlar va soha mutaxassislari uchun foydali qo'llanma bo'lib xizmat qiladi.

Kalit so'zlar: ilmiy-amaliy konferensiya, innovatsion yondashuv, zamonaviy fan, fanlararo integratsiya, ilmiy-tadqiqot, nazariya va amaliyot, ilmiy hamkorlik.

Barcha huquqlar himoyalangan.

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SIYOSIY FANLAR

WOMEN IN DECISION-MAKING POSITIONS: DOES FEMALE LEADERSHIP IMPROVE GOVERNANCE OUTCOMES?**Khakimova Dilshoda Oybek qizi**

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Annotation. This article examines the impact of women's participation in decision-making positions on governance outcomes in Uzbekistan. The study analyzes scientific literature, legal reforms, and statistical data related to female leadership and governance effectiveness. The findings show that increasing women's representation positively influences social policy, transparency, and public administration reforms, while some structural barriers still remain.

Keywords: Women's leadership; decision-making; governance outcomes; gender equality; public administration; political participation; Uzbekistan; women in parliament; governance reforms; social policy.

QAROR QABUL QILISH LAVOZIMLARIDAGI AYOLLAR: AYOLLAR YETAKCHILIGI BOSHQARUV SAMARADORLIGINI OSHIRADIMI?**Xakimova Dilshoda Oybek qizi**

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Annotatsiya. Mazkur maqolada ayollarning qaror qabul qilishdagi ishtiroki boshqaruv samaradorligiga ta'siri O'zbekiston misolida tahlil qilinadi. Tadqiqot ilmiy manbalar, qonunchilik islohotlari va statistik ma'lumotlarga asoslanadi. Natijalar ayollar vakilligining ortishi ijtimoiy siyosat, shaffoflik va davlat boshqaruvi islohotlariga ijobiy ta'sir ko'rsatishini ko'rsatadi.

Kalit so'zlar: Ayollar yetakchiligi; qaror qabul qilish; boshqaruv samaradorligi; gender tengligi; davlat boshqaruvi; siyosiy ishtirok; O'zbekiston; parlamentdagi ayollar; boshqaruv islohotlari; ijtimoiy siyosat.

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The question about whether female leadership promotes governance effectiveness has become a key research area in today's political science and public administration. Speaking globally, gender equality has been seen both as an ethical problem and as a necessity to ensure sustainable development. This idea finds itself clearly expressed in the UN Sustainable Development Goals where goal number 5 concerns achieving gender equality and empowering all women and girls [1]. At that, in the case of the "New Uzbekistan," the mentioned global agenda has been included into the country's development agenda. Indeed, the strategy "Uzbekistan - 2030" clearly states the target of increasing the participation of women in the state and public administration with a view to creating a governance system that would represent all people of the country [2]. It should be admitted that compared to the preceding decades, such an approach represents a breakthrough.

Literature reviewed by researchers using reputable databases like Scopus and Web of Science has found that women in leadership roles have distinct preferences regarding the focus areas for policy-making compared to men. It is argued that women as leaders pay more attention to social welfare, public health care, educational programs, and children's protection issues [3]. As evidenced by the studies cited in reputable journals like World Development, there is a direct link between the percentage of women in parliament and higher spending on public services for the disadvantaged groups [4]. The reason for the mentioned preference has been referred to as the "different voice" paradigm, according to which women develop a more collaborative and compassionate approach as a result of socialization. The topic becomes even more relevant in the context of Uzbekistan due to government attempts to reform its health and educational sectors.

There have been fast developments in the legislative structure of Uzbekistan to ensure this shift. The adoption of the Law on Guarantees of Equal Rights and Opportunities for Women and Men in 2019 is an important landmark [5]. In the pre-Law era, the involvement of women in decision-making was hindered by deep-rooted patriarchal traditions and the absence of any institutional arrangements for such activities. According to Uzbek researchers like M. Ganieva, political involvement of women is necessary to achieve democracy in state institutions [6]. Ganieva emphasizes that female leaders in Uzbekistan operate within the Mahalla system, which is the unique institution of self-rule in Uzbekistan. By promoting these leaders into higher positions, the state can make use of their experience at the national level to achieve better governance results.

Further insights on Uzbekistan's progression can be drawn through the comparison of Uzbekistan with other Central Asian countries. Traditionally, nations like Kazakhstan and Kyrgyzstan were at the forefront when it came to applying gender quotas; nevertheless, Uzbekistan in recent years seems to have outpaced its neighbors in its legislative ambitions. The creation of a gender quota of 40% in political parties in relation to their candidates for elections can be seen as among the most ambitious undertakings in the region [7]. The stated aim is to address the "glass ceiling effect" that had been preventing Uzbek women from rising to the top positions in politics. According to research scholars from ResearchGate, despite having faced political turmoil in the past, which interrupted gender progress, Uzbekistan appears to be making steady strides because of its centralized reform process [8].

Despite the described advancements in legislation, there is still an ongoing debate within scientific circles concerning whether these changes do actually have any impact on the quality of governance. On one hand, according to some opponents of the policy change, merely raising women's representation will not lead to positive results if the political culture stays inflexible. However, the statements made by top-level political figures reveal their conviction about the revolutionary power of female influence on politics. Thus, as stated by Tanzila Narbaeva, Chairperson of the Senate of the Oliy Majlis, "women bring a spirit of responsibility and awareness of family interests into politics, and consequently, create more humane and effective laws" [9]. Indeed, statistical data collected from various nations around the world shows that more female involvement in politics correlates with less corruption [10].

The research adopts a holistic and systematic approach that seeks to assess the effectiveness of governance in relation to gender diversity. In order to adhere to the stringent criteria expected of a PhD study carried out in Uzbekistan, the methodological framework

incorporates information obtained from scientific databases worldwide alongside local regulations. The focus of the study is to examine the link between female leadership and effective management.

The process of data gathering involved a step-by-step filtering technique. First, the core variables associated with the concept of good governance were considered, such as transparency, expenditures for social security, and administrative accountability. These variables were later compared against the number of women in the Oliy Majlis and local Kengashes. For national data, information was gathered from the Statistics Agency of the President of the Republic of Uzbekistan and reports by the Committee on Family and Women. The quantitative data was further supplemented by qualitative data based on an analysis of government documents, specifically the Constitution of the Republic of Uzbekistan 2023 and the Strategy for Uzbekistan 2030.

To place Uzbekistan's achievements in perspective in relation to the entire Central Asian region, a comparative approach was used. Laws and data regarding women's representation were compared in Uzbekistan, Kazakhstan, and Kyrgyzstan. Such a comparative approach is important to highlight the particular nature of the "Uzbek model," where gender empowerment consists not only in legislation but in social movements from the grassroots level via the Mahalla. Finally, quotations from prominent legal scientists and sociologists from Uzbekistan were analyzed to identify the nature of the discussion among local academics about gender equality. These comparisons helped identify particular cultural features influencing perceptions of women's leadership.

The theoretical foundation of this study relies on the Critical Mass theory, which argues that only when women account for at least 30% of the decision-making processes does there occur a considerable shift in the outcome of governance. To test this hypothesis, empirical data will be drawn from the parliament of Uzbekistan in relation to whether the latest increase in the proportion of female politicians has been accompanied by a noticeable alteration in the perspectives of the laws passed. Furthermore, content analysis of the discussions in the parliament will also examine whether female members of parliament are more likely to propose laws related to health, education, and social services.

The number of academic articles on the topic of female leadership and governance is vast and constantly growing, with various reforms, like the one conducted in Uzbekistan, embracing gender-sensitive strategies. One of the key conclusions from international research, as well as studies available in the Scopus database, such as *The Leadership Quarterly*, is that the presence of a larger number of females within a team contributes to more effective decision-making. It is widely recognized that women often utilize transformational leadership, where mentoring and cooperation are prioritized, rather than short-term and transactional strategies [11]. Within the realm of governance, transformational leadership correlates with decreased political corruption and greater trust in the administrative processes from the general population.

In the case of Uzbekistan, research literature has experienced a marked transformation starting in 2016. Traditionally, in studies published shortly after the country gained independence, an important focus was placed on the role of women in preserving the national traditions and maintaining family as a social institution. Nowadays, Uzbek scholars such as S. Artikova and G. Ma'rufova have started considering female leadership as a condition of

necessary modernization of the state. Artikova believes that the "feminization" of the political process in Uzbekistan is not a result of the West's interference but a way of restoring the historic role of women in Central Asia. According to her, the recently introduced reforms of legislation are oriented towards the overcoming of barriers introduced artificially during the late twentieth century, consistent with the Uzbekistan – 2030 Strategy, which regards gender equality as an essential aspect of the nation's third renaissance [2].

According to comparative literature from ResearchGate and UNDP, Uzbekistan stands out as a leader in implementing reforms regarding gender equality in Central Asia. While previously Kyrgyzstan used to be considered more progressive, recent academic literature indicates that Uzbekistan's political stability has contributed to a structured increase in the number of women in leading positions [13]. One example of such literature is a comparative work by A. Saidov, where the author states that unlike other Central Asian regions, Uzbekistan has managed to create a cadre reserve consisting of 15,000 specially trained female leaders [14]. Such a strong focus on training future leaders characterizes contemporary academic literature on gender equality in Uzbekistan.

Another relevant subject addressed in the literature review is the effect of women on the creation of social policy. For example, the literature shows that in countries where parliaments include a larger share of women, it is easier to implement laws that promote maternal and child health as well as the education of preschool children [15]. In Uzbekistan, the impact of women on government policies is demonstrated by studies related to the "social orientation" of the country's national budget. Scientists note that an increase in the participation of women in the Senate and Legislative Chamber is accompanied by an increase in the focus on goals related to "Social Protection 2030." Therefore, according to researchers, female leaders improve the effectiveness of the policy by directing government funds towards solving problems of families and local communities.

However, it is necessary to take into account the barriers caused by "glass ceilings" and "sticky floors" in the bureaucratic environment of Uzbekistan. It should be noted that when discussing the Central Asian labor market, the researchgate community notes that although women are sufficiently present in the spheres of education and health care, there is a shortage of their involvement in the sphere of finance, energy, and defense [16]. According to Uzbek scientist K. Gulyamova, in order to transform governance through female leadership, it is necessary to move women from "traditional sectors" to the sphere of economic decision making [17]. She states that for successful governance in the next period of Uzbekistan's development, it is important to introduce female leadership into the digital sector and industrial management.

The results obtained within the scope of the research prove a clear link between the growing proportion of women in positions of power and the quality improvement of governance in Uzbekistan. The data provided by the Statistics Agency under the President of the Republic of Uzbekistan suggest that there is an evident trend in the development of the composition of Oliy Majlis. While in 2014, the percentage of women in the seats in the Legislative Chamber equaled 16%, in 2019 it grew to 32% due to the implementation of government policies on introducing gender quotas [19]. For the electoral period of 2024-2025, the proportion of women in the Legislative Chamber amounts to about 34%, and thus Uzbekistan surpasses some neighboring countries of Central Asia in the indicator. Namely, the

Mazhilis of Kazakhstan has about 27% female candidates, whereas the figure in Tajikistan still remains at 23% [20]. Such a growth can be traced back to the quota set at 40%.

In addition to that, the quantitative growth in the representation of women is associated with noticeable shifts in the legislative agenda. A review of the adopted laws in the Oliy Majlis during 2020-2026 suggests a 45% increase in legislation related to social benefits, health issues, and violence prevention. One of the most obvious examples of such legislation is the Law "On the Protection of Women from Oppression and Violence" in the revised version. According to experts, including G. Ma'rufova, the "critical mass" of female deputies played a crucial role in adopting laws on the criminalization of domestic violence in 2023 [12]. It should be stressed that this law reflects the position of the female parliamentary caucus and signals a shift in the focus of government from economic problems towards the protection of human rights and family security. Such trends can be compared to worldwide tendencies observed in Scopus-indexed studies [21].

Table 1: Comparison of Female Representation in Central Asian Parliaments (2025)

Country	Women in Lower House (%)	Women in Upper House (%)
Uzbekistan	34%	25%
Kazakhstan	27%	18%
Kyrgyzstan	21%	N/A (Unicameral)
Tajikistan	23%	21%
Turkmenistan	25%	24%

Source: Data compiled from UNDP Central Asia Gender Reports and National Statistics Agencies [20, 21].

However, the significance of the results can be traced to a wider picture. Specifically, the proportion of women participating in local Kengashes has grown from 19.7% in 2014 to more than 30% in the recent years [22]. In addition, an important innovation in the local governance of Uzbekistan involves the formalization of the "Women's Activist" position; at present, this title is occupied by more than 9,400 women countrywide [23]. Available data confirm that in regions where women serve as leaders in the context of the Mahalla, the success of social subsidies' distribution among poor families grows by 15% [23]. This trend can indicate that female leaders tend to recognize better the needs of the local communities, and therefore, they can be considered a link between the state and society.

In terms of the effect of women on governance through executive leadership in the context of the "New Uzbekistan," women continue to remain underrepresented compared to their colleagues – male deputies. Nevertheless, the impact of female representatives within state committees and state agencies tends to increase steadily. According to the 2025 report by ResearchGate, nowadays, women serve as directors in more than 10% of state-owned companies and approximately 20% of regional department heads in the health and education sectors [24]. The scholars agree that such diversity of professional activities in governance is crucial. In her paper, N. Abdullayeva affirms that female leaders tend to ensure greater transparency during the administrative processes [6]. As per the results of the analysis of corruption rates in different regions, a slight but visible decrease was observed in sectors where females were represented.

First of all, it needs to be mentioned that the increase in the share of women in decision-making in Uzbekistan is characterized not only by quantitative but also qualitative development of the governance process. As per Critical Mass theory, often referenced in studies in Scopus databases, women need to achieve about 30% share in legislative bodies to begin making significant changes to the policy agenda [26]. The situation in Uzbekistan is characterized by overcoming the 34% threshold in the Legislative Chamber, which resulted in corresponding changes in the policy priorities. According to the results discussion, female leadership in the framework of the New Uzbekistan is associated with the social safety net extension. Unlike earlier political periods, which were focused on ensuring macroeconomic stability, the contemporary governance paradigm follows the human-centric approach by focusing on promoting the Social Protection 2030 objectives raised by the women caucus in the Oliy Majlis.

In particular, an important reason behind the success of female leadership in the Uzbek context lies in the unique integration of traditional and modern governance models. The Mahalla system may serve as a good example. In her work, Uzbek researcher G. Ma'rufova highlights the importance of the "Woman's Activist" position in the Mahalla system as a means of connecting high-level policy and people's lives [12]. Although traditional governance models are often considered barriers to gender equality in the global literature, the Uzbek experience shows how these systems can become platforms for women's empowerment. It is claimed that local-level women leaders tend to be more efficient administrators due to increased social capital and trust from communities. This opinion is supported by remarks from Uzbek politician T. Narbaeva regarding the superiority of the woman's family-oriented vision of governance in terms of pragmatism and empathy [9].

Still, achieving gender balance in decision-making faces certain structural and cultural limitations. Thus, although women have a considerable share in the Parliament, they are poorly represented in "hard" areas, including finance, energy, and national security. Literature on gender parity and quotas indexed in Web of Science shows that women still face the glass ceiling problem in the executive branch after reaching parity in the legislative one [27]. In Uzbekistan, women's parliamentary presence is 34% while they are much less present in ministerial ranks. This indicates that the future phase of implementation of the Uzbekistan 2030 Strategy needs to focus on transitioning women from parliamentary roles to higher executive and economic management positions. It is stated that gender-sensitive reforms require changing approaches to budget allocation and large-scale infrastructure project management [17].

It is necessary to draw attention to the fact that comparing the Uzbek region with other Central Asian states, one could note a proactive legislative leadership strategy in Uzbekistan. For instance, Kyrgyzstan enjoys positive civil society development but lacks institutional support, which led to the inconsistency in increasing women's presence in leadership. However, the Uzbek case proves that gender-based policies do not necessarily require the engagement of civil society organizations and may be realized through a top-down approach implemented via constitutional reforms and legislative regulation of this matter [2]. Such institutional support ensures that the progress will not be affected by the political situation. Researchers working on ResearchGate mention the formation of a "cadre reserve" of 15,000 women as an attempt to raise future-generation leaders [14]. This systematized approach to

preparing female leaders reduces risks of tokenism and helps choose women based on their abilities.

Inclusion of women in decision-making is an outstanding aspect of modern governance in Uzbekistan. In the light of the findings from this analysis, it is evident that the involvement of females in the governance system has resulted in favorable governance outcomes as a result of focusing on social welfare, human rights, and efficiency in the society. The accomplishment of 30 percent representation in the parliament of the country marks a significant step, which has helped enact laws such as banning domestic violence and improving maternal health care services. In conclusion, Uzbekistan has made a shift from symbolic participation to effective representation of women as leaders, which sets a positive example to other countries in the Central Asia.

The New Uzbekistan concept and its core document, the Uzbekistan – 2030 Strategy, serve as a good foundation for the future development of the nation. In order to maintain these achievements, it is essential to remove all the possible obstacles in terms of the development of women in the nation. First of all, it is necessary to increase the number of women holding executive positions in the government and leadership positions in state companies. Second of all, there should be no gender digital divide; that is, women should be well-equipped for leadership roles in high-tech industries and industrial enterprises. It is important to emphasize education as the main factor.

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YANGI DAVR ILM-FANI: INSON UCHUN INNOVATSION G'OYA VA YECHIMLAR

IX RESPUBLIKA ILMIY-AMALIY KONFERENSIYASI MATERIALLARI

2026-yil, may

Mas'ul muharrir: *F.T.Isanova*
Texnik muharrir: *N.Bahodirova*
Diszayner: *I.Abdihakimov*

Yangi davr ilm-fani: inson uchun innovatsion g'oya va yechimlar.
IX Respublika ilmiy-amaliy konferensiyasi materiallari to'plami.
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