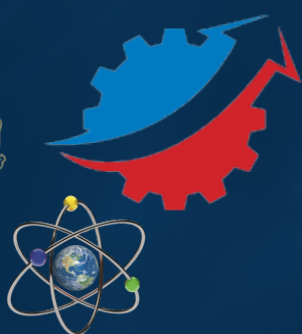


# MUHANDISLIK

## & IQTISODIYOT

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

**2026-YIL**  
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- 05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
- 05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
- 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
- 05.01.07 – Matematik modellashtirish
- 05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
- 05.02.00 – Mashinasozlik va mashinashunoslik
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- 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)
- 05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
- 05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
- 10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
- 10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
- 08.00.01 – Iqtisodiyot nazariyasi
- 08.00.02 – Makroiqtisodiyot
- 08.00.03 – Sanoat iqtisodiyoti
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- 08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 – Turizm va mehmonxona faoliyati

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# EMPLOYEE WELL-BEING IN POST-REFORM UZBEKISTAN: A SYSTEMATIC LITERATURE REVIEW AND RESEARCH AGENDA

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**Abstract.** This article presents a systematic literature review of employee well-being research conducted in the context of Uzbekistan between 2017 and 2025. Following major economic and institutional reforms initiated under the New Uzbekistan Development Strategy, the country has undergone significant transformations in its labour market, including the adoption of the new Labour Code in 2023, large-scale privatisation of state-owned enterprises, expansion of the higher education sector, and growing digitalisation of the economy. Despite these wide-ranging changes, scholarly attention to this issue is still developing and offers important opportunities for further research. This review maps existing Uzbekistan-focused studies against the PERMA+4 framework, which encompasses positive emotions, engagement, relationships, meaning, accomplishment, physical health, mindset, work environment, and economic security. The analysis reveals that research to date has focused mainly on work-life balance in the banking and information technology sectors, while several promising directions for future research can be identified in areas such as workplace mental health, public-sector employee well-being, burnout, and the experiences of workers in the informal economy. The article concludes by proposing a five-pillar national research agenda aimed at guiding future scholarship and informing evidence-based workplace policy in Uzbekistan.

**Keywords:** employee well-being, Uzbekistan, PERMA+4, labour reform, literature review, workplace mental health, post-Soviet transition.

**Annotatsiya.** Ushbu maqolada 2017–2025-yillar davomida O‘zbekiston kontekstida olib borilgan xodimlar farovonligiga oid tadqiqotlar bo‘yicha tizimli adabiyotlar sharhi taqdim etiladi. “Yangi O‘zbekiston” taraqqiyot strategiyasi doirasida boshlangan yirik iqtisodiy va institutsional islohotlardan so‘ng mamlakat mehnat bozorida muhim o‘zgarishlar yuz berdi. Jumladan, 2023-yilda yangi Mehnat kodeksining qabul qilinishi, davlat korxonalarini keng ko‘lamda xususiy lashtirish, oliy ta‘lim sektorining kengayishi va iqtisodiyotning raqamlashtirilishi ushbu jarayonning asosiy yo‘nalishlari sifatida namoyon bo‘ldi. Shunga qaramay, mazkur o‘zgarishlarning xodimlar farovonligiga ta‘sirini o‘rganishga qaratilgan ushbu yo‘nalishdagi ilmiy tadqiqotlar bosqichma-bosqich rivojlanib bormoqda va kelgusida yanada kengroq o‘rganish uchun muhim imkoniyatlar yaratmoqda. Ushbu sharhda mavjud O‘zbekiston kontekstidagi tadqiqotlar PERMA+4 konseptual doirasi asosida tizimlashtiriladi. Mazkur model ijobiy emotsiyalar, ishga jalb etilganlik, munosabatlar, mazmun, yutuqlar, jismoniy salomatlik, fikrlash tarzi, ish muhiti va iqtisodiy xavfsizlik kabi yo‘nalishlarni qamrab oladi. Tahlil natijalari shuni ko‘rsatadiki, hozirga qadar olib borilgan tadqiqotlar asosan bank va axborot texnologiyalari sohalarida ish va shaxsiy hayot muvozanatiga qaratilgan. Shu bilan birga, ish joyidagi ruhiy salomatlik, davlat sektori xodimlarining farovonligi, kasbiy charchash va norasmiy iqtisodiyotda faoliyat yurituvchi ishchilar tajribasi kabi yo‘nalishlarda sezilarli ilmiy bo‘shliqlar mavjud. Maqola yakunida kelgusidagi ilmiy tadqiqotlarni yo‘naltirish hamda O‘zbekistonda dalillarga asoslangan ish joyi siyosatini shakllantirishga xizmat qiluvchi besh ustunli milliy tadqiqot dasturi taklif etiladi.

**Kalit so‘zlar:** xodimlar farovonligi, O‘zbekiston, PERMA+4, mehnat islohoti, adabiyotlar sharhi, ish joyidagi ruhiy salomatlik, postsovet o‘tish davri.

**Аннотация.** В данной статье представлен систематический обзор литературы по исследованиям благополучия сотрудников в контексте Узбекистана за период 2017–2025 годов. После масштабных экономических и институциональных реформ, инициированных в рамках Стратегии развития «Новый Узбекистан», в стране произошли значительные трансформации на рынке труда. К ним относятся принятие нового Трудового кодекса в 2023 году, крупномасштабная приватизация государственных предприятий, расширение сектора высшего образования и усиление цифровизации экономики. Несмотря на эти масштабные изменения, научное внимание к их влиянию на благополучие работников остаётся ограниченным и фрагментарным. В данном обзоре существующие исследования, посвящённые Узбекистану, систематизированы на основе модели PERMA+4, охватывающей позитивные эмоции, вовлечённость, взаимоотношения, смысл, достижения, физическое здоровье, образ мышления, рабочую среду и экономическую безопасность. Анализ показывает, что исследования до настоящего времени были сосредоточены преимущественно на балансе между работой и личной жизнью в банковском секторе и сфере информационных технологий. Вместе с тем сохраняются значительные пробелы в таких направлениях, как психическое здоровье на рабочем месте, благополучие работников государственного



сектора, профессиональное выгорание и опыт работников неформальной экономики. В заключение статьи предлагается пятикомпонентная национальная исследовательская программа, направленная на развитие будущих научных исследований и формирование доказательной политики в сфере труда в Узбекистане.

**Ключевые слова:** благополучие сотрудников, Узбекистан, PERMA+4, трудовая реформа, обзор литературы, психическое здоровье на рабочем месте, постсоветский переход.

## INTRODUCTION

The concept of employee well-being has gained increasing prominence in both academic research and organisational practice worldwide. Broadly defined as the overall quality of an employee's experience and functioning at work, well-being encompasses physical health, psychological conditions, social relationships, and the material conditions of employment. Internationally, a substantial body of evidence links employee well-being to higher productivity, reduced absenteeism, lower staff turnover, and stronger organisational performance. However, research on these dynamics remains geographically uneven, with most studies concentrated in Western Europe, North America, and parts of East Asia.

Uzbekistan, the most populous country in Central Asia, with more than 36 million inhabitants, represents a particularly important and promising context for employee well-being research. Since 2017, the country has implemented an ambitious programme of economic liberalisation and institutional modernisation. Currency reforms, trade openness, large-scale privatisation, and the comprehensive renewal of labour legislation have significantly reshaped the employment landscape. In particular, the higher education sector expanded from approximately 70 institutions in 2017 to more than 220 institutions by 2025, creating tens of thousands of new academic and administrative positions. Meanwhile, female labour force participation increased from approximately 33 percent in 2018 to nearly 39 percent in 2024, while a considerable share of the workforce, estimated at around 40 percent, continues to be engaged in the informal economy.

These rapid transformations have created new opportunities for workers across various sectors and have increased the relevance of evidence-based approaches to supporting employee well-being. At the same time, the academic literature examining these developments in Uzbekistan is steadily expanding, offering a promising foundation for future research in this area. Existing studies have generally focused on specific organisational samples, used diverse measurement approaches, and only gradually begun to engage with established theoretical frameworks from well-being science. This indicates an important research opportunity at a time when evidence-based insights can contribute to the improvement of national labour policy and organisational human resource management practices.

The purpose of this article is threefold. First, it conducts a systematic review of identifiable empirical and conceptual studies addressing employee well-being in the context of Uzbekistan published between 2017 and 2025. Second, it evaluates the scope and depth of this literature through the lens of the PERMA+4 framework, a comprehensive model of workplace well-being. Third, it identifies key research gaps and proposes a structured research agenda to guide future scholarship. The article contributes to the growing body of knowledge on employee well-being in transitional economies and offers practical implications for policymakers, employers, and international development organisations operating in Uzbekistan.

## LITERATURE REVIEW

### The PERMA+4 Theoretical Model

Several theoretical models have been employed in the international literature to conceptualise and measure employee well-being. Among the most widely cited models are Warr's Vitamin Model, the Job Demands–Resources framework developed by Bakker and Demerouti, Self-Determination Theory as applied to work motivation, and the World Health Organization's broader framework of mental health at work. Each of these approaches offers valuable insights; however, many of them focus on specific dimensions of well-being rather than providing a fully holistic assessment.

This review adopts the PERMA+4 framework as its analytical lens. Originally grounded in Seligman's PERMA model of flourishing, which identifies five pillars of well-being — Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment — the PERMA+4 extension introduced by Donaldson and colleagues adds four work-specific dimensions: Physical Health, Mindset, Work Environment, and Economic Security. This nine-dimensional model was selected for two main reasons. First, it provides sufficient breadth to capture the multifaceted nature of well-being in a rapidly changing economic context such as Uzbekistan. Second, its structured dimensionality enables a systematic gap analysis, as each dimension can be mapped against existing Uzbekistan-focused studies to identify areas where scholarship is more developed and areas

where further research is needed.

By applying PERMA+4 as an organising framework rather than as a direct measurement tool, this review avoids the limitations associated with imposing Western psychometric instruments on a culturally distinct context, while retaining the analytical strength of a validated conceptual structure.

#### **Work-Life Balance Studies in Uzbekistan**

The most developed area of employee well-being research in Uzbekistan concerns work-life balance. Recent studies have examined the relationship between work-life balance and employee performance in the banking sector, showing that flexible scheduling and supportive supervisory practices are positively associated with both employee commitment and self-reported performance. Parallel research in the information technology sector, supported by the rapid growth of Uzbekistan's IT Park ecosystem, has explored how remote work arrangements and professional autonomy influence the balance between work-related and personal responsibilities.

A notable contextual factor is the gender dimension of work-life balance in Uzbekistan. With female labour force participation at approximately 39 percent and a participation gap of more than 30 percentage points compared with men, the interaction between family responsibilities, cultural expectations, and workplace demands requires further scholarly attention. The World Bank's 2024 Country Gender Assessment for Uzbekistan indicates that employment rates among married women are considerably lower than those among single women, suggesting that family formation remains an important factor influencing labour market participation.

#### **Organisational Behaviour and Leadership Research**

A second cluster of studies addresses organisational behaviour constructs closely related to employee well-being. A study published in MDPI's *Sustainability* journal examined the moderating role of office design in the relationship between psychological empowerment and organisational citizenship behaviour in Uzbek organisations. Research on work engagement among public employees has explored how leadership styles and perceived organisational support influence engagement levels. Studies on human resource management practices and job satisfaction among university academic staff further contribute to this research cluster, although many of them remain primarily descriptive and would benefit from stronger theoretical grounding.

#### **Gaps in Mental Health and Informal Economy Research**

Workplace mental health represents an important and promising direction for future employee well-being research in Uzbekistan. As mental health support systems continue to develop, further studies can make a valuable contribution by examining psychological well-being, occupational stress, and the effectiveness of employee support practices in different organisational settings. At present, limited published research in the Uzbekistan context has examined workplace burnout using validated instruments such as the Maslach Burnout Inventory, occupational stress among specific professional groups, or employer-provided psychological support programmes.

Approximately 40 percent of Uzbekistan's workforce is engaged in the informal economy, while a substantial proportion of the population works abroad, primarily in Russia and Kazakhstan. The well-being of these worker groups has been addressed mainly in macro-level policy reports by organisations such as UNDP and the ILO, but it remains less developed in organisational psychology and management research. Informal workers may face varying levels of access to formal employment contracts, social protection, and labour dispute resolution mechanisms, which may affect several PERMA+4 dimensions, including economic security, work environment, physical health, and psychological well-being.

## **RESEARCH METHODOLOGY**

This review followed a systematic approach adapted to research contexts in which the volume of published studies is relatively limited. The search strategy covered several academic and institutional databases, including Scopus, Web of Science, Google Scholar, the Central and Eastern European Online Library, and national repositories. The search terms included combinations of *employee well-being*, *job satisfaction*, *work-life balance*, *workplace mental health*, *burnout*, *organisational commitment*, *work engagement*, and *occupational health*, each paired with *Uzbekistan* or *Central Asia*. Both English-language and Russian-language publications were included in the review. The time frame was limited to 2017–2025 in order to correspond with the post-reform period in Uzbekistan.

The initial search identified 47 potentially relevant records. After screening abstracts and removing duplicates, conference abstracts without full papers, and studies that mentioned Uzbekistan only marginally within broader Central Asian datasets, 18 substantive works were retained for detailed analysis. These included peer-reviewed journal articles, book chapters, working papers published by international organisations, and



selected policy reports from institutions such as the World Bank, UNDP, and the ILO that contained relevant empirical data on working conditions.

Each retained work was coded according to the nine PERMA+4 dimensions in order to determine which aspects of employee well-being it addressed. In addition, the sectoral focus, methodological approach, sample characteristics, and theoretical framing of each study were recorded. This coding process made it possible to assess the thematic coverage of the existing literature and identify key areas requiring further research.

## ANALYSIS AND RESULTS

The body of published research on employee well-being in Uzbekistan is gradually developing and demonstrates growing scholarly interest across several key sectors. The largest cluster of studies focuses on work-life balance, particularly in the banking and information technology sectors. Research on organisational commitment, transformational leadership, and organisational citizenship behaviour forms another important area of inquiry. In addition, studies examining job satisfaction among academic staff and work engagement among public employees contribute to the expanding knowledge base on employee well-being in the country. The review also highlights promising directions for future research, particularly in workplace mental health, burnout prevention, employee assistance programmes, and the well-being of workers in the informal economy (Table 1).

**Table 1**  
**PERMA+4 Coverage Gap Matrix: Employee Well-Being Research in Uzbekistan, 2017–2025**

PERMA+4 Dimension	Coverage Level	Sectors Studied	Key Research Gaps
Positive Emotion	Low	Banking, IT	Further research is needed on affect, mood, and subjective happiness in the workplace.
Engagement	Moderate	Public sector	Existing evidence is based on a single study; further replication in private-sector settings is required.
Relationships	Low	Mixed organisations	Leader–member exchange has been examined, while peer and team dynamics require further investigation.
Meaning	Very low	Not applicable	Meaningful work has not yet been directly examined in Uzbekistan-focused studies.
Accomplishment	Low	Academia	Existing studies are mainly limited to job satisfaction proxies; achievement and mastery-oriented dimensions require further attention.
Physical Health	Very low	Not applicable	Occupational health and safety aspects remain underexplored in employee well-being research.
Mindset	Low	Mixed organisations	Psychological empowerment has been examined in a limited number of studies; resilience and growth mindset require further research.
Work Environment	Moderate	Mixed organisations	Office design has been studied, while remote and hybrid work arrangements remain insufficiently explored.
Economic Security	Low, indirect	Macro-level reports	ILO and UNDP data provide macro-level insights, but micro-level employee studies are still needed.

Several factors help explain the current state of employee well-being research in Uzbekistan. First, the institutional infrastructure for social science research has historically been more strongly oriented toward applied economics and technical fields than toward organisational psychology or behavioural science. University departments specialising in human resource management and organisational behaviour are relatively new, and doctoral training in these fields has expanded only in recent years. Second, the rapid pace of reform has created a growing need for empirical studies that can assess its workplace-level effects. The new Labour Code, which came into force in April 2023, introduced more than 20 new provisions related to employee rights, remote work, anti-discrimination measures, and severance procedures. However, its workplace-level implementation and impact require further empirical examination. Third, cultural factors may also influence the limited scholarly attention given to subjective well-being, particularly mental health.

The rapid expansion of the higher education sector creates both a practical need and a significant research opportunity. With 222 institutions currently operating, university employees constitute a large and accessible research population. Moreover, the presence of 38 international branch campuses introduces organisational cultures and management practices that differ from those of traditional Uzbek institutions. This creates a

valuable opportunity for comparative research on employee well-being within a single national context.

## CONCLUSION AND RECOMMENDATIONS

This systematic literature review shows that employee well-being research in Uzbekistan is still at an early stage of development. Although a small but growing body of studies addresses work-life balance, organisational commitment, and work engagement, most of the nine PERMA+4 dimensions require further scholarly attention in the Uzbekistan context. In particular, workplace mental health, burnout, and the well-being of informal economy workers remain important areas for future research, especially given the scale of economic and institutional transformation currently taking place in the country.

Based on the gaps identified in this review, the following five-pillar research agenda is proposed to guide future scholarship on employee well-being in Uzbekistan.

**Pillar 1: Workplace Mental Health and Burnout.** Future studies should develop and validate culturally adapted instruments for measuring burnout, occupational stress, and psychological well-being in the Uzbek context. Initial research may focus on high-risk occupational groups, including healthcare workers, teachers, and employees of state-owned enterprises undergoing privatisation.

**Pillar 2: Labour Reform Impact Assessment.** The 2023 Labour Code provides an important opportunity for policy-oriented empirical research. Researchers should conduct pre-post and comparative studies examining how the new provisions on remote work, anti-discrimination measures, severance protection, and women's labour rights have influenced perceived well-being, job security, and organisational trust.

**Pillar 3: Gender-Disaggregated Well-Being Analysis.** Given the persistent gender gap in labour force participation, employee well-being research should systematically disaggregate findings by gender. Future studies should examine how work-family conflict, workplace flexibility, and organisational support differently affect the well-being of women and men across sectors.

**Pillar 4: Informal Economy and Migrant Worker Well-Being.** Extending well-being research to the approximately 40 percent of the workforce engaged in informal employment represents an important direction for future scholarship. Research should adapt frameworks such as the ILO's Decent Work indicators to assess autonomy, economic security, physical safety, and social connectedness among informal workers.

**Pillar 5: Digital Transformation and Hybrid Work.** As Uzbekistan's IT sector continues to grow and remote work provisions are reflected in the Labour Code, future research should examine technostress, digital work-life boundaries, and virtual team dynamics. These issues are increasingly relevant for understanding employee well-being in digitally transforming workplaces.

By grounding future studies in internationally validated frameworks while taking into account Uzbekistan's distinctive cultural, economic, and institutional features, researchers can contribute both to the global knowledge base on well-being in transitional economies and to the practical needs of Uzbek employers, employees, and policymakers. As Uzbekistan continues to implement its reform programme, understanding and supporting workforce well-being should be viewed not only as an academic priority but also as an important factor in sustainable economic and social development.

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