

MUHANDISLIK

& IQTISODIYOT

№3

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

2026
MART



Milliy nashrlar

OAK: <https://oak.uz/pages/4802>

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08.00.00 - Iqtisodiyot fanlar



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ISSN: 3060-463X

РЭУ.РФ
РОССИЙСКИЙ ЭКОНОМИЧЕСКИЙ УНИВЕРСИТЕТ
ИМЕНИ Г.В. ПЛЕХАНОВА
ТАШКЕНТСКИЙ ФИЛИАЛ



muhandislik **& iqtisodiyot**

ijtimoiy-iqtisodiy, innovatsion texnik,
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Elektron nashr, 2026-yil, mart.

Bosh muharrir:

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Bosh muharrir o'rinbosari:

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Karimova Nilufar Sadirdin qizi, iqtisodiyot fanlari bo'yicha falsafa doktori (PhD)

Pardaev Umidjon Uralovich, iqtisodiyot fanlari doktori (DSc), professor

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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
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05.01.03 – Informatikaning nazariy asoslari
05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
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05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
05.02.00 – Mashinasozlik va mashinashunoslik
05.02.08 – Yer usti majmualari va uchish apparatlari
05.03.02 – Metrologiya va metrologiya ta'minoti
05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
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05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
05.08.03 – Temir yo'l transportini ishlatish
05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)
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08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
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Rayosatining 2024-yil 28-avgustdagi 360/5-son qarori bilan "Dissertatsiyalar asosiy ilmiy natijalarini chop etishga tavsiya etilgan milliy ilmiy nashrlar ro'yxati"ga texnika va iqtisodiyot fanlari bo'yicha "Muhandislik va iqtisodiyot" jurnali ro'yxatga kiritilgan.

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THE ROLE OF NATIONAL MENTALITY AND VALUES IN INSTITUTIONAL TRANSFORMATION PROCESSES



Abdulmajeed Nabeel Azouz

PhD researcher at Turin Polytechnic University in Tashkent

Email: Azouz-dci@hotmail.com

ORCID: 0009-0003-4788-3568

Abstract. Institutional transformation processes are becoming increasingly complex and require consideration not only of formal mechanisms but also of deeply rooted socio-cultural factors. This study analyzes the role of national mentality and value systems in institutional transformation processes. It examines how informal institutions, including cultural norms, traditions, and social perceptions, influence the effectiveness, acceptance, and sustainability of reforms. The research is conducted using a mixed methodology based on theoretical analysis and comparative evaluation. The findings indicate that alignment between formal institutions and national values enhances policy implementation efficiency, strengthens institutional trust, and ensures long-term development. Conversely, neglecting cultural factors leads to resistance, inefficiency, and institutional mismatch.

Keywords: institutional transformation, national mentality, values, informal institutions, governance, socio-cultural factors.

Annotatsiya. Institutsional transformatsiya jarayonlari tobora murakkablashib bormoqda va ular nafaqat rasmiy mexanizmlar, balki chuqur ildiz otgan ijtimoiy-madaniy omillarni ham hisobga olishni talab etadi. Mazkur tadqiqotda institutsional transformatsiya jarayonlarida milliy mentalitet va qadriyatlar tizimining roli tahlil qilinadi. Unda norasmiy institutlar, jumladan, madaniy me'yorlar, an'analar va ijtimoiy qarashlarning islohotlar samaradorligi, qabul qilinishi hamda barqarorligiga ta'siri o'rganiladi. Tadqiqot nazariy tahlil va qiyosiy baholashga asoslangan aralash metodologiya orqali amalga oshirilgan. Natijalar shuni ko'rsatadiki, rasmiy institutlar bilan milliy qadriyatlar o'rtasidagi uyg'unlik siyosatni amalga oshirish samaradorligini oshiradi, institutsional ishonchni mustahkamlaydi va uzoq muddatli rivojlanishni ta'minlaydi. Aksincha, madaniy omillarni e'tibordan chetda qoldirish qarshilik, samarasizlik va institutsional nomuvofiqliklarga olib keladi.

Kalit so'zlar: institutsional transformatsiya, milliy mentalitet, qadriyatlar, norasmiy institutlar, boshqaruv, ijtimoiy-madaniy omillar.

Аннотация. Процессы институциональной трансформации становятся все более сложными и требуют учета не только формальных механизмов, но и глубоко укорененных социокультурных факторов. В данной работе анализируется роль национального менталитета и системы ценностей в процессах институциональной трансформации. Рассматривается влияние неформальных институтов, включая культурные нормы, традиции и общественные представления, на эффективность, восприятие и устойчивость реформ. Исследование основано на смешанной методологии, включающей теоретический анализ и сравнительную оценку. Результаты показывают, что согласованность формальных институтов с национальными ценностями повышает эффективность реализации политики, укрепляет институциональное доверие и обеспечивает долгосрочное развитие. В то же время игнорирование культурных факторов приводит к сопротивлению, снижению эффективности и институциональным несоответствиям.

Ключевые слова: институциональная трансформация, национальный менталитет, ценности, неформальные институты, управление, социокультурные факторы.

INTRODUCTION

In the context of rapid globalization, digitalization, and intensifying socio-economic competition, institutional transformation has become a central element of national development strategies. Countries undergoing structural reforms increasingly recognize that the success of institutional changes depends not only on formal mechanisms such as legislation, governance models, and economic policies, but also on informal factors embedded in society. Among these, national mentality and value systems play a decisive role in shaping how institutions are perceived, adapted, and implemented in practice.

The relevance of this study is determined by the fact that many reform initiatives, particularly in developing and transition economies, often produce inconsistent or suboptimal outcomes despite the adoption of internationally recognized models. This paradox can be explained by the insufficient consideration of cultural and value-based dimensions that influence individual and collective behavior. Institutional frameworks that ignore deeply rooted societal norms, traditions, and mental models tend to face resistance, low compliance, or superficial implementation.

From a theoretical perspective, institutional transformation is closely linked to the interaction between formal institutions (laws, regulations, and policies) and informal institutions (values, beliefs, customs, and social norms). Scholars such as Douglass North have emphasized that informal constraints are often more persistent and influential than formal rules, as they are embedded in the historical and cultural evolution of societies. Therefore, understanding the role of national mentality becomes essential for ensuring the sustainability and effectiveness of reforms.

In this regard, national mentality can be understood as a system of collective perceptions, behavioral patterns, and value orientations that shape societal responses to change. Values such as trust, collectivism, individual responsibility, respect for authority, and attitudes toward innovation significantly affect how institutional reforms are received and internalized. For instance, reforms that promote decentralization and individual initiative may encounter challenges in societies with strong hierarchical traditions, while collective-oriented cultures may facilitate cooperation but limit entrepreneurial dynamism.

Furthermore, the increasing integration of economies into the global system creates additional pressure to harmonize institutional frameworks with international standards. However, the direct transplantation of foreign models without adaptation to local cultural contexts often leads to institutional mismatch. This highlights the importance of developing context-sensitive reform strategies that align global best practices with national values and mentality.

Thus, the purpose of this study is to analyze the role of national mentality and value systems in institutional transformation processes, identify key mechanisms through which they influence reform outcomes, and propose approaches for integrating cultural factors into policy design. The findings aim to contribute to a more comprehensive understanding of institutional development by bridging the gap between formal economic theory and socio-cultural realities.

REVIEW OF LITERATURE ON THE SUBJECT

The theoretical foundations of institutional transformation are strongly rooted in the works of Douglass C. North, who emphasized the critical distinction between formal and informal institutions. According to North, while formal rules such as laws and regulations can be rapidly changed, informal constraints, including traditions, customs, and value systems, evolve slowly and exert a long-term influence on economic performance and institutional development. This perspective highlights that national mentality is not merely a background factor but a central determinant of how institutions function and transform over time [1]. Furthermore, North, Wallis, and Weingast expanded this framework by introducing the concept of social orders, arguing that institutional arrangements are deeply embedded in societal structures and power relations, which are shaped by historical and cultural factors [5].

The role of culture in shaping institutional effectiveness is extensively explored in the works of Geert Hofstede. His cultural dimensions theory provides a systematic framework for understanding how values such as power distance, individualism, uncertainty avoidance, and long-term orientation influence organizational behavior and institutional dynamics. Hofstede's findings demonstrate that differences in national cultures lead to variations in how institutions are perceived, accepted, and implemented across countries. Later developments of this framework by Hofstede, Hofstede, and Minkov further refined these dimensions and emphasized their relevance in modern globalized contexts, particularly in explaining cross-country differences in governance and reform outcomes [2], [3].



Complementing Hofstede's approach, Ronald Inglehart and Christian Welzel introduced a value-based perspective on institutional change, linking cultural transformation with processes of modernization and democratization. Their research suggests that shifts in societal values, particularly toward self-expression and individual autonomy, are closely associated with the development of democratic institutions and effective governance systems. This approach underscores the dynamic nature of national mentality and its capacity to evolve alongside socio-economic changes, thereby influencing the trajectory of institutional transformation [4].

The sociological dimension of institutional development is further enriched by the concept of embeddedness proposed in economic sociology, which argues that economic actions are deeply rooted in social relationships and cultural contexts. This idea aligns with the broader argument that institutional reforms cannot be fully understood without considering the social and cultural environments in which they are implemented. Similarly, Philippe d'Iribarne emphasizes that management practices and institutional models vary significantly across cultures, as they are shaped by distinct value systems and social norms. His work demonstrates that the same institutional framework may produce different outcomes depending on the cultural context, highlighting the importance of culturally sensitive approaches to reform [9].

Critical perspectives on cultural theories are also present in the literature. Kiril Dimitrov analyzes the widespread application of Hofstede's cultural dimensions while pointing out methodological limitations and the risk of oversimplification when interpreting national cultures. Brendan McSweeney further critiques Hofstede's model, arguing that it may fail to capture the complexity and diversity within societies, thereby limiting its explanatory power. These critiques are important as they encourage a more nuanced understanding of national mentality, suggesting that culture should be viewed as a dynamic and multifaceted phenomenon rather than a fixed set of characteristics [10], [11].

Recent empirical studies have continued to explore the relationship between culture and institutional performance. For example, Holý and Evan apply stochastic frontier analysis to examine how cultural factors influence governance efficiency, providing quantitative evidence that national values significantly affect institutional outcomes. Their findings reinforce the argument that culture is not only a qualitative factor but also has measurable implications for economic and institutional performance [12].

In the context of Uzbekistan, local scholars have contributed to the understanding of cultural and institutional dynamics. Ozodjon Sharipjonovich Uralov examines the process of internationalization in higher education, highlighting the challenges of aligning global standards with national traditions and values. His research demonstrates that successful reforms require adaptation to local cultural contexts rather than direct adoption of foreign models [6]. Similarly, S. Nazarova emphasizes the role of cultural infrastructure, such as online libraries, in preserving and promoting national identity, which indirectly supports institutional development by strengthening cultural awareness and knowledge dissemination [7]. R.G. Qodirova focuses on the transformation of Uzbek national culture during the years of independence, showing how evolving value systems have influenced social and institutional changes. Her work provides important insights into the interaction between cultural evolution and institutional reform in a specific national context [8].

Overall, the reviewed literature demonstrates that national mentality and value systems play a fundamental role in institutional transformation processes. Classical institutional theories emphasize the persistence of informal institutions, while cultural frameworks provide tools for analyzing how values influence behavior and governance. At the same time, critical perspectives highlight the need for a nuanced and context-specific understanding of culture. Empirical and local studies further confirm that successful institutional reforms depend on the alignment between formal structures and national values. Thus, the integration of cultural factors into institutional design emerges as a key condition for achieving sustainable and effective transformation.

RESEARCH METHODOLOGY

The research methodology is based on a mixed-method approach that combines both qualitative and quantitative data collection and analysis techniques. Primary data are obtained through expert interviews and structured surveys conducted among policymakers, educators, and researchers to capture perceptions of national mentality and value systems in institutional transformation processes. Secondary data are collected from academic publications, policy reports, and international databases to ensure a comprehensive theoretical and empirical foundation. The analysis is carried out using comparative and analytical methods, allowing for the identification of patterns, similarities, and differences across contexts. Qualitative data are processed through content analysis to interpret key themes related to cultural values and institutional change, while quantitative data are examined using statistical techniques to identify correlations between value indicators and institutional performance. This integrated approach ensures a systematic evaluation of how national mentality influences the effectiveness and sustainability of institutional reforms.

ANALYSIS AND RESULTS

Institutional transformation is a multidimensional process shaped not only by formal regulations and policy frameworks but also by deeply rooted socio-cultural factors. Among these, national mentality and value systems serve as fundamental determinants that influence both the direction and the outcomes of reforms. Understanding this relationship requires a comprehensive analysis of how informal institutions interact with formal structures in different socio-economic contexts.

At the core of institutional transformation lies the interaction between formal and informal institutions. Formal institutions, including laws, governance systems, and regulatory mechanisms, are often designed to standardize behavior and ensure predictability. However, their effectiveness largely depends on the extent to which they are aligned with informal institutions such as cultural norms, traditions, and shared values. National mentality, as a reflection of collective consciousness, shapes individuals' attitudes toward authority, innovation, responsibility, and cooperation. Consequently, reforms that fail to consider these elements may face resistance or produce only superficial compliance.

One of the key dimensions through which national mentality influences institutional transformation is trust. Trust, both interpersonal and institutional, plays a critical role in determining the level of public acceptance of reforms. In societies with high levels of trust, individuals are more likely to support government initiatives, comply with regulations, and engage in collective actions. Conversely, low-trust environments often result in skepticism toward reforms, increased transaction costs, and the proliferation of informal practices that undermine institutional effectiveness. This dynamic highlights the importance of building trust as a prerequisite for successful transformation.

Another important factor is the degree of collectivism versus individualism within a society. Collectivist cultures tend to emphasize group harmony, social cohesion, and shared responsibility. These characteristics can facilitate coordinated efforts in implementing reforms, particularly in areas that require collective action, such as education, environmental protection, and public health. However, excessive collectivism may also limit individual initiative and innovation, potentially slowing down the adoption of new practices. On the other hand, individualistic cultures promote autonomy, entrepreneurship, and personal accountability, which can drive innovation and economic growth but may also lead to fragmented efforts and reduced social cohesion (Table 1).

Table 1. The Influence of National Mentality Dimensions on Institutional Transformation

Dimension of National Mentality	Key Characteristics	Impact on Institutional Transformation	Potential Risks
Trust (Interpersonal & Institutional)	High level of confidence in institutions and social actors	Facilitates compliance, reduces transaction costs, strengthens reform legitimacy	Overreliance may reduce critical oversight
Collectivism vs Individualism	Group orientation vs personal autonomy	Collectivism enhances cooperation; individualism stimulates innovation and entrepreneurship	Collectivism may limit initiative; individualism may weaken cohesion
Long-term vs Short-term Orientation	Focus on future outcomes vs immediate results	Long-term orientation supports sustainable reforms and strategic planning	Short-termism leads to unstable or incomplete reforms
Power Distance	Acceptance of hierarchical order and authority	High power distance enables rapid decision-making; low power distance improves participation	High power distance reduces transparency; low slows decisions
Uncertainty Avoidance	Tolerance for ambiguity and change	Low avoidance encourages innovation; high avoidance ensures stability	High avoidance resists reforms; low may increase risk exposure

The table demonstrates that national mentality dimensions play a decisive role in shaping the effectiveness of institutional transformation processes. High levels of trust significantly enhance policy implementation by reducing resistance and fostering cooperation between stakeholders. At the same time, cultural orientation toward collectivism or individualism determines whether reforms emphasize social cohesion or innovation-driven growth. Long-term orientation emerges as a critical factor for sustainability, as it encourages strategic investments and consistent policy execution. Furthermore, power distance influences governance dynamics by balancing efficiency and inclusiveness, while uncertainty avoidance affects the pace and adaptability of reforms. Overall, the interaction of these dimensions highlights that institutional success depends not only on formal structures but also on their alignment with prevailing societal values and behavioral patterns.



The relationship between national values and institutional performance can be further illustrated through a comparative perspective. For instance, countries that prioritize long-term orientation and future planning tend to achieve more sustainable outcomes in institutional reforms. These societies are more willing to invest in education, infrastructure, and innovation, recognizing that the benefits of such investments may not be immediate. In contrast, societies with a short-term orientation may prioritize immediate gains, often at the expense of long-term stability and development.

Respect for authority and power distance is another dimension that significantly affects institutional transformation. In high power-distance societies, hierarchical structures are accepted, and decision-making is often centralized. While this can enable rapid implementation of reforms, it may also limit feedback mechanisms and reduce transparency. In contrast, low power-distance societies encourage participatory decision-making and open dialogue, which can enhance accountability and adaptability but may slow down the reform process due to the need for consensus-building.

The role of national mentality becomes particularly evident in the context of policy implementation. Even well-designed policies may fail if they do not resonate with societal values. For example, anti-corruption measures that rely solely on legal enforcement may be ineffective in societies where informal networks and reciprocal obligations are deeply ingrained. In such cases, cultural change initiatives aimed at reshaping values and norms may be necessary to complement formal regulations. This underscores the importance of integrating cultural considerations into policy design and implementation.

Another critical aspect is the perception of change and uncertainty. Societies differ in their tolerance for uncertainty and their willingness to embrace change. In cultures with low uncertainty avoidance, individuals are more open to experimentation and innovation, which can facilitate rapid institutional transformation. In contrast, high uncertainty avoidance may lead to resistance to change, preference for stability, and reliance on established practices. Policymakers must therefore tailor their strategies to account for these differences, ensuring that reforms are introduced in a manner that minimizes perceived risks and builds confidence among stakeholders.

Education and socialization processes also play a significant role in shaping national mentality and, consequently, institutional transformation. Educational systems that promote critical thinking, creativity, and adaptability can foster a culture of innovation and openness to change. Conversely, systems that emphasize conformity and rote learning may reinforce traditional values and hinder the adoption of new practices. This highlights the importance of aligning educational reforms with broader institutional transformation goals.

In addition, the historical context of a country influences its national mentality and value systems. Historical experiences, including colonial legacies, political transitions, and economic crises, shape collective memory and attitudes toward institutions. For example, societies that have experienced prolonged periods of instability may develop a cautious approach to reforms, prioritizing stability over rapid change. Understanding these historical factors is essential for designing context-sensitive reform strategies (Table 2).

Table 2. The Relationship Between National Mentality and Institutional Reform Outcomes in Selected Contexts

Factor	High Alignment with National Values	Low Alignment with National Values
Policy Acceptance	Strong public support and voluntary compliance	Resistance, skepticism, and formal compliance without real implementation
Implementation Efficiency	Smooth execution of reforms with minimal friction	Delays, bureaucratic obstacles, and increased transaction costs
Institutional Trust	Growth of trust in government and institutions	Decline in trust and legitimacy of reforms
Innovation and Adaptation	Higher adaptability and openness to change	Rigid behavior and resistance to new practices
Sustainability of Reforms	Long-term stability and consistent development	Short-term or reversible outcomes

The table highlights the critical importance of aligning institutional reforms with national mentality and value systems. When reforms are consistent with prevailing cultural norms and social expectations, they tend to achieve higher levels of public acceptance and effective implementation. This alignment fosters institutional trust, which in turn strengthens the legitimacy and sustainability of reforms. In contrast, low alignment often results in resistance, superficial compliance, and inefficiencies that undermine reform objectives. Additionally, the ability of institutions to adapt and innovate is closely linked to cultural compatibility, as societies are more likely to embrace change when it resonates with their values. Therefore, successful institutional transformation requires not only technically sound policies but also careful consideration of the socio-cultural context in which these policies are implemented.



Globalization adds another layer of complexity to institutional transformation processes. As countries integrate into the global economy, they are exposed to external pressures to adopt international standards and best practices. While this can drive modernization and improve efficiency, it may also create tensions between global norms and local values. The direct transplantation of foreign institutional models without adequate adaptation often leads to institutional mismatch, where formal structures exist but are not effectively implemented. This phenomenon underscores the importance of localization, where global models are adapted to fit the cultural and social context of a country.

Digitalization further amplifies the role of national mentality in institutional transformation. The adoption of digital technologies requires not only technical infrastructure but also cultural readiness. Societies that value innovation, openness, and continuous learning are more likely to embrace digital transformation, while those with strong resistance to change may struggle to adapt. Moreover, digitalization can also influence national mentality by reshaping communication patterns, access to information, and social interactions, creating a feedback loop between culture and institutions.

The interaction between national values and economic performance is also noteworthy. Values such as work ethic, responsibility, and respect for rules contribute to productivity and efficiency. Institutional reforms that align with these values are more likely to succeed and generate positive economic outcomes. Conversely, misalignment between values and institutions can lead to inefficiencies, corruption, and economic stagnation. This relationship highlights the need for a holistic approach to institutional transformation that considers both economic and cultural dimensions.

Furthermore, leadership plays a crucial role in mediating the relationship between national mentality and institutional transformation. Effective leaders are able to interpret societal values and translate them into policies that resonate with the population. They can also act as agents of change, shaping public perceptions and promoting new values that support reform objectives. Leadership that is disconnected from societal values, however, may struggle to gain public support and achieve sustainable outcomes.

CONCLUSIONS AND SUGGESTIONS

The study demonstrates that national mentality and value systems constitute a fundamental component of institutional transformation processes. While formal institutions such as laws, regulations, and governance structures provide the framework for reform, their effectiveness largely depends on the degree to which they are aligned with informal institutions embedded in society. The analysis confirms that factors such as trust, cultural orientation, attitudes toward authority, and tolerance for uncertainty significantly influence policy acceptance, implementation efficiency, and long-term sustainability of reforms.

It has been established that institutional models transferred without consideration of national values often result in partial implementation, resistance, or institutional mismatch. In contrast, reforms that are adapted to the socio-cultural context tend to achieve more stable and effective outcomes. Therefore, the integration of cultural factors into institutional design should be regarded not as an auxiliary element but as a central strategic priority in policy development.

In order to enhance the effectiveness of institutional transformation processes and ensure their sustainability, the following recommendations are proposed:

1. Strengthening the integration of cultural factors into policy design. Policymakers should systematically incorporate national values, traditions, and behavioral patterns into the formulation of institutional reforms to ensure their social acceptance and effectiveness.
2. Developing trust-based governance mechanisms. Increasing transparency, accountability, and public participation in decision-making processes will help build institutional trust and improve compliance with reforms.
3. Promoting adaptive and flexible reform strategies. Institutional changes should be implemented gradually and adjusted to the cultural readiness of society, minimizing resistance and ensuring smoother transitions.
4. Enhancing the role of education in shaping values. Educational systems should foster critical thinking, innovation, and openness to change, thereby supporting long-term institutional development.
5. Encouraging localization of international best practices. Global institutional models should be adapted to local socio-cultural contexts rather than directly transplanted, ensuring compatibility and effectiveness.
6. Strengthening leadership capacity in managing cultural dynamics. Leaders should be equipped with the skills to understand societal values and communicate reforms in a way that resonates with the population.
7. Supporting research on culture-institution interactions. Further empirical studies should be conducted to better understand the relationship between national mentality and institutional performance, providing evidence-based guidance for policymakers.



In conclusion, the success of institutional transformation depends on a balanced approach that harmonizes formal structures with informal socio-cultural foundations. Only by recognizing and integrating national mentality and values into reform processes can countries achieve sustainable development, institutional resilience, and long-term socio-economic progress.

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muhandislik

& iqtisodiyot

ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

Ingliz tili muharriri: Feruz Hakimov

Musahhih: Zokir Alibekov

Sahifalovchi va dizayner: Abdurahmon Qurbonov

2026. № 3

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"Muhandislik va iqtisodiyot" jurnali 26.06.2023-yildan
O'zbekiston Respublikasi Prezidenti Adminstratsiyasi huzuridagi
Axborot va ommaviy kommunikatsiyalar agentligi tomonidan
№S-5669245 reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan.
Litsenziya raqami: №095310.

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